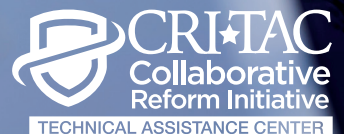


Law Enforcement Solutions By the Field, For the Field

COLLABORATIVE REFORM FOURTH ANNUAL REVIEW



COPS
Community Oriented Policing Services
U.S. Department of Justice



Law Enforcement Solutions By the Field, For the Field

COLLABORATIVE REFORM FOURTH ANNUAL REVIEW



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Contents

- Letter from the Acting Director of the COPS Office and Executive Directors of CRI-TAC Partnersv
- Acknowledgmentsvii
 - COPS Office staff.vii
 - IACP staff.viii
 - Partners staff.viii
- Executive Summary.1
- Introduction.3
 - Technical assistance services5
 - About this report.10
- Program Performance11
 - Key performance indicators.11
 - Technical assistance summaries25
- How to Request Technical Assistance35
 - Step 1. Inquiry35
 - Step 2. Intake call36
 - Step 3. Technical assistance request36
 - Step 4. Technical assistance work plan37
 - Step 5. Technical assistance delivery37

On Deck in 2022. 39

 Furthering active bystander techniques 39

 Translating training to address tribal missing persons cases 39

 Using the lessons learned from the COVID-19 pandemic to prepare for future events 40

 Supporting de-escalation research 40

 Enhancing community engagement efforts 41

 Continuing service to the field 41

About the CRI-TAC Partners 43

 International Association of Chiefs of Police (IACP). 43

 FBI National Academy Associates (FBINAA) Inc. 43

 Fraternal Order of Police (FOP) 43

 International Association of Campus Law Enforcement Administrators (IACLEA). 43

 International Association of Directors of Law Enforcement Standards and Training (IADLEST) 44

 Major County Sheriffs of America (MCSA). 44

 National Association of Women Law Enforcement Executives (NAWLEE) 44

 National Organization of Black Law Enforcement Executives (NOBLE) 44

 National Sheriffs' Association (NSA) 45

 National Tactical Officers Association (NTOA) 45

About the COPS Office 46

Letter from the Acting Director of the COPS Office and Executive Directors of CRI-TAC Partners

Colleagues:

The successful and groundbreaking partnership between the COPS Office, the International Association of Chiefs of Police (IACP), and a cohort of leading law enforcement partners—FBI National Academy Associates Inc. (FBINAA), the Fraternal Order of Police (FOP), the International Association of Campus Law Enforcement Administrators (IACLEA), the International Association of Directors of Law Enforcement Standards and Training (IADLEST), the Major County Sheriffs of America (MCSA), the National Association of Women Law Enforcement Executives (NAWLEE), the National Organization of Black Law Enforcement Executives (NOBLE), the National Sheriffs' Association (NSA), and the National Tactical Officers Association (NTOA)—continues to excel and provide critical technical assistance resources to law enforcement agencies through the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC). Since we launched CRI-TAC in 2018, we have fielded close to 700 technical assistance requests for support on critical issues like officer safety and wellness; community engagement; leadership; active shooter response; de-escalation; school safety; crime analysis; crisis intervention; and recruitment, hiring, and retention. We deliver tailored technical assistance that meets the needs of state, local, territorial, tribal, and campus law enforcement agencies in a “by the field, for the field” approach.

We're proud to provide customized, timely, field-driven technical assistance to agencies in a way that minimizes the burden to the officers, deputies, troopers, and civilians on the front line while focusing on the needs of both law enforcement and the communities they serve. Our work is furthered by a strong collaboration among one another that not only enhances our technical assistance deliveries but also prepares us to respond to critical, emerging issues. We're honored to be a one-stop shop for law enforcement agencies as they are looking to build better, stronger agencies and communities.

This report on CRI-TAC's fourth year demonstrates how the center has supported law enforcement agencies in their efforts to ensure public safety in their communities. It includes performance metrics, case studies, and testimonials on the efficient and responsible delivery of "by the field, for the field" assistance to campus, local, county, tribal, territorial, and state agencies and highlights plans to do more of the same in 2022. We will continue to provide strong and effective assistance for the good of the field, the communities served, and the country. Thanks to the field and to the dedicated staff at the COPS Office and across all the partners for making this a successful and service-oriented program.

Sincerely,



Robert E. Chapman
Acting Director
Office of Community Oriented Policing Services

Vincent Talucci
Executive Director
International Association of Chiefs of Police

Howard Cook
Executive Director
FBI National Academy Associates Inc.

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Acknowledgments

By modeling the importance and strength of partnerships, CRI-TAC continues to advance the philosophy of community policing and the mission of the COPS Office. It is vital that the countless individuals and organizations who have contributed to the success of CRI-TAC in its fourth year be acknowledged.

First and foremost, we offer our appreciation to agency leaders that requested assistance; became engaged partners; and provided the vision, goals, and objectives they wanted to achieve to take their agencies to the next level. The leadership decision to reach out for assistance is commendable because these leaders are striving to better serve their employees and communities. We also offer appreciation to the innumerable law enforcement professionals from the requesting agencies who have worked hand in hand with CRI-TAC for the betterment of their agencies and the communities they serve.

Gratitude is also due to the staff at the International Association of Chiefs of Police (IACP) and partner organizations that are the administrative backbone needed to ensure CRI-TAC truly represents the field. The 10 partner organizations are actively engaged in assisting the field in moving forward in a progressive, community-oriented approach.

Finally, none of this could be possible without the numerous and diverse subject matter experts (SME) who have provided the technical assistance needed to ensure CRI-TAC meets the needs of the field. The SMEs are the heart and mind of CRI-TAC and ensure that the technical assistance is responsive, innovative, effective, and efficient. Without their professionalism, dedication, and commitment, this report would not be possible. We are extremely thankful.

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- Shelley S. Hyland, PhD, Supervisory Program Specialist, Community Policing Advancement
- Nazmia E.A. Comrie, Senior Program Specialist, Community Policing Advancement
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- Terrence M. Cunningham, Deputy Executive Director / Chief Operating Officer
- Domingo Herraiz, Director
- Sarah Horn, Assistant Director
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- Laura Wilt, Program Manager
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National Association of Women Law Enforcement Executives

- Kym Craven, Executive Director
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- Val Cunningham, Past President
- Alana Ennis, Project Manager
- Becky Zagami, Bookkeeper

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- Jessica Vanderpool, Director of Grants and Contracts
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- Mitch Cunningham, Chief Law Enforcement Advisor

National Tactical Officers Association

- Thor Eells, Executive Director
- Don Kester, Director of Training and Education
- Buck Rogers, Program Manager
- Rick Brzozowski, Accountant

Executive Summary

The Collaborative Reform Initiative for Technical Assistance, a program developed by the U.S. Department of Justice's (DOJ) Office of Community Oriented Policing Services (COPS Office), provides critical and tailored technical assistance resources to state, local, territorial, tribal, and campus law enforcement agencies on a wide variety of topics. The program has served as the premier technical assistance program of the COPS Office since 2011.

Assisting our nation's law enforcement is at the core of our mission at the COPS Office. To advance this mission, it is essential that we engage with and listen to the field and adapt our approaches accordingly. Based on this valuable insight, in 2017 we partnered with the International Association of Chiefs of Police (IACP) to establish a technical assistance delivery center known as the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC).

CRI-TAC brings together an unprecedented coalition of leading law enforcement organizations: IACP, FBI National Academy Associates Inc., Fraternal Order of Police, International Association of Campus Law Enforcement Administrators, International Association of Directors of Law Enforcement Standards and Training, Major County Sheriffs of America, National Association of Women Law Enforcement Executives, National Organization of Black Law Enforcement Executives, National Sheriffs' Association, and the National Tactical Officers Association. This collaboration ensures that CRI-TAC delivers tailored technical assistance that meets the needs of state, local, territorial, tribal, and campus law enforcement agencies in a "by the field, for the field" approach.

Since launching CRI-TAC, the COPS Office has fielded close to 700 technical assistance requests from law enforcement agencies across the country. The center has delivered technical assistance on a range of diverse topics through various means including strategy consultation, peer exchanges, policy assistance, training, and informational briefings by subject matter experts.

Most agencies that participated in CRI-TAC, like most agencies nationally, are local municipal police departments (61 percent). Campus agencies made up 16 percent of technical assistance participants, and sheriffs' offices made up 14 percent. As is the case nationally, most CRI-TAC agencies (54 percent) had fewer than 50 sworn personnel. Mid-size and large agencies with 100 to 499 sworn personnel represented the second-greatest number of those receiving technical assistance from CRI-TAC at 19 percent.

CRI-TAC collects customer satisfaction data, reflecting that the majority of responding agencies strongly agree or agree that the technical assistance provided met their agency's expectations, was relevant to the identified problem and relevant to their agency, and helped their agency address its problem. Long-term post-impact

data indicate that more than 90 percent of agencies found that the technical assistance improved their overall effectiveness in addressing their problems, and 90 percent stated that the improvements made because of the technical assistance have been sustained.

Training course evaluations indicate that 95 percent of agencies found training provided through CRI-TAC was effective in meeting the goals and objectives of the course. Of note related to the training data, participants identified both before and after the training whether their knowledge, skills, and abilities (KSA) in the training subject were advanced, intermediate, basic, or little or said they had no skills training. Of 750 training participants, a majority (64.7 percent) of respondents reported an increase by one or more KSA levels. Most (34.8 percent) of the remainder of respondents reported no increase in KSAs. Last, a small number (> 1 percent) of respondents indicated a lower level of KSA after training participation.

This report highlights the work of CRI-TAC since the release of the third annual report¹ in June 2021. The reader will find a breakdown of program performance metrics and eight case studies diverse in topic and in agency size, type, and geography. The report provides testimonials on the impact of the technical assistance and a description of the intake process. It concludes with an overview of activities taking place in 2022, including the development of community engagement resources and trainings on the topics of peer intervention and volunteers in tribal agencies.

Agencies interested in submitting a request will experience a process that is low-burden, efficient, and designed to best address their needs while maintaining local control and decision-making. For more information about CRI-TAC, please visit CollaborativeReform.org.



1. COPS Office, *Law Enforcement Solutions By the Field, For the Field: Collaborative Reform Third Annual Review* (Washington, DC: Office of Community Oriented Policing Services, 2021), <https://cops.usdoj.gov/RIC/ric.php?page=detail&tid=COPS-P453>.

Introduction

Assisting our nation's law enforcement is at the core of our mission at the COPS Office. To advance this mission, it is essential that we engage with and listen to the field and develop approaches that meet their needs. As a result of continual outreach and engagement with the field, the COPS Office developed the Collaborative Reform Initiative in 2011. It provides critical and tailored technical assistance resources to state, local, territorial, tribal, and campus law enforcement agencies on a wide variety of topics. The program has served as the premier technical assistance program of the COPS Office since 2011, and since 2017, it has featured a "by the field, for the field" technical assistance center, known as the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC). CRI-TAC was established in partnership with the International Association of Chiefs of Police (IACP).

"During a time of constant change, CRI-TAC is an unprecedented program which affords law enforcement executives the opportunity to address critical topics and vexing problems at no cost, driven by your needs and vision. Building on the strengths of each of the 10 partner law enforcement associations, CRI-TAC connects agencies to the best and brightest experts across the U.S., to facilitate rapid assistance. We are proud to have serviced over 600 agencies to date."

– Dwight Henninger, President, IACP

CRI-TAC brings together an unprecedented coalition of leading law enforcement organizations representing law enforcement executives, unions, and other public safety stakeholders. This collaboration ensures that CRI-TAC delivers tailored technical assistance that meets the needs of state, local, territorial, tribal, and campus law enforcement agencies in a "by the field, for the field" approach.

CRI-TAC benefits from the expertise of an impressive coalition of law enforcement organizations including the ones shown in figure 1 on page 4 (see "About the CRI-TAC Partners" on page 43 for summaries of each of the partners):

Figure 1. Coalition of CRI-TAC partners



The COPS Office provides support, resources, and technical assistance to law enforcement agencies nationwide by using this "by the field, for the field" model. Solutions are designed by IACP, partners, and subject matter experts (SME) from the field in collaboration with the agency to address their unique needs. Customizing the technical assistance for each agency ensures that the assistance is timely, relevant, and field-driven. The program is a public service and offered at no cost to the requesting agency.

"The result of a global pandemic coupled with the continuing pressures put upon the law enforcement community has resulted in unprecedented challenges in the areas of officer safety, recruitment, and retention to name a few. The solid partnerships established through the CRI-TAC initiative have provided us with a mechanism to collaborate with our partners on innovative solutions to today's law enforcement dilemmas that has resulted in us collectively making a difference in the lives of rank-and-file officers nationwide."

— Patrick Yoes, National President, FOP

CRI-TAC brings together the collective leadership, expertise, and resources from these partnering organizations and their more than 420,000 members² to ensure it is meeting the complex and varying needs of the field.

2. U.S. Department of Justice, "Attorney General Sessions Provides Further Support for Local Law Enforcement with Launch of New Collaborative Reform Initiative Technical Assistance Center," press release, March 15, 2018, <https://www.justice.gov/opa/pr/attorney-general-sessions-provides-further-support-local-law-enforcement-launch-new>.

"CRI-TAC has proven to be a truly successful program that's made a positive impact in the policing profession. It has allowed agencies of all sizes, types, and capabilities to be on a level playing field in obtaining top-notch training and technical assistance. Agencies are now better equipped to face the challenges that lay ahead, thanks in great part to the COPS Office and the CRI-TAC partners. IACLEA looks forward to the next phase of CRI-TAC as we continue to demonstrate the importance of campus police and public safety agencies in the broader conversation around policing in the 21st century."

— Paul Cell, Executive Director, IACLEA

Technical assistance services

CRI-TAC provides multifaceted technical assistance through one or more services including referral to high-quality resources vetted by CRI-TAC, partners, and SMEs from the field; web-based training; virtual consultation; in-person training and exercises; facilitation of meetings among key agency stakeholders; policy assistance; and in-depth on-site consultation.

- **Resource referral.** Provide requestor with guides, documentation, toolkits, reports, and other relevant publications on selected topics.
- **Web-based training.** Provide pre-recorded webinars, live online training, and virtual information briefings.
- **In-person training.** Deliver live direct training or train-the-trainer courses, customized for the needs of the agency.
- **Virtual coaching and consultation.** Facilitate peer-to-peer exchanges with leading experts to share information and promising practices via telephone, videoconference, and web-based meeting spaces.
- **Conference support.** Support participation in training conferences and other educational meetings.
- **Meeting facilitation.** Support meetings among agency personnel and other public and private sector stakeholders.
- **Policy assistance.** Assist in reviewing current policies or developing new ones.
- **On-site consultation.** Collaborate with agency leadership and other law enforcement personnel to provide guidance on promising and emerging practices to deliver tailored solutions.

Supporting Agencies Addressing Violent Crime

In 2021, CRI-TAC coordinated with the Bureau of Justice Assistance National Training and Technical Assistance Center to support the attendance of 19 law enforcement personnel from 10 agencies to attend the International Homicide Investigators Association (IHIA) Cold Case / No-Body Homicide Investigations Course. Supported agencies are focused on the reduction of violent crime through participation in the National Public Safety Partnership. Throughout the training, the attendees learned about establishing a cold case unit, investigative first steps, complete case analysis, laboratory and evidence considerations, and how to build a no-body case.

CRI-TAC staff, partner organizations, and SMEs stand ready to deliver on a broad range of technical assistance topics. The example topics in the following list were designed to cover the spectrum of policy, training, operational, strategic, administrative, managerial, and leadership needs for the field to continue advancing the policing profession. This list of topics continues to evolve with the field. Agencies may request assistance in any of the pre-identified topics or reach out to CRI-TAC to explore additional topics of assistance that may not fit neatly into a distinct category.

- Active Shooter Response
- Animal Crimes
- Community Engagement
- Crime Analysis
- Crisis Intervention
- De-escalation
- Domestic Violence Reduction and Prevention
- Drug Abuse Prevention
- Drug and Human Trafficking Interdictions Team
- Drug-related Crime
- Elder Abuse
- Focused Deterrence
- Gangs
- Gun Violence Reduction and Prevention
- Hate Crimes
- Homeless Populations
- Human Trafficking
- Implicit Bias
- Intelligence and Information Sharing
- Interpersonal Violence
- Leadership
- Management and Supervision
- Mass Casualty Response
- Mass Demonstration Response
- Modern Police Performance Management (e.g., CompStat)
- Officer Safety and Wellness
- Private Sector Coordination and Partnerships

Training and Technical Assistance on Civil Rights Issues

Agencies supported by CRI-TAC in addressing civil and human rights issues including the following:

- In collaboration with the Everett (Washington) Police Department, CRI-TAC provided a customized one-day regional training on hate groups, hate crimes, threat assessments, and sovereign citizens.
- CRI-TAC worked with the Norman (Oklahoma) Police Department to review current in-service and recruit-level curriculums focused on hate crimes, diversity, and inclusion; this assistance also provided consultation on community partnerships and collaboration to educate and address hate crimes.
- CRI-TAC delivered *Building Trust with the LGBTQ+ Community*, a training by CRI-TAC partner IACLEA, to Fairfield University Department of Public Safety in Connecticut and neighboring agencies

As referenced in the third annual report, CRI-TAC finalized a partnership with the Arlington (Texas) Police Department to develop the national *Hate Crimes: Recognition and Reporting* training. This training provides law enforcement with the knowledge, skills, and tools to recognize bias and hate crimes, respond meaningfully to community, and initiate investigative steps in support of the critical work and scrutiny that will be required of investigators and detectives.



CRI-TAC *Hate Crimes: Recognition and Reporting* training at Metro Nashville (TN) Police Department (left); Arlington (TX) police instructors (right)

- Proactive Policing
- Problem Solving Techniques
- Procedural Justice
- Prosecution Coordination and Partnerships
- Public Sector Coordination and Partnerships
- Recruitment, Hiring, and Retention
- School Safety
- Shared Service Models
- Traffic Safety
- Unmanned Aerial Systems
- Use of Force
- Violent Crime Reduction and Prevention
- Youth Engagement

In recognition of the unique challenges tribal law enforcement must address to provide their communities with public safety services, CRI-TAC continues to provide tribal-specific assistance in the following topics:

- Child Abuse
- Community Policing and Problem Solving in a Tribal Setting
- Crime Prevention through Environmental Design (CPTED) in a Tribal Setting
- Crime Scene Processing
- Cross-Deputization and Regional Partnerships (including Public Law 280 considerations)
- Domestic Violence in Tribal Communities
- Drug Endangered Children in a Tribal Setting
- Drug Identification and Response
- Evidence Collection and Storage
- Hiring and Recruitment of Native American Officers
- Human Trafficking in Indian Country
- Missing or Murdered Indigenous Persons Response (training, protocols, engagement)
- School and Campus Safety in Tribal Communities
- Security and Law Enforcement Partnerships
- Sexual Assault in Tribal Communities
- Tribal Law Enforcement
- Tribal Law Enforcement Leadership
- Tribal Youth Partnerships

Assisting in the Development of a Tribal Law Enforcement Agency

In 2020, CRI-TAC received a request from the Klamath Tribal Council in Oregon to assist in creating a tribal-administered law enforcement agency that is sustainable yet designed for the unique nature of the Klamath Tribes. The CRI-TAC SME team facilitated discussions on creating a tribal police department including how to engage Klamath Tribal members in a meaningful manner in the shaping of the agency as well as how to maintain the community buy-in. CRI-TAC assisted in developing an implementation guidebook with correlating virtual presentations to provide a template for standing up the agency, recruiting and hiring officers, accessing necessary resources, and identifying long-term goals. At the closing of the technical assistance, Klamath Tribes announced the hiring of a new police chief,* which coincided with the announcement of a FY 2021 COPS Office Coordinated Tribal Assistance Solicitation (CTAS) award†—a true success story.

* “Klamath Tribes Welcome New Police Chief,” Klamath Falls News, December 16, 2021, <https://www.klamathfallsnews.org/news/klamath-tribes-welcome-new-police-chief>.

† 2021 COPS Office Coordinated Tribal Assistance Solicitation (CTAS) Awards (Washington, DC: Office of Community Oriented Policing Services, 2021), 2, https://cops.usdoj.gov/pdf/2021AwardDocs/ctas/Award_List.pdf.

"The National Organization of Black Law Enforcement Executives (NOBLE) applauds the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) program in serving over 650 law enforcement agencies since 2018. World-class technical assistance has been provided in areas such as community engagement, de-escalation, recruitment/retention, and a host of other topics. It has been NOBLE's honor and privilege to be an integral part of CRI-TAC in delivering cost-effective resources to the field from the field."

– Dwayne A. Crawford, Executive Director, NOBLE

As with tribal policing, CRI-TAC works to meet the unique challenges that sheriffs' offices must address to provide their communities with public safety services. In collaboration with partners NSA and MCSA, sheriffs can access assistance on any of the general example topics as well as the following sheriff-specific topics:

- Analytics
- Border Security
- Civil Process
- Corrections/Jail Operations
- Court Security
- Interdiction Teams
- Prisoner Transport
- Technology



**subject matter experts
engaged in 2021**

About this report

This report highlights CRI-TAC's work since the release of the third annual report³ in June 2021. In the following sections, the reader will find program performance metrics, case studies, and testimonials on CRI-TAC's impact. The report then provides a description of the intake process and concludes with an overview of activities taking place in 2022.

Agencies interested in submitting a request will experience a process that is low-burden, efficient, and designed to best address their needs while maintaining local control and decision-making.

"The customized consultation, education and training services provided by the CRI-TAC partners, through funding made available by the DOJ, has provided extraordinary leadership and education to law enforcement throughout the country. During these trying times, CRI-TAC has continued to support law enforcement through a variety of different delivery methods to fulfill its mission of providing technical solutions to meet the needs of all law enforcement."

— Howard Cook, Executive Director, FBINAA

3. COPS Office, *Law Enforcement Solutions By the Field, For the Field: Collaborative Reform Third Annual Review* (see note 1).

Program Performance

This section provides an analysis of key performance indicators that demonstrate the program's progress and the types of assistance provided to participating agencies. In addition, eight qualitative case studies are used to illustrate the ways in which CRI-TAC assists agencies in improving their operations, building knowledge and skill, and implementing the changes they sought when requesting assistance from CRI-TAC.

"CRI-TAC has afforded agencies of all sizes [the opportunity] to obtain services from subject matter experts in areas most pressing to their agencies. As the Executive Director of NAWLEE I share with agencies that CRI-TAC can provide assistance to transform their organizations in a way that is not offered through most grants or technical assistance programs, as CRI-TAC allows the agencies to request what they need, when they need it."

— Kym Craven, Executive Director, NAWLEE

Key performance indicators

Since its inception in 2017, CRI-TAC has fielded a total of 692 technical assistance (TA) requests. At the time of this annual report, 580 TA deliveries have been completed, and 70 more are in progress.⁴ The completed deliveries include both primary requestors and peer agency additions.⁵ A complete breakdown of the current status of requests is provided in figure 2 on page 12.

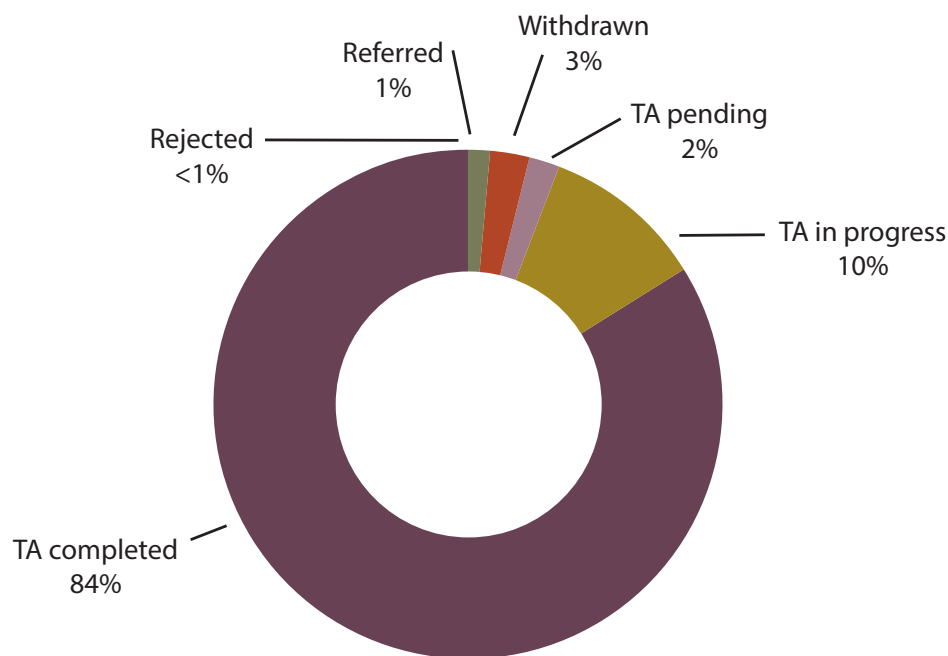
4. Throughout this report, "agencies" refers specifically to requesting agencies, counting each request separately, regardless of whether it comes from a new agency.

5. A *primary requestor* is an agency that initially contacts CRI-TAC and requests assistance, and a *peer agency addition* is an agency that did not initially contact CRI-TAC but participated in the technical assistance by invitation of the primary requestor, CRI-TAC staff, or other law enforcement partners such as U.S. Attorneys' Offices.

"CRI-TAC has assembled an impressive coalition of leading national law enforcement organizations to pool our collective resources and expertise in support of law enforcement across the nation, and we are proud to continue our partnership. We have seen the value of the model CRI-TAC has established of providing training and technical assistance for the field, by the field. The depth and breadth of support that CRI-TAC provides to the field is incomparable."

— Mike Becar, Executive Director, IADLEST

Figure 2. Status of technical assistance requests

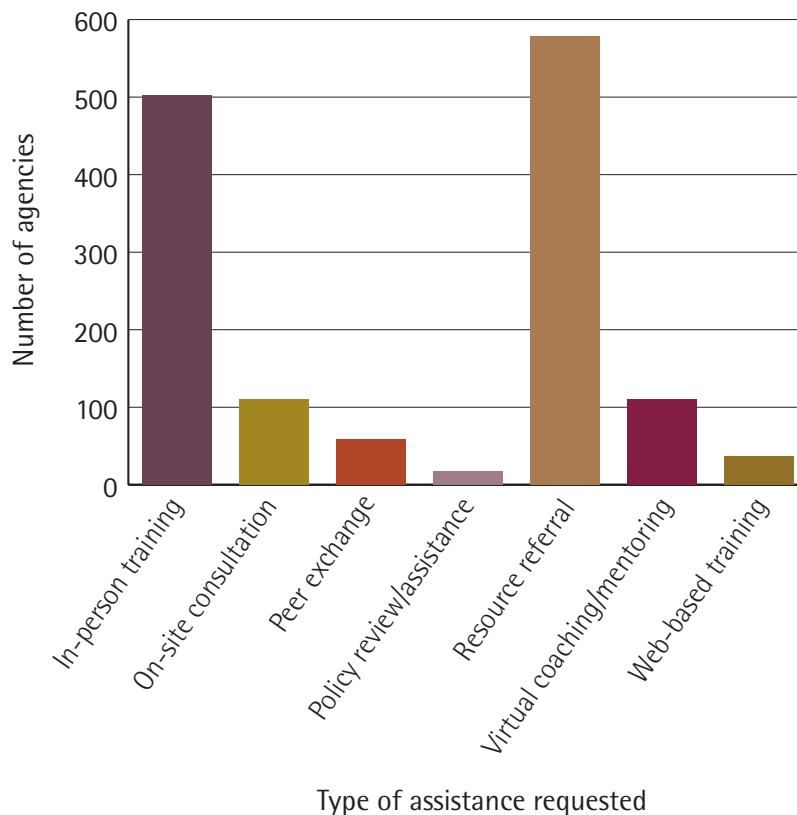


Values may not exactly equal 100% because of rounding

Types of TA

TA is often provided through a multifaceted response. They can involve one or more of any of the services offered under CRI-TAC, such as in-person training, on-site consultation, peer exchanges, policy reviews, and more. Training deliveries are a force multiplier and account for the large number of law enforcement agencies CRI-TAC has assisted as primary and peer agency additions. As shown in figure 3, resource referrals and in-person training have been part of most TA deliveries. On-site and virtual consultations are the next most frequent forms of TA delivered.

Figure 3. Types of technical assistance requested



CRI-TAC has provided training and TA on 31 distinct topics. The five most frequent trainings are the following:

1. De-escalation
2. Active Shooter Response
3. Leadership
4. Community Engagement
5. Officer Safety and Wellness

"Time and time again, CRI-TAC delivers on their promise to provide timely and relevant assistance to law enforcement agencies nationwide. We at the Major County Sheriffs of America remain proud partners in this invaluable and much-needed effort."

– Middlesex County (Massachusetts) Sheriff Peter J. Koutoujian, President, MCSA (2020-2021)

Agency participation

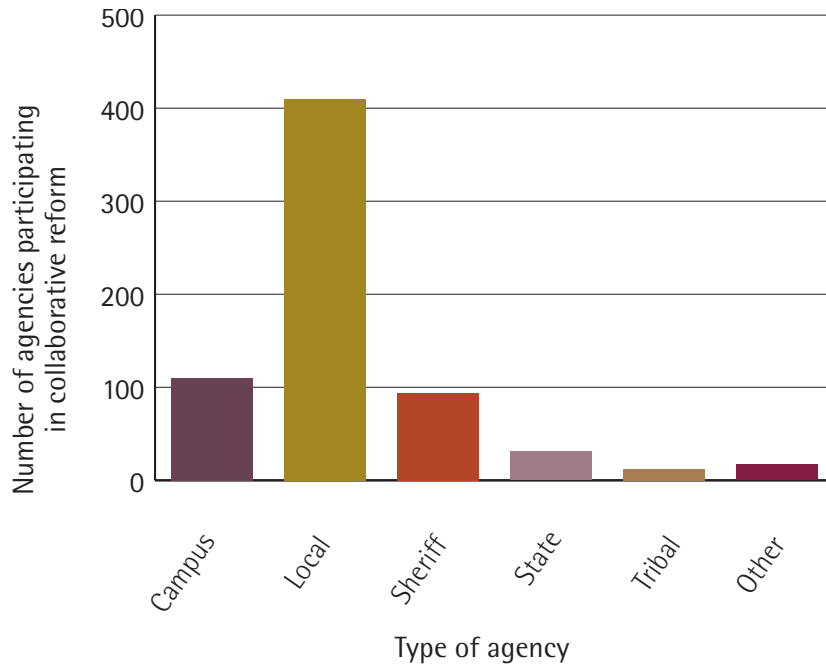
Law enforcement agencies participating in the program were diverse in size, type, and geographic representation. As shown in figure 4, TA recipients came from all regions of the United States, plus Puerto Rico, Guam, and the District of Columbia.

Figure 4. Map of CRI-TAC TA recipients in 2022



As in previous years, and as shown in figure 5 on page 15, local law enforcement agencies made up the majority (61 percent) of TA recipients through CRI-TAC. Campus public safety departments (16 percent) and sheriffs' offices (14 percent) made up most of the remainder of TA recipients. State, tribal, and "other" types of law enforcement agencies each made up less than 5 percent of TA recipients.

Figure 5. Types of agencies participating in collaborative reform

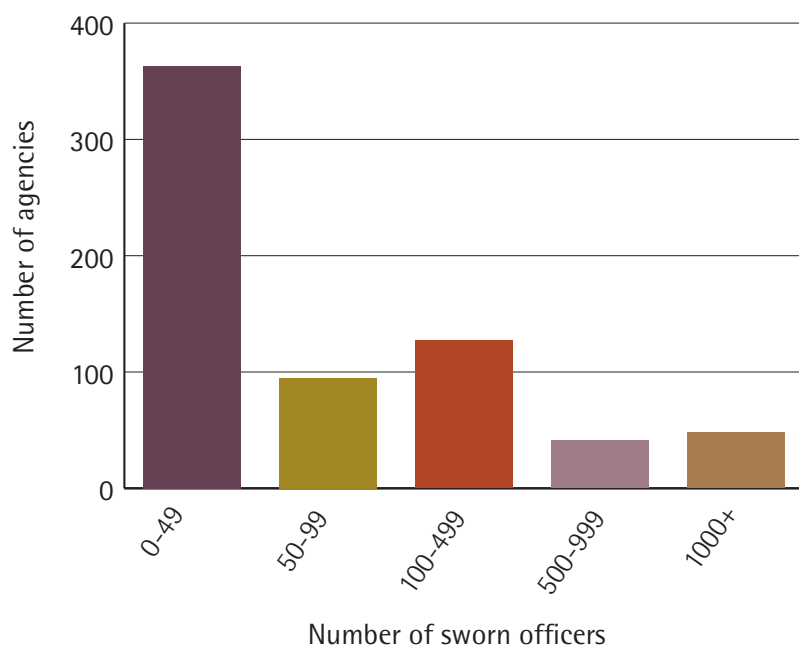


"In a time of transformation for law enforcement, CRI-TAC gives agencies the opportunity to implement proven strategies, guided by experts in the profession."

— Mitch Cunningham, Chief Law Enforcement Advisor, NSA

The size of agencies receiving technical assistance from CRI-TAC ranged from those with just one or two sworn personnel to large agencies with 500 or more. As is the case nationally, most CRI-TAC agencies (53.9 percent) had fewer than 50 sworn personnel. Mid-size and large agencies with 100 to 499 sworn personnel represented the second-greatest number of those receiving TA from CRI-TAC at 18.8 percent. Figure 6 on page 16 shows a complete breakdown of agency size.

Figure 6. Size of agencies participating in collaborative reform



CRI-TAC client satisfaction

At the completion of each TA engagement, CRI-TAC administers a client satisfaction survey to all primary requestors on their overall satisfaction with the service they received. The survey includes a total of 26 questions, 19 of which allow for Likert-scale responses, while the remaining 7 call for open-ended responses. A total of 35 respondents from 32 agencies provided feedback. Of 202 completed TA engagements with primary TA requestors, this represents a 15 percent agency response rate.⁶

The client satisfaction survey captures key performance metrics along five domains: process, informational resources provided, CRI-TAC staff support, subject matter expert performance, and overall TA experience, each of which is described below.

1. **Process.** Measures if the technical assistance is timely, easy to navigate, and a minimal burden to the agency
2. **Informational resources.** Measures if the informational resources provided to the agency were high quality, relevant to the problem and agency, and useful
3. **CRI-TAC staff.** Measures if the CRI-TAC staff met agency expectations and were informed about the process, responsive, well-organized, and prepared

6. Four questions were missing responses from one respondent each. The total number of respondents per question is provided in parentheses in table 1 beginning on page 17.

4. **Subject matter experts.** Measures if the SMEs met agency expectations, had experience and expertise relevant to the problem and the agency, and were well-organized and prepared
5. **Technical assistance provided.** Measures if the technical assistance met the agency's expectations, was relevant to the problem and agency, and helped address the problem

Table 1 provides a complete readout of survey responses, organized by domain. Across all items, respondents strongly agreed or agreed more than 90 percent of the time on all survey items in the client satisfaction survey.

Table 1. Client satisfaction survey responses

Survey question	Strongly agree %	Agree %	Neutral %	Disagree %	Strongly disagree %
1. TA process					
My agency received assistance in a timely manner (n = 35)	82.9	8.6	5.7	0	2.9
The process for requesting assistance was easy to navigate (n = 35)	74.3	20.0	2.9	0	2.9
Burden placed on my agency while receiving TA was minimal (n = 35)	80.0	14.3	2.9	0	2.9
2. Informational resources					
Informational resources provided to my agency were high quality (n = 35)	68.6	25.7	5.7	0	0
Informational resources provided to my agency were relevant to my problem (n = 35)	80.0	14.3	5.7	0	0
Informational resources provided to my agency were relevant to my agency (n = 35)	77.1	17.1	5.7	0	0
Informational resources provided to my agency were useful (n = 34)	76.5	20.6	2.9	0	0
3. CRI-TAC staff					
CRI-TAC staff met our expectations (n = 34)	88.2	11.8	0	0	0
CRI-TAC staff were well-informed about the process (n = 35)	85.7	11.4	2.9	0	0

Table 1. Client satisfaction survey responses cont'd

Survey question	Strongly agree %	Agree %	Neutral %	Disagree %	Strongly disagree %
CRI-TAC staff were responsive throughout the process (n = 35)	80.0	20	0	0	0
CRI-TAC staff were well-organized and prepared throughout the process (n = 34)	82.9	11.4	5.7	0	0
4. Subject matter experts					
CRI-TAC SMEs met expectations (n = 35)	85.7	8.6	5.7	0	0
CRI-TAC SMEs had expertise relevant to our problem (n = 34)	85.3	11.8	2.9	0	0
CRI-TAC SMEs had expertise relevant to our agency (n = 35)	77.1	20.0	2.9	0	0
CRI-TAC SMEs were well-organized and prepared throughout the process (n = 35)	80.0	17.1	2.9	0	0
5. Overall experience with TA					
Overall, the assistance provided met my agency's expectations (n = 35)	82.9	11.4	2.9	2.9	0
Overall, the assistance provided was relevant to the problem (n = 35)	82.9	14.3	0	0	0
Overall, the assistance provided was relevant to my agency (n = 35)	85.7	14.3	0	0	0
Overall, the assistance provided will help my agency address its problem (n = 35)	82.9	17.1	0	0	0

Training evaluation

A standard training evaluation survey is administered to all training and webinar participants about their CRI-TAC training experience. To date, CRI-TAC has provided training to 3,718 agency personnel, of whom 750 (20 percent)⁷ have provided survey responses based on various training topics such as active shooter response,

7. Some training evaluations had incomplete data. The total number of responses per survey question is noted in table 2 beginning on page 22.

building analytic capacity, de-escalation, leadership, first-line supervision, crisis intervention, hate crimes recognition, intelligence-led policing, problem-solving, and trauma-informed interviewing.⁸ Training evaluation surveys capture participant perceptions and feedback on four domains:

1. Self-reported knowledge, skills, and abilities
2. Course content
3. Training delivery
4. Overall training experience

1,773 participants trained in 2021

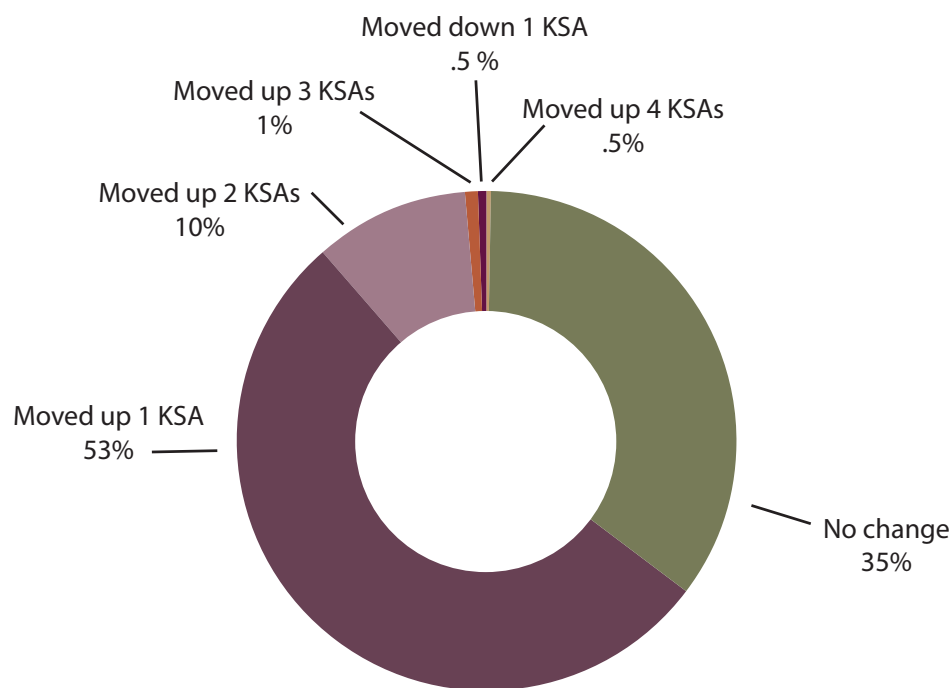
Knowledge, skills, and abilities gain

In the training evaluation survey, trainees are asked to self-assess their level of knowledge, skills, and abilities (KSA), collectively, on the subject of the training both before and after participating in the course. Response options for these questions are *none*, *little*, *basic*, *intermediate*, and *advanced*. Given the various types and levels of training offered through CRI-TAC, trainees' before and after self-assessments of their KSAs also varied accordingly. However, maintenance and improvement in KSAs is a goal for all training. Therefore, examining the difference in before and after KSA self-assessments for all trainings conducted through CRI-TAC combined is an important measure of performance in training delivery.

Figure 7 on page 20 illustrates the change in KSAs as reported by all training evaluation respondents, reported as increases, decreases, or no change. Overall, a majority (64.7 percent) of respondents reported an increase by one or more KSA levels. Most (34.8 percent) of the remainder of respondents reported no increase in KSAs. Last, a small number (> 1 percent) of respondents indicated a lower level of KSA after training participation.

8. Notably, a large proportion (30 percent) of training evaluations came from a large contingent of trauma-informed interviewing training participants.

Figure 7. CRI-TAC training evaluation—change in KSAs



"This by far was the most engaging, rewarding, and useful training I have ever had the chance to attend. The concepts taught were presented in such a way that by the end of the training, I felt as though I had always been using those skills."

– Training survey

"This was a positive reminder that I need to grow as a person and as a supervisor, learning to have humility and to continue to strive to show officers how much I respect and appreciate their service. Sometimes this class fortified my approaches and shows I'm on the right track."

– Training survey

"I came into the course not sure what to expect and how it would benefit me but left understanding the value of the course content and having new skills to apply to my personal and professional life."

– Training survey

"The course helps define what police officers often learn through experience as they deal with the wide variety of people we come into contact with. I believe that having some of this knowledge early on in an officer's career may help bridge the . . . experience gap we see in the newer generation [of] officers."

– Training survey

"Yes, this course opened my eyes to the fact that most likely, we are underreporting or just completely not reporting hate crimes in my jurisdiction."

– Training survey

"Fantastic class. I had an epiphany when you discussed the brain functions of the abuser and the victim."

– Training survey

Satisfaction with course content, delivery, and overall experience

Overall, as shown in table 2 on page 22, trainees reported strongly agreeing or agreeing more than 90 percent of the time on *all* training evaluation questions across all domains. The only remarkable variation appears across domains, where training delivery generally has more "strongly agree" responses than does course content and overall experience.

Table 2. Training evaluation responses

Survey question	Strongly agree %	Agree %	Neutral %	Disagree %	Strongly disagree %
Course content					
Training objectives were explicitly stated and understandable (n = 749)	65.0	31.1	3.1	0.4	0.4
Course provided knowledge and skills needed to accomplish job for which I am receiving training (n = 747)	57.2	36.7	5.2	0.5	0.4
Course content is appropriate for someone within my professional field (n = 749)	70.9	25.6	2.7	0.3	0.5
Course content is appropriate for someone with my level of experience (n = 750)	64.1	30.0	3.6	1.5	0.8
Delivery					
Instructor(s) were prepared (n = 742)	79.5	19.1	0.8	0.1	0.4
Instructor(s) used instructional time effectively (n = 744)	75.8	20.0	2.4	1.1	0.7
Instructor(s) demonstrated thorough knowledge of course content (n = 746)	82.2	15.7	1.7	0	0.4
Instructor(s) were able to answer questions clearly and understandably (n = 744)	76.5	19.5	3.2	0.4	0.4
Instructor(s) conducted the course in a skilled and competent manner (n = 746)	79.4	18.5	1.1	0.7	0.4
Instructor(s) encouraged student participation (n = 744)	72.7	21.0	5.4	0.5	0.4

Table 2. Training evaluation responses cont'd

Survey question	Strongly agree %	Agree %	Neutral %	Disagree %	Strongly disagree %
Instructor(s) fostered a positive and stimulating learning environment (n = 746)	75.6	21.3	2.0	0.7	0.4
Instructor(s) covered all the course learning objectives (n = 744)	73.8	23.1	2.2	0.5	0.4
Overall, the performance of the instructor(s) met my needs and expectations (n = 742)	74.3	21.4	2.8	1.1	0.4
Overall experience					
Overall, the course met my needs and expectations (n = 745)	60.9	31.1	5.5	1.5	0.9
Overall, the course is effective in meeting its goals and objectives (n = 745)	64.4	30.3	3.6	0.9	0.7

"The training, technical assistance, and consultations provided to police organizations across the United States by CRI-TAC offer tremendous benefits to law enforcement agencies. The NTOA is proud to work alongside other CRI-TAC member associations to deliver needed training to those agencies who otherwise may not receive it."

– Buck Rogers, Program Manager, National Tactical Officers Association

Long-term impact

One of the pillars of community policing is organizational transformation.⁹ Technical assistance efforts are one of the COPS Office's tools to help jump-start an agency's realignment of resources, staffing, and operations.

To understand the impact of TA, CRI-TAC sends a long-term impact survey link to all closed-out primary requesting agencies six months after the initial customer satisfaction survey. The goal is to better understand the lasting impact of the technical assistance on their knowledge, perceptions, and outlooks.

Like the previous surveys, this voluntary information helps CRI-TAC continually assess the delivery of technical assistance. To date, just 14 respondents from 13 TA recipient agencies have responded to the survey.

Overall, agencies generally agree or strongly agree that CRI-TAC assistance has enabled them to meet several long-term impact goals:

- Greater capacity to address the problem
- Greater knowledge to address the problem
- Greater overall effectiveness
- Improved policies
- Improved practices
- Improved training
- Sustained improvements

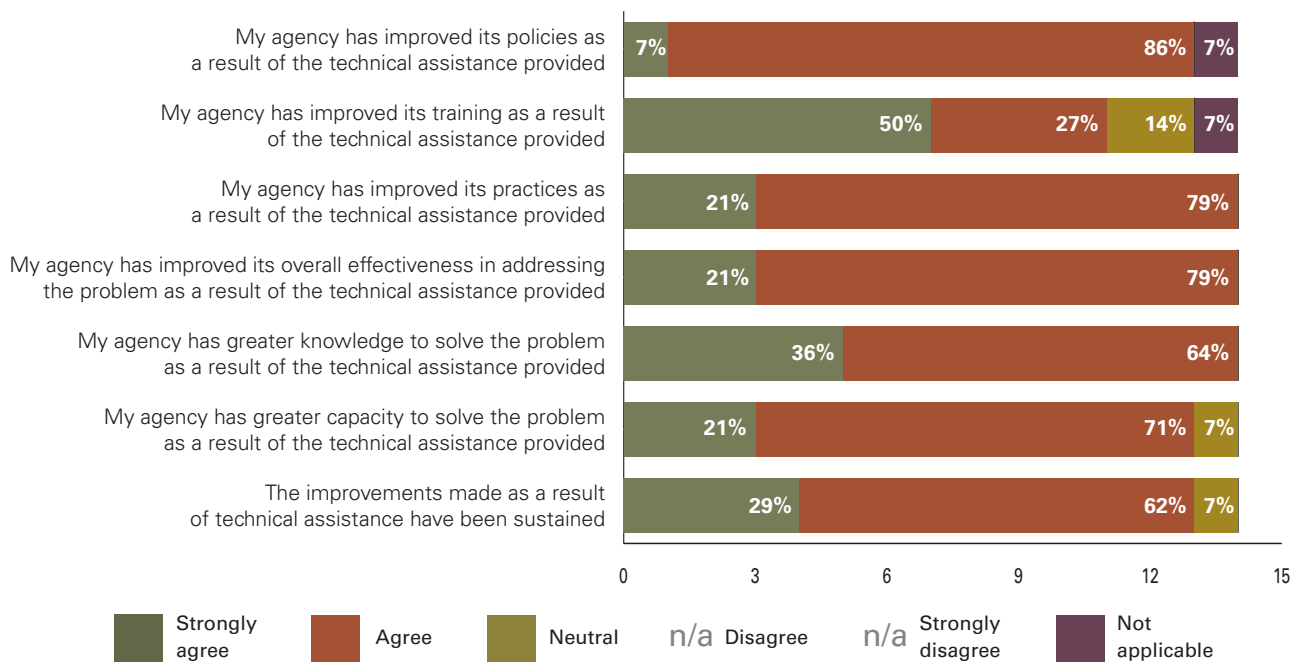
Figure 8 on page 25 illustrates the responses to the long-term post impact survey.

"The resources received and input from the CRI-TAC Team have been embedded into our mission, vision and guiding principles, [and] in-service training and are continuing to guide us in community outreach (press, podcasts, social media, etc.)."

— Parsons, Kansas, long-term survey response

9. "Organizational Transformation," Office of Community Oriented Policing Services, accessed May 12, 2022, <https://cops.usdoj.gov/organizationaltransformation>.

Figure 8. Long-term impact survey responses



Values may not exactly equal 100% because of rounding

Technical assistance summaries

The following sections include eight summaries on TA engagements. From in-depth briefings by SMEs to policy reviews and training opportunities on critical topics in law enforcement today, these summaries illustrate the diverse types of assistance law enforcement agencies are benefiting from through CRI-TAC.

Developing a strategic plan to support an enhanced public safety approach

1. CRI-TAC profile: Saline (Michigan) Police Department

Agency size: 15 sworn

Population served (est.): 9,500

Topic(s): Leadership, strategic planning

Technical assistance: Resource referral, virtual coaching/mentoring, on-site consultation

Status: Completed

The Saline (Michigan) Police Department (SPD) requested assistance with developing a strategic plan focused on the vision and goals of the organization, including a roadmap for how the vision and goals would be accomplished. The CRI-TAC team, including CRI-TAC partner NOBLE, engaged the SPD by reviewing the SPD's materials and efforts on strategic planning, including the SPD mission, vision, and values; collected observations through phone calls; and guided the SPD's development of goals, metrics, and timelines to inform an SPD-developed strategic plan.

Consultation included two on-site visits to the department and participation in discussions with SPD command staff, SPD front-line and civilian personnel, the SPD Strategic Planning Committee, and community stakeholders. Further, CRI-TAC assisted the SPD in the review and incorporation of input from community surveys; agency data; and an internal strengths, weaknesses, opportunities, and threats (SWOT) exercise into the overall strategic planning process. Leveraging the information gathered from the technical assistance, the SPD is finalizing its department strategic plan and developing action plans for each focus area of the strategic plan.

"The partnership with CRI-TAC has been instrumental in building relationships and trust with our community. They guided [us] through the strategic planning process by outlining a comprehensive plan, biweekly check-up calls, and guidance from subject matter expert and mentor, Chief James Golden. I consider the CRI-TAC staff part of our law enforcement family and strongly encourage fellow executives to review their website to see how they can help you—we can't do this alone."

— Jerrod Hart, Former Chief, Saline (Michigan) Police Department



CRI-TAC SME onsite

Enhancing community partnerships and problem-solving to assist individuals facing homelessness

2. CRI-TAC profile: Denton (Texas) Police Department

Agency size: 200 sworn

Population served (est.): 130,000

Topic(s): Community engagement, homeless populations

Technical assistance: Resource referral, in-person training, virtual coaching/mentoring, on-site consultation, agency peer exchange

Status: In progress

The Denton (Texas) Police Department (DPD) requested assistance on expanding and enhancing a new Homeless Outreach Team (HOT), including guidance on navigating collaborations and partnerships between law enforcement, social service agencies, and advocates for individuals facing homelessness. The CRI-TAC team worked alongside the DPD's HOT to remotely review the current program and policies and provide feedback based on promising practices and model policies.

An on-site visit allowed CRI-TAC a deeper understanding of the HOT workload, homeless encampments and geography, and community resources. The CRI-TAC team and the HOT met with service providers, and ride-alongs with the HOT provided the CRI-TAC team the opportunity to provide feedback and offer considerations to strengthen the HOT. While on-site, the CRI-TAC team provided a two-hour briefing to DPD officers and social service providers on the benefits of a HOT program, including how to strengthen community partnerships in support of the program goals and objectives and a discussion on services in lieu of detention.



CRI-TAC SME with the Denton, Texas, HOT staff (above left)



CRI-TAC SME presenting to Denton (Texas) Police Department (right)

CRI-TAC is currently coordinating an agency peer exchange with the Wichita (Kansas) Police Department (WPD) for DPD personnel to observe, learn, and further network with peers on the program. During this visit, the DPD team will shadow the WPD's HOT and participate in a ride-along to witness the practical application of what was learned during the on-site briefing and consultation.

As a result of the technical assistance provided to date, the DPD is applying best practices throughout their HOT. The DPD has implemented considerations from the SME and is actively leveraging resources available to provide enhanced assistance and services to the city's homeless population.

Assisting with recruitment, hiring, and retention efforts

3. CRI-TAC profile: Philadelphia (Pennsylvania) Police Department

Agency size: 6,375 sworn

Population served (est.): 1.584 million

Topic(s): Recruitment, hiring, and retention

Technical assistance: Resource referral, virtual coaching/mentoring

Status: Completed

Like many agencies across the country, the Philadelphia (Pennsylvania) Police Department (PPD) was experiencing a shortage of diverse, interested, and qualified candidates for officer positions. To address these challenges, the PPD sought technical assistance from CRI-TAC on recruitment, hiring, and retention with a goal of developing a roadmap for improved strategies.

The CRI-TAC team reviewed PPD recruitment, hiring, and retention policies, procedures, and protocols. CRI-TAC worked in partnership with the PPD Recruitment and Retention Unit and the Police Academy in addition to key internal stakeholders for this effort. Document review, interviews, focus groups, and data analysis were employed to obtain insight into agency operations, current efforts, and goals. Information gathered and synthesized through this process focused on the following:

- Business processes for recruiting, hiring, and retaining candidates from onset through academy
- Recruitment materials and strategies
- Staffing and capacity of the recruitment and background investigation units based on workload demand
- Pressure points or barriers to candidate hiring, onboarding, and training
- Eligibility and threshold requirements for candidate entrance to the Police Academy, including applicable legal standards
- Retention strategies including civilian-to-sworn pathways for professional opportunities

Using the data and information gathered, a CRI-TAC written deliverable was produced for the PPD offering considerations in the key areas of (1) recruitment, including outreach strategy, marketing and communication, and recruitment unit workload; (2) selection, hiring, and attrition through academy and field training; (3) retention efforts post-academy and post-field training; and (4) boundaries and change management in relation to requirements that may impede innovative implementation strategies.

As a result of the TA, the PPD has begun to implement organizational changes and plans to continue leveraging the written deliverable for process improvement ideas and opportunities as they move forward.

Establishing a tribal law enforcement agency to meet the needs of the community

4. CRI-TAC profile: Catawba Indian Nation (South Carolina)

Agency size: N/A

Population served (est.): 2,800

Topic(s): Tribal law enforcement, recruitment, hiring, and retention

Technical assistance: Resource referral, virtual coaching/mentoring

Status: Completed

The Catawba Nation of Rock Hill, South Carolina, is reestablishing a tribal law enforcement agency that reflects the uniqueness of the Nation and that will be sustainable. The agency was awarded a DOJ Coordinated Tribal Assistance Solicitation (CTAS) grant to create a strategic plan for this undertaking. A requirement of the award is that the Nation have a memorandum of agreement (MOA) with their jurisdictional neighbors. The Nation requested assistance from CRI-TAC to craft an MOA that considers the unique circumstances of their settlement agreement.

The CRI-TAC team assisted the Nation in establishing a timetable for the creation of a tribal law enforcement agency. CRI-TAC helped the Nation cultivate a relationship and craft an MOA with the local sheriff's office. In addition, the TA assisted the Nation with developing a cross-deputization agreement with the state and creating a selection process for a new Director of Public Safety position.

The Nation has successfully hired a Director of Public Safety who is now leading the implementation of the CTAS grant and solidifying the partnerships with the local sheriff and the state as they stand up a tribal police department.

"Partnering with CRI-TAC allowed the Catawba Nation to learn strategies and practical skills from law enforcement professionals working in Indian country. Learning from those who have been met with the same challenges as we have while establishing a police department and dealing with jurisdictional issues that arise on reservations has been an invaluable experience due to the complexity of law enforcement in Indian country. Through this experience, we have formed relationships that we will continue to maintain and look to for guidance thanks to CRI-TAC."

– Lydia Locklear, Deputy Attorney, Catawba Nation

*Improving use of force policies and procedures
to strengthen operational standards*

5. CRI-TAC profile: Lake Charles (Louisiana) Police Department

Agency size: 143 sworn

Population served (est.): 80,000

Topic(s): Use of force

Technical assistance: Resource referral, virtual coaching/mentoring, policy assistance

Status: Completed

The Lake Charles (Louisiana) Police Department (LCPD) requested review and guidance in five policy areas. In October 2020, CRI-TAC added use of force to its topical menu, opening an opportunity for the agency to request assistance in a priority area of need. Policy topics selected by LCPD included use of force, pursuit, officer-involved shooting, officer investigation, and employee conduct and discipline.

The CRI-TAC team reviewed LCPD policies and providing feedback and identifying areas for enhancement. The review compared the LCPD's policies to best practices, model policies, and state accreditation standards. The TA presented a valuable learning opportunity for the agency, which included the incorporation of elements that had not previously been considered and resulted in the successful update of all five policies.

"If my 29 years in policing have taught me anything it's that law enforcement is an ever-evolving field and complacency is our worst enemy. With that in mind, I reached out to CRI-TAC in order to get a sense of where we were compared to other agencies around the country. The process reassured us that we were going in the right direction while demonstrating the need for continued learning and improvement."

– Shawn Caldwell, Chief, Lake Charles (Louisiana) Police Department

Guiding the development of an officer safety and wellness program to better serve deputies and staff

6. CRI-TAC profile: Sedgwick County (Kansas) Sheriff's Office

Agency size: 183 sworn

Population served (est.): 516,000

Topic(s): Officer safety and wellness

Technical assistance: Resource referral, virtual coaching/mentoring, on-site consultation, agency peer exchange

Status: Completed

The Sedgwick County (Kansas) Sheriff's Office (SCSO) requested assistance establishing a formal officer safety and wellness (OSW) program inclusive of a peer support component. The SCSO was seeking assistance with model policies and procedures to include guidance for vetting staff psychologists and other appropriate wellness professionals to ensure success in program implementation.

"I want to personally thank CRI-TAC for their much-needed experience, assistance, and professionalism while working with the Sedgwick County Sheriff's Office on expanding our Health and Wellness Program. The connection CRI-TAC gave us to the Metropolitan Nashville (Tennessee) Police Department (MNPd) was invaluable. The Sedgwick County Sheriff's Office is indebted to CRI-TAC and MNPd. If we can be of any assistance to either agency, we would be thrilled to answer the call."

– Jeff Easter, Sheriff, Sedgwick County (Kansas) Sheriff's Office

The CRI-TAC coordinated to send three members of the SCSO to the Metropolitan Nashville (Tennessee) Police Department (MNPDP) for a peer agency exchange to gain access to a wider peer network in the MNPDP and to the Davidson County (Tennessee) Sheriff's Office for coordination and collaboration. In addition, the SMEs traveled to the SCSO for on-site consultation, which provided perspective on SCSO goals and objectives, desired outcomes, and the administrative and operational steps to achieve those goals. The consultation assisted the SCSO with developing a framework for establishing formal OSW and peer support programs, policies, and operations.

"For close to a year, the Sedgwick County Sheriff's Office was paired with several subject matter experts to facilitate the creation of our peer support team and wellness unit. We had the good fortune of working with David Kennington and Lt. Michael Gooch from the Metropolitan Nashville (Tennessee) Police Department and Sherri Martin, National FOP Wellness Coordinator. The guidance, insight, and advice they gave proved crucial in the development of our program. Thanks to their tutelage, we have created a thriving peer team, expanded our wellness unit, and created lasting friendships. We are forever grateful to the CRI-TAC program and for David, Michael, and Sherri and their continued collaboration and partnership."

– Wendy S. Hummell, Health & Wellness Coordinator, Sedgwick County (Kansas) Sheriff's Office

As a result of the technical assistance, the SCSO is expanding its peer support and OSW programs to include hiring staff for a formal wellness unit. This expansion of the wellness unit includes working to hire an in-house clinician and implement lessons learned from the SMEs to improve peer support.

"As a CRI-TAC subject matter expert, I am tasked with helping agencies achieve their desired goals. One of the greatest benefits is the ability to develop relationships during the process. By doing this, I have discovered different avenues for my own success by learning from other agencies. The Sedgwick County (Kansas) Sheriff's Office engagement was no exception. I was able to evaluate what they were doing for officer wellness and bring back several ideas for our men and women."

– Michael Gooch, Lieutenant, Metropolitan Nashville (Tennessee) Police Department

Preparing for mass demonstrations to balance public safety and constitutional rights

7. CRI-TAC profile: Wake Forest University (North Carolina) Police Department

Agency size: 26 sworn

Population served (est.): 10,000

Topic(s): Mass demonstration response, school safety

Technical assistance: Resource referral, in-person training

Status: Completed

The Wake Forest University Police Department (WFUPD) in North Carolina wanted to ensure their agency was prepared to respond to protests and mass demonstrations. The International Association of Campus Law Enforcement Administrators (IACLEA), a CRI-TAC partner, delivered two sessions of *Public Safety Response to Public Demonstrations and Crowd Control* to the WFUPD and neighboring universities and police departments. The four-hour course highlighted recent and past case studies of free speech events occurring on college and university campuses and incorporated lessons learned from select high-profile incidents. The CRI-TAC services brought WFUPD and regional agencies together around an effective and integrated approach to these types of events.

Shortly after delivery of this training, the WFUPD encountered two different protest events on campus, one of which had 400 students engaged in a very short window of time because of coordination efforts on social media. As a result of the training, WFUPD felt prepared ahead of these protests in the critical areas of regional planning, preparedness, and awareness. The WFUPD further plans to leverage the training across other departments to integrate it into the university's event preparedness strategy through tabletop exercises with each department.

How to Request Technical Assistance

Requesting assistance through CRI-TAC is a simple, low-burden process. Throughout the process, we work with requesting agencies to ensure the technical assistance approach reflects its needs and meets expectations. The steps for initiating a request are listed here.

7,717 website hits in 2021

Step 1. Inquiry

Once a requesting agency is ready, they can submit an inquiry via www.collaborativereform.org. CRI-TAC can only accept requests from U.S. law enforcement agencies, and the chief executive of the agency must authorize the request.

"We received an offer for this training within a week or so of our original request. The timing was PERFECT! The application process was fast and easy. Because our department has a large classroom, we easily accommodated the students and instructors. We had little to no 'burden'."

– West Linn (Oregon) Police Department customer satisfaction response

Step 2. Intake call

Once the request is received, CRI-TAC staff will contact the requestor to schedule an intake call. The call will include CRI-TAC staff and partners. This call gives the requesting agency the opportunity to discuss the request and technical assistance needs.

 **53** intake calls in 2021

Step 3. Technical assistance request

Following the intake call, CRI-TAC will develop a formal technical assistance request for review and approval. Once approved, the requestor will be sent the technical assistance request for input and approval. Continuing to be nimble and reduce the burden on the agency, certain requests may be identified as a fast-track request and skip this step.

"The CRI-TAC team demonstrated tremendous professionalism and flexibility as we had to navigate through the COVID-19 pandemic while still meeting the expectations that had been mutually agreed upon by our agency and the members of the CRI-TAC team."

– Leland (North Carolina) Police Department customer satisfaction response

Step 4. Technical assistance work plan

Once the request is completed, CRI-TAC will develop a technical assistance work plan. This work plan includes a detailed description of the technical assistance, SMEs, and staff assigned to the project. The work plan is subject to the requesting agency's review, input, and approval before the start of technical assistance delivery.

"CRI-TAC did not just educate our agency on peer support and wellness programming but set us up for how we are proceeding forward with our wellness initiative."

– Sedgwick County (Kansas) Sheriff's Office customer satisfaction response

Step 5. Technical assistance delivery

Once the law enforcement executive approves the work plan, CRI-TAC will initiate the technical assistance delivery. Throughout the delivery, CRI-TAC will continue to ensure the agency's needs are met with regular communication.

Upon the conclusion of the technical assistance, CRI-TAC will request agency feedback through a customer satisfaction survey. This feedback will help CRI-TAC to make improvements to the program and ensure the needs of the field are being met.

Figure 12. Simple, low-burden process



"We very much appreciate the support and assistance of the CRI-TAC team! We would not have been able to fund, build the comprehensive enhancements, nor effectively deliver the training without the valuable experience of the CRI-TAC staff and instructors who provided the direct support and assistance."

– Council Bluffs (Iowa) Police Department customer satisfaction response

On Deck in 2022

Opportunities abound in 2022. In addition to our continued technical assistance to law enforcement agencies, CRI-TAC is developing and implementing various training initiatives and tailored resources.

Furthering active bystander techniques

CRI-TAC partner IADLEST is revising two trainings (direct and train-the-trainer) that will provide law enforcement with the knowledge and skills necessary to intervene or support an intervention when necessary to prevent misconduct or unethical behavior by an officer. CRI-TAC had a successful pilot with the Fayetteville (North Carolina) Police Department and is aiming to release the full training suite in summer 2022.

"IADLEST was pleased to share our expertise in curriculum development with CRI-TAC this year. We are confident that the curricula for Hate Crimes and Peer Intervention / Active Bystandership, which we worked with CRI-TAC to develop and pilot, is timely and fills a critical need in the field. These will be valuable resources and have a measurable impact on the field now and in the future."

— Peggy Schaefer, Project Manager, IADLEST

Translating training to address tribal missing persons cases

CRI-TAC continues to expand outreach to tribes and tribal law enforcement agencies through efforts such as partnering with the DOJ Tribal Access Program and DOJ efforts to address missing or murdered Indigenous persons, including the DOJ Steering Committee¹⁰ launched to address the crisis of missing or murdered Indigenous persons in support of Executive Order 14053.¹¹

10. Lisa Monaco, deputy attorney general of the United States, "Steering Committee to Address the Crisis of Missing or Murdered Indigenous Persons," memorandum to U.S. Department of Justice heads of components, November 15, 2021, <https://www.justice.gov/dag/page/file/1448271/download>.

11. Executive Order 14053 of November 15, 2021, "Improving Public Safety and Criminal Justice for Native Americans and Addressing the Crisis of Missing or Murdered Indigenous People," Federal Register 86, no. 220 (2021), <https://www.govinfo.gov/content/pkg/FR-2021-11-18/pdf/2021-25287.pdf>.

CRI-TAC is currently piloting the *Introduction for Leadership: Volunteer Engagement for American Indian and Alaska Native Missing Persons Cases and Volunteer Engagement for American Indian and Alaska Native Missing Persons Cases* trainings with Confederated Salish and Kootenai Tribes of the Flathead Reservation in Montana and the Confederated Tribes and Bands of the Yakama Nation in Washington. These two trainings developed in partnership with the Executive Office for United States Attorneys and the Office of Tribal Justice introduce the use of volunteers and victim service considerations as they pertain to missing person cases to tribal leadership. In addition, the trainings introduce to tribal law enforcement the basic elements and practices for creating a volunteer engagement program to support missing person cases.

Using the lessons learned from the COVID-19 pandemic to prepare for future events

As referenced in the third annual report,¹² CRI-TAC quickly implemented a COVID-19 impact surveillance mechanism. Based on hundreds of meetings and conversations, information from the field, observations, and analysis, CRI-TAC will be releasing a report highlighting challenges, adaptations, and promising practices that can be used by law enforcement to prepare for the future. The report will be released in 2022.

Supporting de-escalation research

As referenced in the third annual report,¹³ de-escalation training is highly requested by CRI-TAC sites. To meet the high demand, CRI-TAC partnered with the Law Enforcement Innovation Center (LEIC) at the University of Tennessee Institute for Public Service to develop an *Applied De-escalation Tactics* Training program. The training provides law enforcement personnel the necessary tools and skills to de-escalate a situation. CRI-TAC research partner the University of Cincinnati (UC) is currently assessing officer receptivity and attitudinal changes to better understand how agencies are planning to implement the training, challenges, and lessons learned. The findings and considerations will be released in 2022.

12. COPS Office, *Law Enforcement Solutions By the Field, For the Field: Collaborative Reform Third Annual Review* (see note 1).

13. COPS Office, *Law Enforcement Solutions By the Field, For the Field: Collaborative Reform Third Annual Review* (see note 1).

Enhancing community engagement efforts

CRI-TAC is excited to continue our virtual multipart Community Engagement Mini-Series dedicated to bringing innovative community engagement practices to the field. The initial webinars are incorporating COVID-19 practices, but this mini-series will broaden to include other aspects of community engagement. In 2021, the first webinar, *Maintaining Campus Community Relations During a Pandemic*, had 86 attendees and focused on important community engagement elements on campuses.

Continuing service to the field

As demonstrated by the volume of requests received to date, the field's interest in TA through the COPS Office and our partners in CRI-TAC is strong. During 2022, we will continue working diligently with key partners, SMEs, and the field to ensure our nation's law enforcement get the assistance, training, support, and resources they need to protect the communities they serve.

About the CRI-TAC Partners

International Association of Chiefs of Police (IACP)

The IACP is the world's largest and most influential professional association for police leaders. With more than 31,000 members in 165 countries, the IACP is a recognized leader in global policing, known for its commitment to enhancing community safety by shaping the future of the police profession. Through timely research, programming, and unparalleled training opportunities, the IACP is preparing current and emerging police leaders—and the agencies and communities they serve—to succeed in addressing the most pressing issues, threats, and challenges of the day.

FBI National Academy Associates (FBINAA) Inc.

The FBINAA is a nonprofit, international organization of 17,000 senior law enforcement professionals dedicated to providing our communities, states, countries, and profession with the highest degree of law enforcement expertise, training, education, and information. Members are graduates of the FBI's prestigious National Academy program, representing all 50 states, 170 countries, and more than 7,500 law enforcement agencies. More than 52,000 graduates have completed the FBI National Academy Program.

Fraternal Order of Police (FOP)

The FOP is the world's largest organization of sworn law enforcement officers, with more than 364,000 members in more than 2,100 lodges. We are the voice of those who dedicate their lives to protecting and serving our communities. We are committed to improving the working conditions of law enforcement officers and the safety of those we serve through education, legislation, information, community involvement, and employee representation.

International Association of Campus Law Enforcement Administrators (IACLEA)

IACLEA is the largest professional association devoted to excellence in campus public safety and law enforcement. Our members are police chiefs, public safety directors, law enforcement officers, and security personnel at higher education institutions across the globe. IACLEA is the leading authority for campus public safety.

International Association of Directors of Law Enforcement Standards and Training (IADLEST)

IADLEST's mission is to support the innovative development of professional standards in public safety through research, development, collaboration and sharing of information, to assist states and international partners with establishing effective and defensible standards for the employment and training of public safety personnel.

Major County Sheriffs of America (MCSA)

MCSA is a professional law enforcement association of the largest elected sheriffs' offices representing counties or parishes with populations of 500,000 or more. We are dedicated to preserving the highest integrity in law enforcement and the elected Office of the Sheriff. Our membership represents more than 120 million citizens.

National Association of Women Law Enforcement Executives (NAWLEE)

NAWLEE is the first organization established to address the unique needs of women holding senior management positions in law enforcement. NAWLEE's mission is to serve and further the interests of women executives and those who aspire to be executives in law enforcement. Membership is open to women and men in municipal, campus, tribal, state, and federal law enforcement agencies or employed in a profession related to law enforcement who support diversity in the profession.

National Organization of Black Law Enforcement Executives (NOBLE)

Since 1976, NOBLE has served as the conscience of law enforcement by being committed to justice by action. NOBLE represents more than 3,500 members worldwide, who are primarily African-American chief executive officers of law enforcement agencies at federal, state, county and municipal levels; other law enforcement administrators; and criminal justice practitioners.

National Sheriffs' Association (NSA)

Chartered in 1940, NSA is a professional association dedicated to serving the Office of Sheriff and the more than 3,000 locally elected sheriffs across the United States by way of various departments within NSA such as Government Affairs, Traffic Safety, Grants Management, and Professional Development. Sheriffs are not only the chief law enforcement officials in their counties; in most jurisdictions they are also responsible for court security and jail administration. In addition, NSA provides a wide range of law enforcement training and informational resources.

National Tactical Officers Association (NTOA)

The mission of the NTOA is to enhance the performance and professional status of law enforcement personnel by providing a credible and proven training resource as well as a forum for the development of tactics and information exchange. The Association's ultimate goal is to improve public safety and domestic security through training, education, and tactical excellence. The National Tactical Officers Association operates with Veritas (truth, honesty, and integrity) in our relationships.

About the COPS Office

The **Office of Community Oriented Policing Services (COPS Office)** is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

Community policing begins with a commitment to building trust and mutual respect between police and communities. It supports public safety by encouraging all stakeholders to work together to address our nation's crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.

Rather than simply responding to crime, community policing focuses on preventing it through strategic problem-solving approaches based on collaboration. The COPS Office awards grants to hire community policing officers and support the development and testing of innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders, as well as all levels of law enforcement.

Since 1994, the COPS Office has invested more than \$14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing. Other achievements include the following:

- To date, the COPS Office has funded the hiring of approximately 130,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.
- Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations.
- Almost 700 agencies have received customized advice and peer-led technical assistance through the COPS Office Collaborative Reform Initiative Technical Assistance Center.
- To date, the COPS Office has distributed more than eight million topic-specific publications, training curricula, white papers, and resource CDs and flash drives.
- The COPS Office also sponsors conferences, round tables, and other forums focused on issues critical to law enforcement.

COPS Office information resources, covering a wide range of community policing topics such as school and campus safety, violent crime, and officer safety and wellness, can be downloaded via the COPS Office's home page, <https://cops.usdoj.gov>.

The Collaborative Reform Initiative Technical Assistance Center is a partnership between the COPS Office and many professional law enforcement organizations throughout the field to provide technical assistance to law enforcement agencies on request. In its first four years, the center fielded close to 700 requests for assistance from campus, local, county, and state agencies on critical issues like community engagement; active shooter response; de-escalation; crime analysis; mass demonstrations; school safety; and recruitment, hiring, and retention. This report shows how the center has supported agencies in their efforts to ensure public safety in their communities. The COPS Office is committed to continue working diligently with our partners to provide high-quality, relevant, and timely assistance by the field, for the field.



U.S. Department of Justice
Office of Community Oriented Policing Services
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To obtain details about COPS Office programs, call
the COPS Office Response Center at 800-421-6770.

Visit the COPS Office online at cops.usdoj.gov.