Law Enforcement Solutions By the Field, For the Field

COLLABORATIVE REFORM FIFTH ANNUAL REVIEW

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

CRI·TAC
Collaborative Reform Initiative
TECHNICAL ASSISTANCE CENTER

Law Enforcement Solutions By the Field, For the Field

COLLABORATIVE REFORM FIFTH ANNUAL REVIEW

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

Colleagues:

The innovative and successful partnership between the COPS Office, the International Association of Chiefs of Police (IACP), and a partnership 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 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 significant 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 managed more than 900 technical assistance requests for support on critical issues like recruitment, hiring, and retention; community engagement; agency and officer safety and wellness; leadership; active threat response; de-escalation; school and campus safety; crime analysis; and crisis intervention. 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 are pleased to provide customized, timely, field-driven training and technical assistance to agencies in a way that minimizes the burden to the officers, deputies, troopers, and professional staff 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 that not only enhances our technical assistance deliveries but also prepares us to respond to vital, emerging issues. We are honored to be a one-stop shop for law enforcement agencies as they are look¬ing to build better, stronger agencies and relationships with their communities.

This report on CRI-TAC's fifth year demonstrates how the center has supported law enforcement agencies in their efforts to promote 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 local, campus,

county, tribal, territorial, and state agencies and highlights plans to do more of the same in 2023. 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,

Hugh T. Clements, Jr.
Director
Office of Community Oriented Policing Services

Vincent Talucci
Executive Director
International Association of Chiefs of Police

Jeff McCormick
Executive Director
FBI National Academy Associates Inc.

Patrick Yoes
National President
Fraternal Order of Police

Paul Cell
Executive Director
International Association of Campus
Law Enforcement Administrators

Michael Becar
Executive Director
International Association of Directors of
Law Enforcement Standards and Training

Kym Craven
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Dwayne Crawford
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Enforcement Executives

Jonathan Thompson
Executive Director
National Sheriffs' Association

Thor Eells
Executive Director
National Tactical Officers Association

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 to acknowledge the countless individuals and organizations who have contributed to the success of CRI-TAC in its fifth year.

First and foremost, we offer our appreciation to agency leaders who 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 closely 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 who are the administrative backbone needed to ensure CRI-TAC truly represents the field. The nine 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.

COPS Office staff (2022)

- Robert E. Chapman, Deputy Director, Community Policing Advancement
- Matthew C. Scheider, PhD, Assistant Director, Community Policing Advancement
- Nazmia E.A. Comrie, Senior Program Specialist, Community Policing Advancement

IACP staff (2022)

- Vincent Talucci, CAE, Executive Director / Chief Executive Officer
- Terrence M. Cunningham, Deputy Executive Director / Chief Operating Officer
- Laura Wilt, Program Manager
- Emily Jennings, Senior Project Manager
- Brittney Stoerzinger, Project Manager
- Hilary Burgess, Project Manager
- Angela Sivak, Project Coordinator
- Hannah Aanenson, Project Coordinator

Partners staff (2022)

FBI National Academy Associates, Inc.

- Ken Truver, President
- Howard Cook, Executive Director
- John Kennedy, Deputy Executive Director
- Korri Roper, Chief Financial Officer

Fraternal Order of Police

- James Pasco, Executive Director
- Tim Richardson, Senior Legislative Liaison
- Keith Turney, National Sergeant at Arms

International Association of Campus Law Enforcement Administrators

- Josh Bronson, Associate Executive Director

International Association of Directors of Law Enforcement Standards and Training

- Mike Becar, Executive Director
- Dianne Beer-Maxwell, Project Manager
- Pam Cammarata, Project Manager

- Mark Damitio, Crime Analysis Project Manager
- Yvonne Pfeifer, Chief Financial Officer
- Mark Strickland, Project Manager

National Association of Women Law Enforcement Executives

- Kym Craven, Executive Director
- Alana Ennis, Project Manager
- Becky Zagami, Bookkeeper

National Organization of Black Law Enforcement Executives

- Dwayne Crawford, Executive Director
- Giovanna Rogow, Deputy Director
- Patrick Taylor, Accounting Manager
- Sarah Johnson, Manager, Chapter and Member Services
- Melissa Thompson, National Program and Training Manager
- James Golden, Project Manager

National Sheriffs' Association

- Jonathan Thompson, Executive Director / Chief Executive Officer
- Jessica Vanderpool, Director of Grants and Contracts
- Kristi Barksdale, Project Manager
- 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 (CRI), a program developed by the U.S. Department of Justice's (DOJ) Office of Community Oriented Policing Services (COPS Office), assists law enforcement agencies and the communities they serve in identifying and implementing organizational improvements and reforms through training, consultation, peer-based learning, analysis, and in-depth assessments. CRI is structured as a continuum of services offered to law enforcement agencies on a strictly voluntary basis. The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC), one of three programs under CRI, provides critical and tailored technical assistance resources to state, local, tribal, territorial, and campus law enforcement agencies on a wide variety of topics.

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, 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 managed more than 900 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 (59 percent) are local municipal police departments. Campus agencies made up 18 percent of technical assistance participants, and sheriffs' offices made up 15 percent. As is the case nationally, most CRI-TAC agencies (56 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 18 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 indicates that more than 90 percent of agencies found that the technical assistance improved their overall effectiveness in addressing their problems, and 80 percent stated that the improvements made because of the technical assistance have been sustained.

Training course evaluations indicate that 92 percent of agencies found training provided through CRI-TAC was effective in meeting the goals and objectives of the course. Notably, participants identified both before and after the training whether their knowledge, skills, and abilities (KSA) in the training subject were advanced, intermediate, basic, little, or none. Of 1,655 training participants, a majority (69 percent) of respondents reported an increase by one or more KSA levels. Most (30 percent) of the remainder of respondents reported no increase in KSAs. Only 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 fourth annual report[1] in August 2022. 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 2023, including 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 https://cops.usdoj.gov/cri-tac.

Inquiry > Intake call > Technical assistance request > Work plan > Technical assistance delivery

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1. COPS Office, *Law Enforcement Solutions By the Field, For the Field: Collaborative Reform Fourth Annual Review* (Washington, DC: Office of Community Oriented Policing Services, 2022), https://portal.cops.usdoj.gov/resourcecenter?item=cops-p458.

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 its needs. As a result of continual outreach and engagement with the field, the COPS Office developed the Collaborative Reform Initiative (CRI) in 2011. It assists law enforcement agencies and the communities they serve in identifying and implementing organizational improvements and reforms through training, consultation, peer-based learning, analysis, and in-depth assessments. CRI is structured as a continuum of services offered to law enforcement agencies on a strictly voluntary basis. The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC), one of three programs under CRI, provides critical and tailored technical assistance resources to state, local, tribal, territorial, and campus law enforcement agencies on a wide variety of topics. CRI-TAC was established in partnership with the International Association of Chiefs of Police (IACP) in 2017 and launched in early 2018.

"Now—more than ever—timely, relevant, and accurate training and technical assistance resources are essential to the advancement of police agencies across America. The IACP is proud to facilitate delivery of resources that meet the evolving needs and priorities of law enforcement agencies through CRI-TAC's unprecedented collaboration with our partner organizations. This field-driven approach, guided both by industry needs and practitioner expertise, uniquely equips agencies of all sizes and types to address the challenges unique to their communities."

— *Vince Talucci, Executive Director, IACP*

CRI-TAC brings together an unprecedented coalition of leading law enforcement organizations representing law enforcement executives, unions, and other public safety stakeholders (see figure 1 on page 2; see "About the CRI-TAC Partners" on page 37 for summaries of each of the partners). 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.

Figure 1. Coalition of CRI-TAC partners

Solutions are designed by the COPS Office, 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 FOP's partnership with CRI-TAC has allowed us the opportunity to work alongside some of the best organizations representing the professional law enforcement community. Although we all come from varying points of view, the CRI-TAC has provided us all with a platform to collaborate, deliberate, and grow. The synergy of us all working towards a common goal has been impressive. The end result is a better overall work environment for our members and a better delivery of professional law enforcement services to our communities."

— *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 members[2] to ensure it is meeting the complex and varying needs of the field.

> "At IACLEA, it's a privilege to connect our campus public safety and law enforcement officers across the nation with the critical and tailored technical assistance resources provided by CRI-TAC. The invaluable partnerships formed through this initiative advances the field of public safety as well as our mission of keeping officers and communities safe."
>
> — *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; in-person training and exercises; virtual consultation; facilitation of meetings among key agency stakeholders; policy assistance; conference support; 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 and emerging 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.

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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 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.

> "The International Association of Directors of Law Enforcement Standards and Training continues to be grateful to partner with the other organizations with the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC). The positive results achieved through the efforts of CRI-TAC is a testament to the leadership provided by the COPS Office, IACP, and the Partner Organizations."
>
> — *Mike Becar, Executive Director, IADLEST*

Supporting Agencies Responding to Mass Demonstrations

In 2022, CRI-TAC launched the Mass Demonstration Rapid Response Team (MDRRT), an innovative response to address the unique challenges associated with mass demonstrations. The goal of the MDRRT is to offer immediate support in the preparation or response to mass demonstration events and protests through technical assistance including resource referral, virtual coaching and mentoring, virtual or in-person agency peer exchange, and on-site consultation. The MDRRT provides executives with resources, tools, strategies, and information to problem-solve and maximize communications between the agency and community when faced with a mass demonstration. The MDRRT serves as a resource of best practices and lessons learned.

Technical assistance topics include the following:

- Active Threat Response
- Addressing Elder Abuse
- Addressing Gangs
- Addressing Hate Crimes
- Addressing Human Trafficking
- Addressing Interpersonal Violence
- Agency and Officer Safety and Wellness
- Community Engagement
- Crime Analysis
- Crisis Intervention
- De-escalation
- Diversity, Equity, Inclusion, and Accessibility
- Drug-Related Crime
- Duty to Intervene / Peer Intervention
- Evidence-Based Policing
- Focused Deterrence
- Gun Violence Reduction and Prevention
- Implicit Bias
- Interdictions Teams
- Intelligence and Information Sharing
- Interview and Interrogation
- Leadership
- Management and Supervision
- Mass Demonstration Response
- Mass Violence Response
- Mentoring
- Procedural Justice
- Recruitment, Hiring, and Retention
- Report Writing
- School and Campus Safety
- Shared Service Models
- Strategic Partnerships
- Strategic Planning
- Technology
- Traffic Safety
- Unhoused Populations
- Unmanned Aerial Systems
- 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 Leadership
- Tribal Youth Partnerships

"The National Organization of Black Law Enforcement Executives (NOBLE) applauds the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) program in serving over 900 law enforcement agencies since 2018. These agencies encompass small, mid-size, and large size law enforcement departments. World-class technical assistance has been provided in areas such as active threat response, community engagement, de-escalation, gun violence, 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 in collaboration with partner NSA works to meet the unique challenges that sheriffs' offices must address to provide their communities with public safety services. Sheriffs can access assistance on any of the general example topics as well as the following sheriff-specific topics:

- Border Security
- Civil Process
- Corrections/Jail Operations
- Court Security

- Interdiction Teams
- Prisoner Transport
- Technology

52 **trainings provided in 2022**

About this report

This report highlights CRI-TAC's work since the release of the fourth annual report[3] in August 2022. In the following sections, the reader will find program performance metrics, case studies, and testimonials on CRI-TAC's impact in 2022. The report then provides a description of the intake process and concludes with an overview of activities taking place in 2023.

"CRI-TAC is an asset to the field. The technical assistance and training offered by the project provide needed resources to agencies of all sizes. The on-demand nature of CRI-TAC allows agencies to launch an initiative without having to wait for an open grant solicitation. Agencies have the opportunity to reflect on what is most pressing to the agency and community they serve and take part in designing a solution that will bring positive change and ultimately safe communities."

— *Kym Craven, Executive Director, NAWLEE*

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3. COPS Office, *Law Enforcement Solutions By the Field, For the Field: Collaborative Reform Fourth 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, nine 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.

"Partnering with CRI-TAC offers unparalleled benefits for law enforcement agencies. This innovative collaboration provides tailored technical assistance on crucial law enforcement issues managed by subject matter experts. From recruitment issues to practical training applications, CRI-TAC empowers agencies with the tools and training they need to excel. By combining expertise and a field-focused approach, CRI-TAC fosters a safer, more connected future for law enforcement to the communities they serve. The National Tactical Officers Association is honored to partner with all the organizations within the CRI-TAC program."

— *Buck Rogers, Training Program Manager, National Tactical Officers Association*

Key performance indicators

Since launching in 2018, CRI-TAC has managed a total of 911 technical assistance (TA) requests. At the time of this annual report, 819 TA deliveries have been completed and 53 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.

Figure 2. Status of technical assistance requests 2018–2022

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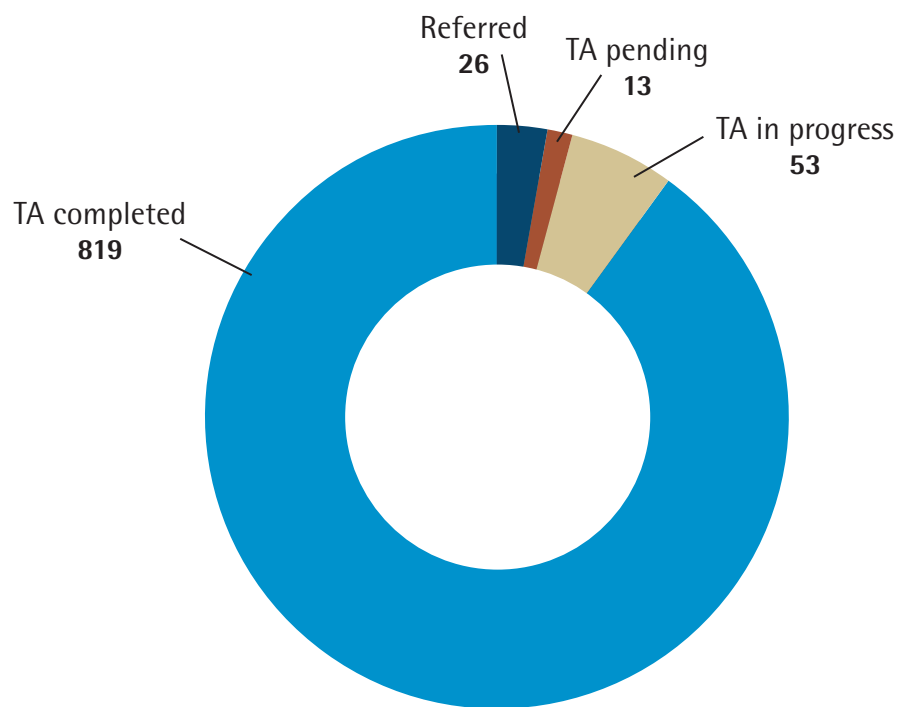
4.   Throughout this report, "agencies" refers specifically to requesting agencies, counting each request separately, regardless of whether it comes from a new agency.

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.

Types of TA

TA deliveries are often multifaceted responses to an agency's request. They can involve one or more of any of the services offered under CRI-TAC, such as in-person or web-based training, on-site or virtual 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. Virtual and on-site consultations are the next most frequent forms of TA delivered.

Figure 3. Types of technical assistance requested
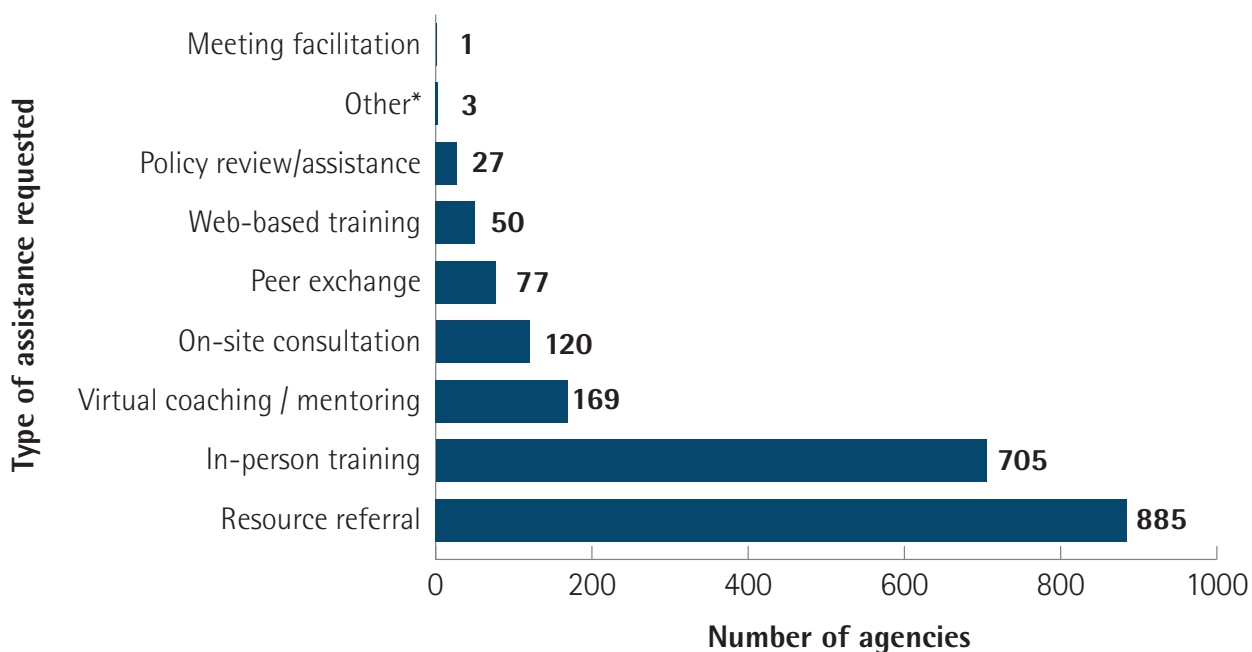
* "Other" technical assistance includes canine adoption and training agencies, as well as other topics not in the pre-approved CRI-TAC list.

CRI-TAC has provided training and technical assistance on 43 distinct topics (see figure 4), the most frequent of which have been these five:

1. De-escalation
2. Active Shooter Response
3. Public Sector Coordination and Partnerships
4. School Safety
5. Leadership

Figure 4. Top 15 topic areas, 2018–2022

Topics

Topic	Value
De-escalation	179
Active shooter response	130
Public sector coordination and partnerships	120
School safety	108
Leadership	100
Officer safety and wellness	91
Intelligence and information sharing	70
Community engagement	55
Problem-solving techniques	46
Crime analysis	38
Private sector coordination and partnerships	37
Recruitment, hiring, and retention	35
Hate crimes	31
Violent crime reduction and prevention	28
Other	90

Agency participation

Law enforcement agencies participating in the program were diverse in size, type, and geographic representation. As shown in figure 5, TA recipients came from all regions of the United States, plus Puerto Rico, Guam, the U.S. Virgin Islands, and the District of Columbia.
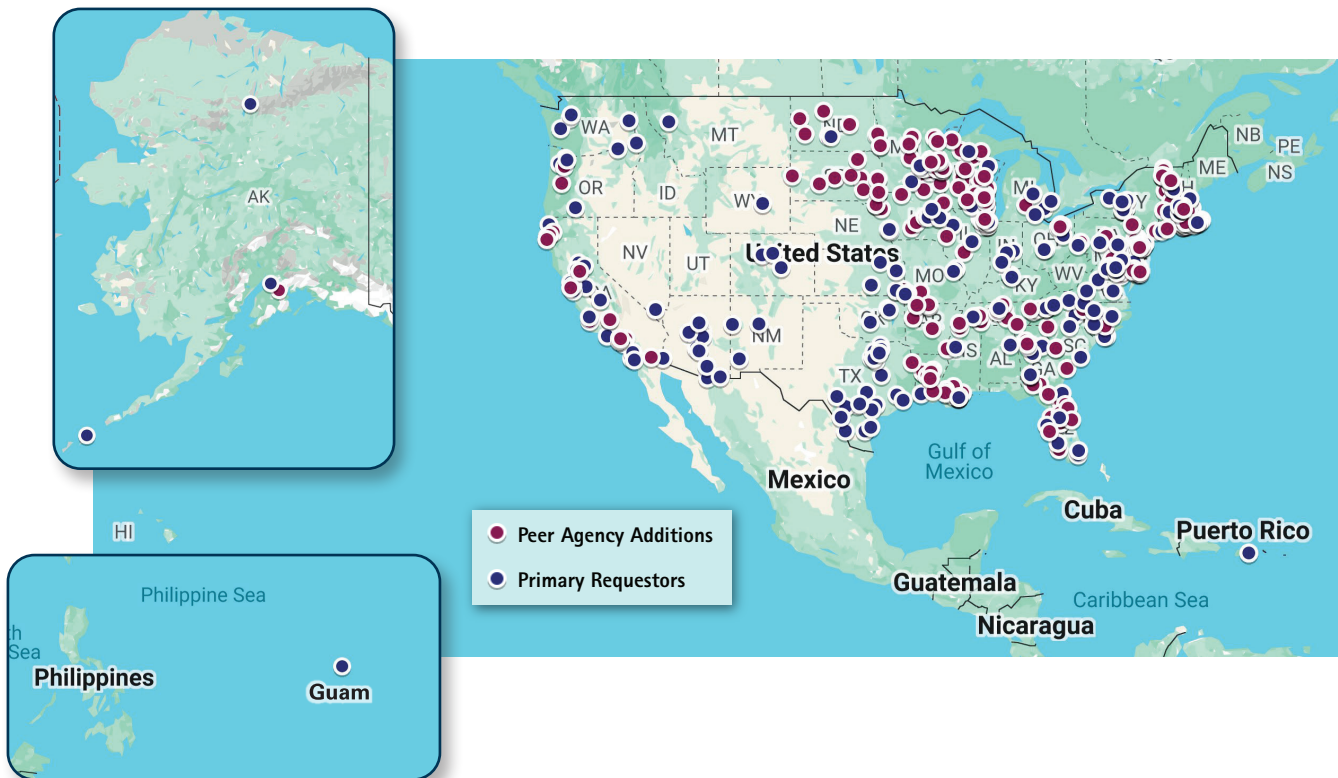
Figure 5. Map of CRI-TAC TA recipients

CRI-TAC is in

48 states

+ Washington, D.C.

+ Puerto Rico

+ two other territories

As in previous years, and as shown in figure 6, local law enforcement agencies made up the majority (59 percent) of TA recipients through CRI-TAC. Campus public safety departments (18 percent) and sheriffs' offices (15 percent) made up most of the remainder of TA recipients. State, tribal, territorial, and "other" types of law enforcement agencies each made up less than 5 percent of TA recipients.

Figure 6. Types of agencies participating in collaborative reform
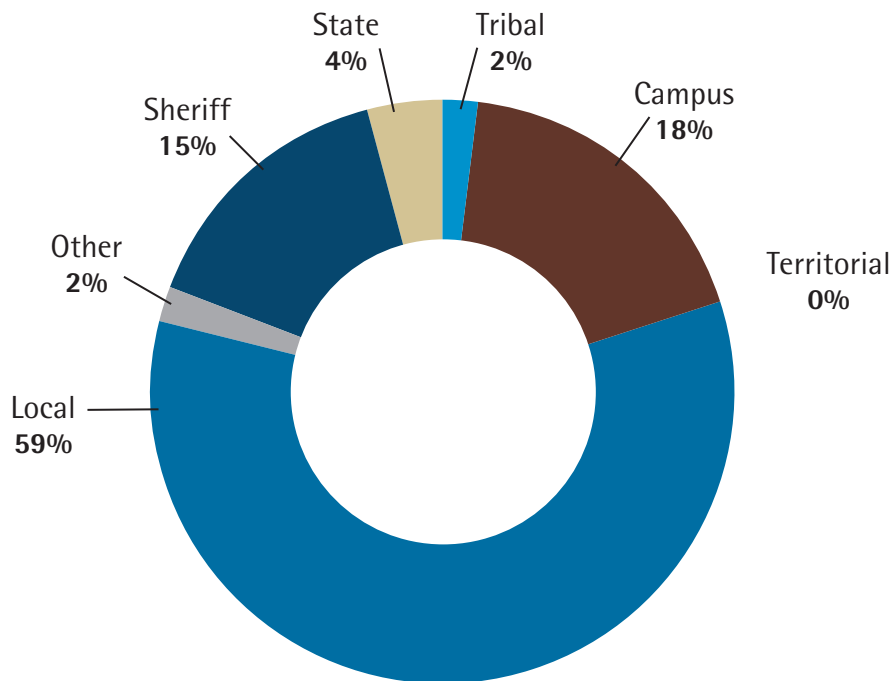
The size of agencies receiving technical assistance from CRI-TAC ranged from those with just one or two sworn personnel to large agencies with 500 or more. As is the case nationally, most CRI-TAC agencies (56 percent) had fewer than 50 sworn personnel. Mid-size and large agencies with 100 to 499 sworn personnel represented the second-greatest number of those receiving TA from CRI-TAC at 18 percent. Figure 7 on page 15 shows a complete breakdown of agency size.

Figure 7. Size of agencies participating in collaborative reform
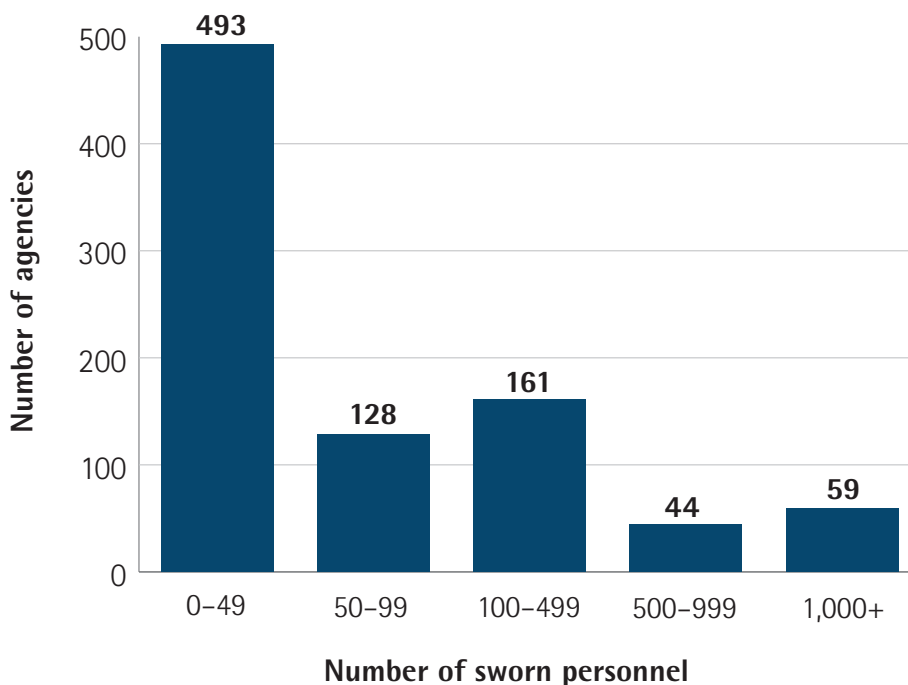
"CRI-TAC is one of the most critical law enforcement reform efforts that agencies can rely on to drive change. The subject matter experts are experienced and effective leaders as well as being successful innovators who understand the challenges, culture, and environment that agency heads are grappling with when seeking to improve. As a result, CRI-TAC's credibility in the profession is unmatched and its outcomes are enviable."

— Mitch Cunningham, Deputy Chief (ret.),
Chief Law Enforcement Advisor, National Sheriffs' Association

CRI-TAC client satisfaction

At the completion of each technical assistance 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 seven call for open-ended responses. A total of 96 respondents from 88 agencies provided feedback. Of 282 completed TA engagements with primary TA requestors, this represents a 31 percent agency response rate.

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

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

Figure 8 and table 1 on page 17 provide composite scores of survey responses. Across all items, respondents strongly agreed or agreed more than 96 percent of the time on all survey items in the client satisfaction survey.

Figure 8. CRI-TAC client satisfaction composite scores
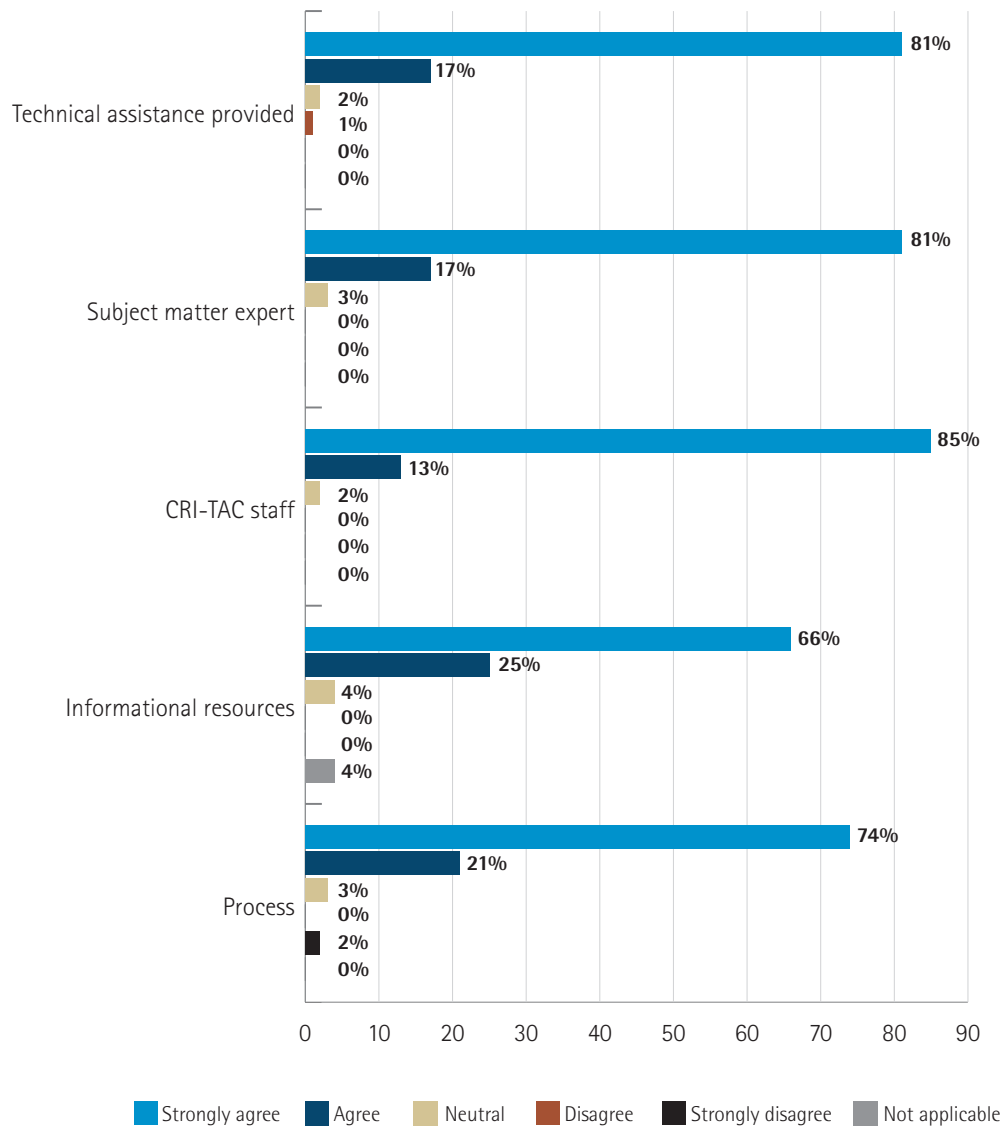
Table 1. CRI-TAC client satisfaction composite scores (%)

	Technical assistance provided	Subject matter expert	CRI-TAC staff	Informational resources	Process
Strongly agree	81	81	85	66	74
Agree	17	17	13	25	21
Neutral	2	3	2	4	3
Disagree	1	0	0	0	0
Strongly disagree	0	0	0	0	2
Not applicable	0	0	0	4	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 4,837 agency personnel, of whom 1,655 (34 percent)[6] have provided survey responses based on various training topics such as active threat response, addressing hate crimes, building analytic capacity, de-escalation, leadership, first-line supervision, crisis intervention, intelligence-led policing, problem-solving, and trauma-informed interviewing. 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

1,119 **participants trained in 2022**

Knowledge, skills, and abilities gained

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.

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6. Some training evaluations had incomplete data.

Figure 9 illustrates the change in KSAs as reported by all training evaluation respondents, reported as increases, decreases, or no change. Overall, a majority (69 percent) of respondents reported an increase by one or more KSA levels. Most of the remainder of respondents (30 percent) reported no increase in KSAs. Last, a small number (< 1 percent) of respondents indicated a lower level of KSA after training participation.

Figure 9. CRI-TAC training evaluation—change in KSAs (n=1,655)
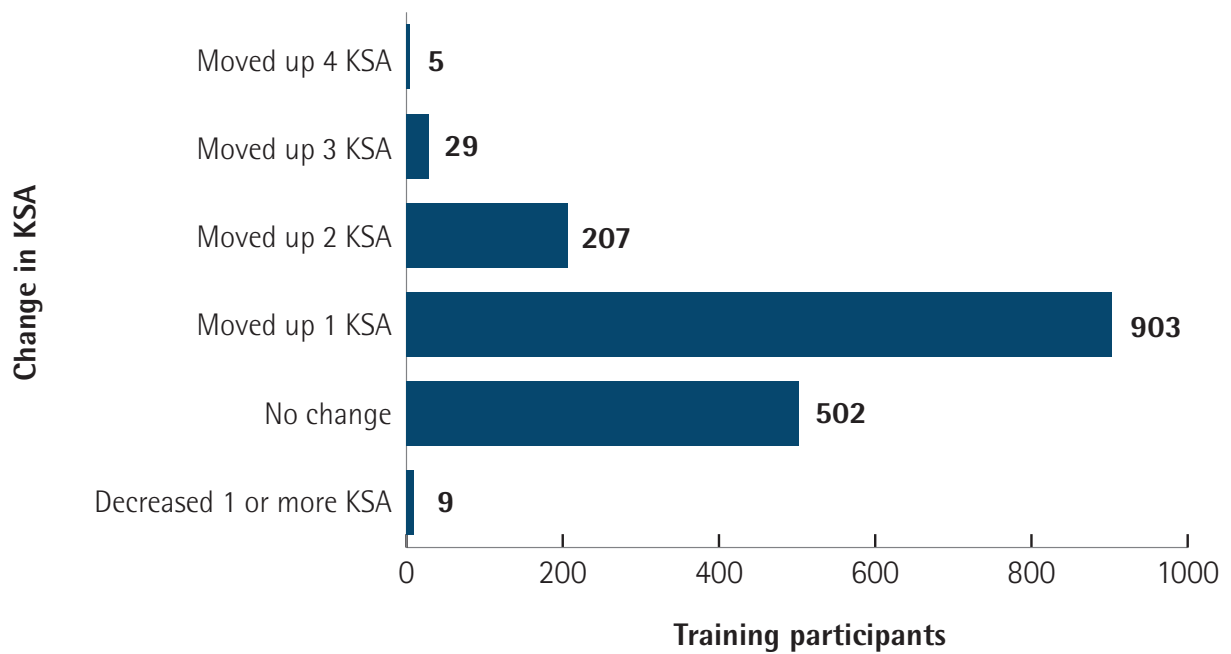
Satisfaction with course content, delivery, and overall experience

Overall, as shown in figures 10–12, trainees reported strongly agreeing or agreeing more than 92 percent of the time on training evaluation questions asking about overall experience.

Long-term impact

Figure 10. CRI-TAC overall satisfaction: The performance of the instructor(s) met my needs and expectations.

Agree
19%

Neutral
3%

Disagree
1%

Strongly
disagree
1%
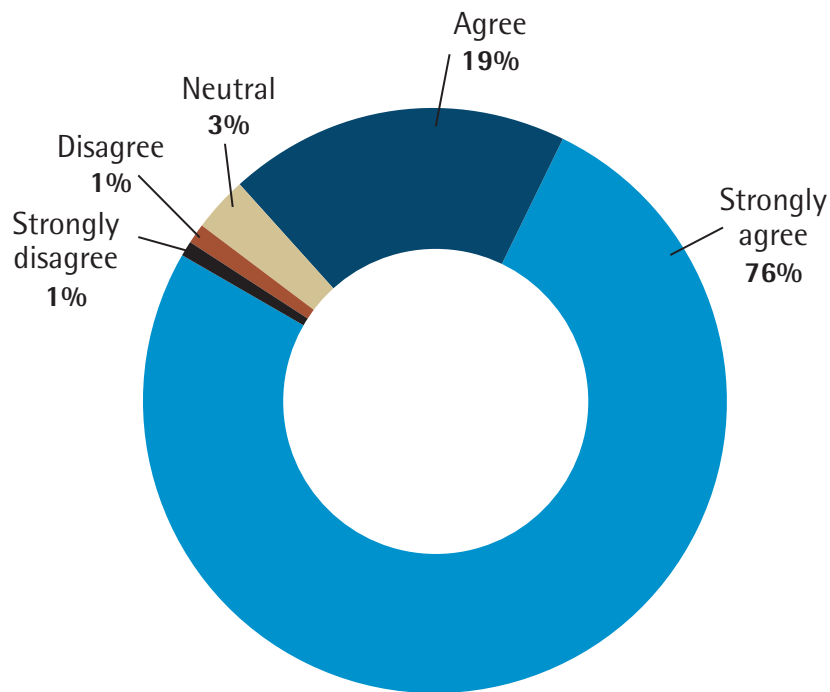
Strongly
agree
76%

Figure 11. CRI-TAC overall satisfaction: The course met my needs and expectations.
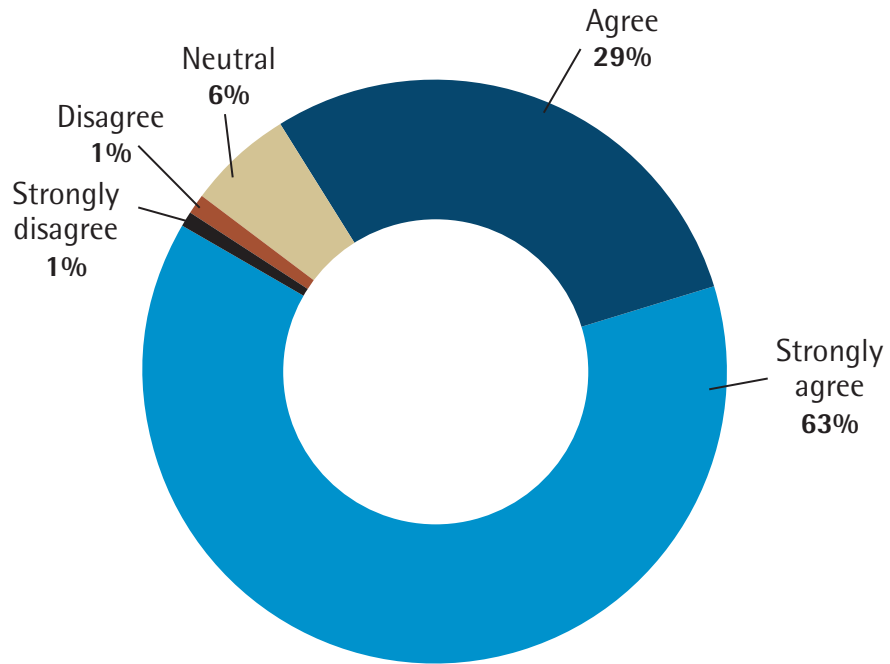
Figure 12. CRI-TAC overall satisfaction: The course is effective in meeting its goals and objectives.
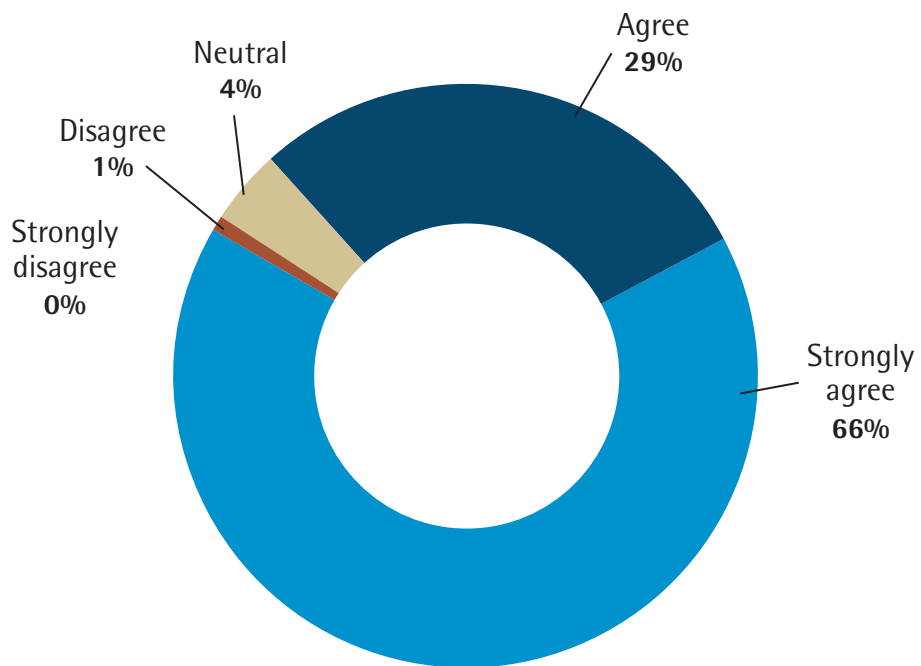
One of the pillars of community policing is organizational transformation.[7] Technical assistance efforts are one of the COPS Office's tools to help jumpstart an agency's realignment of resources, staffing, and operations.

To understand the impact of technical assistance, 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 34 technical assistance 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 13 and table 2 on page 23 illustrate the responses to the long-term post impact survey.

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

Figure 13. Long-term impact survey responses

Values may not exactly equal 100% because of rounding
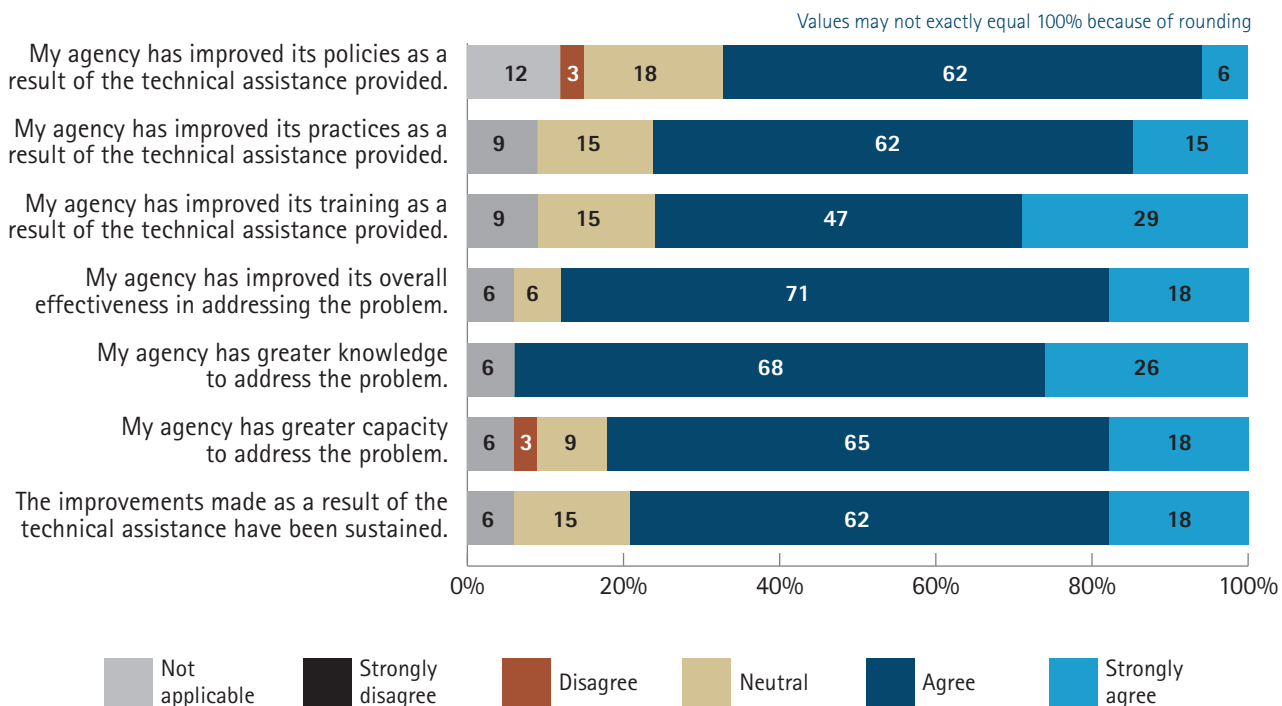
Table 2. Long-term impact survey responses (%)

	Not applicable	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My agency has improved its policies as a result of the technical assistance provided.	12	0	3	18	62	6
My agency has improved its practices as a result of the technical assistance provided.	9	0	0	15	62	15
My agency has improved its training as a result of the technical assistance provided.	9	0	0	15	47	29
My agency has improved its overall effectiveness in addressing the problem.	6	0	0	6	71	18
My agency has greater knowledge to address the problem.	6	0	0	0	68	26
My agency has greater capacity to address the problem.	6	0	3	9	65	18
The improvements made as a result of the technical assistance have been sustained.	6	0	0	15	62	18

Values may not exactly equal 100% because of rounding

Technical assistance summaries

The following sections include eight summaries on technical assistance 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 CRI-TAC is delivering to benefit law enforcement agencies.

Using a public health approach to address violent crime

CRI-TAC profile: Albany (Georgia) Police Department

The Albany (Georgia) Police Department (APD) requested assistance with developing a community-based intervention and prevention unit that will consist of sworn and nonsworn personnel, community partners, and community volunteers. Through CRI-TAC, the APD aimed to use a public health approach to address violent crime through collaborative efforts with the community, including alternatives to arrest, gang prevention, and mental health and substance abuse support.

Agency size: 214 sworn

Population served (est.): 74,000

Topic(s): Violent crime reduction and prevention, public sector coordination and partnerships

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

Status: Completed

The CRI-TAC team worked with the APD to help establish an effective violence intervention and prevention unit. The team helped to define the focus for the unit, establish goals and objectives, review the APD's current community engagement and violent crime reduction strategies, and identify appropriate partnerships and community stakeholders. The team provided on-site *Using Community Collaboration and Multimodal Enforcement Practices to Reduce Violent Crime and Improve Public Participation* briefings for a variety of audiences to help establish a foundation for the APD's efforts to build a community-based crime-reduction ecosystem through planning and leadership.

> "Using the resources that CRI-TAC offers helped our department to gain valuable insight into addressing our efforts to combat gang violence. The technical assistance that was provided made the development process smooth and easy to transition into implementation. The staff and subject matter experts never wavered in their commitment to our department and we are forever grateful."
>
> — *Michael Persley, Chief, Albany (GA) Police Department*

Helping collegiate agencies prepare instructors for future public safety trainings

CRI-TAC profile: Georgetown University Police Department, Washington, D.C.

The Georgetown University Police Department (GUPD) in Washington, D.C., proactively reached out to CRI-TAC to enhance its instructor development training for a consortium of university and college police departments in the Washington area. Through CRI-TAC partner the International Association of Directors of Law Enforcement Standards and Training (IADLEST), the GUPD and the consortium of agencies received Instructor Development train-

Agency size: 60 sworn

Population served (est.): 23,800

Topic(s): Instructor development

Technical assistance: Resource referral, in-person training

Status: Completed

ing. The 20 participants focused on course development and design: They examined the theory and purpose of instructional design; how to develop a course; and instructor presentation including terminology, environment preparation, classroom management, time management, and presentation types.

"The training provided through CRI-TAC provided new skills, knowledge, and abilities to several campus police officers, equipping them to better train new recruit officers at the Campus Public Safety Institute."

— Leroy "Lee" James, Director of Public Safety Programs, Consortium of Universities of the Washington Metropolitan Area

Following the assistance, the GUPD contacts described the training as exceeding expectations and very beneficial, pushing the students to a different level and teaching them a new set of skills to design instructor guides.

Strengthening proactive youth engagement within a transit agency

CRI-TAC profile: Metro Transit (District of Columbia) Police Department

Like many agencies, the Metro Transit (District of Columbia) Police Department (MTPD) was facing a rise in violent crime among juveniles in the metropolitan area. The agency requested assistance in establishing stronger positive relationships with all youth by becoming more actively engaged in schools and across the transit system.

The CRI-TAC team worked to review the MTPD's existing youth outreach and engagement policies and procedures. Following conversations on ways to enhance the MTPD's youth engagement efforts, the CRI-TAC team conducted an on-site meeting with command staff, officers, and community partners to gain perspective on the community relationships and youth engagement efforts, the working environment of the MTPD, and the challenges that result from using the city-wide transit system for school transportation. Discussions focused on reviewing the MTPD's juvenile crime, community engagement, homeless outreach, and youth initiatives. The team met with members of the Youth Services Division, Community Outreach and Engagement Division, and Homeless Outreach Division as well as stakeholders from a middle and high school in the district. Upon completion of the on-site visit, the CRI-TAC team developed a briefing for the MTPD, which outlined guidance and considerations for enhancing youth and community engagement.

According to MTPD Director Shandha Louis the CRI-TAC model is very effective because the site visit allowed the CRI-TAC team to walk through the work with the MTPD and observe community engagement operations firsthand. The debriefing efforts and dialogue that followed were beneficial and constructive. The best part of the engagement, according to Louis, is the relationships that were built through the collaborative remote and on-site assistance provided by CRI-TAC. Since the CRI-TAC engagement ended, the MTPD has been actively implementing new programming to engage with youth and other community members. The results and progress of these new programs will inform the overall strategic planning process for MTPD's Youth Services Division.

> **Agency size: 409 sworn**
>
> **Population served (est.): 750,000**
>
> **Topic(s): Community engagement, youth engagement**
>
> **Technical assistance: Resource referral, virtual coaching and mentoring, policy assistance, on-site consultation**
>
> **Status: Completed**

Improving safety and wellness programming throughout an officer's career

CRI-TAC profile: New Orleans (Louisiana) Police Department

As part of its continuous improvement process, the New Orleans (Louisiana) Police Department (NOPD) requested assistance to enhance its officer wellness, support, suicide awareness and prevention, and mentoring programs with a focus on an officer's entire journey from academy training to retirement. Equally important was assistance in the development of a framework for how to measure and evaluate officer safety and wellness (OSW) programs.

> **Agency size: 1,213 sworn**
>
> **Population served (est.): 391,006**
>
> **Topic(s): Officer safety and wellness**
>
> **Technical assistance: Resource referral, virtual coaching and mentoring, peer exchange, on-site consultation**
>
> **Status: Completed**

The CRI-TAC team extensively reviewed the NOPD's current OSW Program and corresponding initiatives and then traveled for an in-person site visit. During the visit, the CRI-TAC team conducted meetings with key agency personnel to gain perspective on goals for the wellness program, desired outcomes, and steps that could be implemented to achieve these goals. The team met with members of the Officer Assistance Program, command staff, and a select number of officers to discuss the peer support program and wellness services provided by the city to personnel and their families. They then worked to identify any overlap in services between the NOPD and external partners.

Following the on-site visit, three NOPD officers attended a one-day agency peer exchange with the San Diego (California) Police Department (SDPD). During the peer exchange visit, the NOPD officers observed the SDPD's wellness unit, reviewed the SDPD's data collection and management practices, identified methods to enhance follow-up on wellness services provided to officers and families, and identified areas for improvement to consider in the NOPD's OSW program.

To conclude the engagement, the CRI-TAC team delivered a briefing to provide considerations for improvement in the NOPD's OSW services and mentoring programs.

As a result of the technical assistance, NOPD executive leadership is taking more interest in OSW. Connections with community stakeholders are being made and additional resources gathered to advance the program. The NOPD has also been working to identify sources of additional funding in support of the program and increase staffing within the unit.

Refining the internal disciplinary process for enhanced accountability

CRI-TAC profile: Tempe (Arizona) Police Department

The Tempe (Arizona) Police Department (TPD) requested guidance on policies and procedures for management structures and in-service leadership training throughout the department, including a delivery of leadership training components to help address system barriers; enhance communication among line officers, supervisors, and command staff personnel; and build a system of accountability for all ranks in the TPD. However, in the midst of the technical assistance, the site asked to shift the assistance to focus on the TPD's internal disciplinary process policy based on agency priorities. CRI-TAC shifted its work and focus to meet the agency's needs.

Agency size: 346 sworn

Population served (est.): 192,000

Topic(s): Leadership, management and supervision

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

Status: Completed

The CRI-TAC team reviewed the TPD's internal disciplinary process policy to provide guidance on potential gaps and areas for enhancement. The review compared the TPD's policy to promising practices and model policies. Through a series of discussions, the team provided feedback and considerations for the TPD.

> "The CRI-TAC process quickly put us in touch with industry experts with decades of vast experience. These experts were able to help confirm our needs, provide resources, guide us through developing solutions and keep the ultimate project goals on track for completion. It was comforting to be able to forecast and discuss ways to mitigate potential pitfalls with these experts as we went about redesigning crucial portions of our Administrative Investigation policy."
>
> — *John Thompson, Lieutenant, Tempe (AZ) Police Department*

Since the engagement, the TPD has restructured and rewritten its internal discipline policy. The procedures and processes that were already being followed have now been formalized and are appropriately documented throughout the agency. The policy underwent internal review and received overwhelmingly positive feedback.

Enhancing the agency culture by incorporating trauma-informed policing

CRI-TAC profile: Yurok Tribe Public Safety Department, Klamath, California

The Yurok Tribe Public Safety Department (YTPSD) of Klamath, California, requested training to enhance its trauma-informed policing practices. The goal of the assistance was to increase officers' understanding of trauma and its effects on the facilitation of criminal investigations through greater awareness of a victim's needs. In turn, being trauma-informed can help cultivate and sustain effective relationships with the community.

> **Agency size: 10 sworn**
>
> **Population served (est.): 1,500**
>
> **Topic(s): Community policing and problem solving in a tribal setting; tribal law enforcement; trauma-informed policing**
>
> **Technical assistance: Resource referral, in-person training**
>
> **Status: Completed**

CRI-TAC, in coordination with Policy Research Associates, Inc. (PRA), provided the two-day, in-person, *How Being Trauma-Informed Improves Criminal Justice System Responses* train-the-trainer course to YTPSD and eight surrounding agencies. The two-day certification course was developed for criminal justice professionals to raise awareness about trauma and its effects. The course provided increased understanding and awareness of the impact of trauma, expanded trauma-informed responses, and provided strategies for developing and implementing trauma-informed policies.

> "CRI-TAC provided assistance that resulted in a successful training session regarding a trauma-informed approach to dealing with victims. This was the first time anyone from my agency has received training regarding that subject matter, and the attendees were provided with information and strategies that will have an immediate impact on the effectiveness of their performance in these situations. This training was only possible through assistance from CRI-TAC, and their communication and organization throughout the process was excellent."
>
> *— Customer Satisfaction Response*

Following the training, YTPSD Chief Greg O'Rourke expressed appreciation for the much-needed training for tribal and local law enforcement agencies and partners, especially because it will contribute to his goal of enhancing his agency's culture through the integration and emphasis of trauma-informed response practices. The YTPSD is planning to provide trauma-informed response training to its local dispatchers, add it to their police academy training cadre, and include it in the agency's Crisis Intervention Team training course.

Preparing for active threat and mass violence responses

CRI-TAC profile: St. Charles (Illinois) Police Department

The St. Charles (Illinois) Police Department (SCPD) requested guidance and training for mass violence response. CRI-TAC coordinated with Advanced Law Enforcement Rapid Response Training (ALERRT) at Texas State University to provide an *Active Attack Integrated Response* train-the-trainer course. The course addressed the concepts, principles, and technical aspects of responding to and implementing an integrated first responder deployment to an active attack event. The course used classroom presentations, instructor-led practical exercises, and force-on-force scenario-based practical exercises designed for first responders who are deployed to an active attack event. Fifteen total individuals from the SCPD and St. Charles Fire Department (SCFD) attended the training.

Agency size: 55 sworn

Population served (est.): 33,000

Topic(s): Active threat response; mass violence response

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

Status: Completed

In addition, the CRI-TAC team provided consultation with review of the SCPD's emergency operations manual and policies pertaining to emergency preparedness and active shooter protocols. The CRI-TAC team provided a briefing to better assist the agency with addressing policy and training gaps and implementing steps necessary to achieve response goals for mass casualty events.

Finally, a virtual peer exchange was coordinated with a retired chief who had experience with large and midsize agencies in the areas of active threat training, establishing hot zone entry and evacuation protocol with local fire departments and emergency medical services, response equipment, incident commander responsibilities, and coordinating with families and media.

During the closeout call, SCPD Deputy Chief Charles Pierce shared that shortly after attending the training, the department dealt with a shooting incident in which an officer treated a victim with a femoral bleed using first aid care he had learned in the CRI-TAC training. The SCPD plans to take the knowledge and skills gathered from ALERRT's Active Attack Integrated Response train-the-trainer course and develop a more robust curriculum to provide regular training for agency personnel. The SCPD also plans to collaborate with the SCFD to coordinate their operations and policies for future response to mass casualty events.

Supporting HBCUs with canine detection teams

CRI-TAC profile: North Carolina Agricultural and Technical State University Police Department, Greensboro, North Carolina

Agency size: 45 sworn

Population served (est.): 12,750

Topic(s): Canine adoption and training

Technical assistance: Resource referral, in-person training

Status: Completed

CRI-TAC profile: Southern University and A&M College – Baton Rouge Police Department, Baton Rouge, Louisiana

Agency size: 33 sworn

Population served (est.): 6,500

Topic(s): Canine adoption and training

Technical assistance: Resource referral, in-person training

Status: Completed

Through a partnership with the Office for State and Local Law Enforcement, U.S. Department of Homeland Security, CRI-TAC supported historically Black colleges and universities (HBCU) dealing with a spate of bomb threats. In particular, CRI-TAC worked with the North Carolina Agricultural and Technical State University Police Department (ATSUPD) in Greensboro, North Carolina, and the Southern University and A&M College – Baton Rouge Police Department (SUBRPD) in Baton Rouge, Louisiana, with the acquisition of a single-purpose canine, training of the canine, and training of the canine handler. Each of the canines was trained by Global Training Academy, and then the assigned handler joined at the end of the training and participated in the Basic Handler Explosive Detection course.

"The North Carolina A&T State University Police Department is extremely grateful to have been chosen to participate in the HBCU K9 Adoption program. On behalf of Chief Jermaine Cherry, we want to thank CRI-TAC, TSA, IACP, and DOJ-COPS Office for their tremendous finical support during this process of obtaining a Bomb Detection K9. As the largest HBCU in the country, we stand ready to assist other HBCUs and other universities with our newest K9, Cher."

— Bobby L. Cuthbertson, MBA, Major of Support Services, North Carolina A&T State University Police Department

The canine teams are intended for use in explosive detection, which will help mitigate threats, increase campus safety, and protect against domestic violent extremism.

How to Request Technical Assistance

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

18 site visits in 2022

Step 1. Inquiry

Once a requesting agency is ready, it can submit an inquiry via https://cops.usdoj.gov/cri-tac. Agencies will need to submit a brief description of their request, as well as contact information, sworn force size, and population served, and answer a few questions. CRI-TAC can accept requests only from U.S. law enforcement agencies, and the chief executive of the agency must authorize the request.

> "CRI-TAC was very responsive and informative during the application process and initiated services within a timely manner. We were provided with ongoing support to ensure all needs were met, and services were flexible to accommodate various scheduling needs."
>
> — *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.

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 agency will be sent the technical assistance request for input and approval. In the interest of being nimble and reducing the burden on the agency, certain requests may be designated fast-track requests and skip this step.

"It is difficult for me to be anything other than amazed at the high level of responsiveness, the professional approach that staff engaged when addressing our inquiry, all highlighted via the outcome where the entire agency, including civilian staff, were thoroughly impressed with the caliber of training and the seamlessness of the entire project."

— Customer Satisfaction Response

Step 4. Technical assistance work plan

Once the request is finalized, 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.

"Their support allowed me to move forward with policy and implementation. I was able to immediately utilize the resources to make change within my agency."

— 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 communicate regularly to ensure the agency's needs are met.

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 14. Simple, low-burden process

| Inquiry | Intake call | Technical assistance request | Work plan | Technical assistance delivery |

"The assistance was felt immediately. The policies were put into place with ease and the department felt supported with the changes. With regard to recruitment, the recommendations resulted in more applicants."

— *Customer Satisfaction Response*

"My experience with the CRI-TAC team was very positive. In addition to accommodating the goals for my agency, the frequent communication, updates, and overall service experience from the CRI-TAC was commendable. I do not often encounter a group (government, community, or other) that provides services with the amount of excellence I encountered through CRI-TAC."

— *Customer Satisfaction Response*

On Deck in 2023

Opportunities abound in 2023. In addition to 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 revised 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 successful pilots with the Fayetteville (North Carolina) and Lincoln (Nebraska) Police Departments. The full training suite was released in May 2023, and CRI-TAC is looking forward to expanding deliveries in the next year.

"I believe that this is needed for all entry-level classes in policing to establish a foundation of expected 'good' policing."

— Training Evaluation Response

"Individuals should want to do the right thing. This course helps push officers who may be hesitant or not confident in what they are doing to intervene."

— Training Evaluation Response

"Yes, this training course will help to improve my organization because it will help to increase the officers' safety and survival."

— Training Evaluation Response

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 U.S. Department of Justice (DOJ) Tribal Access Program and DOJ efforts to address missing or murdered Indigenous persons, including the DOJ Steering Committee[8] launched to address the crisis of missing or murdered Indigenous persons in support of Executive Order 14053.[9]

> "The instructors were very open to discussion and problem solving when confronted with local issues relevant to our mission. Strongly appreciate their attentiveness."
>
> *— Training Evaluation Response*

CRI-TAC finalized 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 after piloting 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 tribal leadership to the use of volunteers and victim service considerations as they pertain to missing person cases. In addition, the trainings introduce tribal law enforcement to the basic elements and practices for creating a volunteer engagement program to support missing person cases. These trainings were finalized in fall 2023 and are ready for delivery upon request of tribes and agencies.

Continuing service to the field

As demonstrated by the volume of requests received to date, the field's interest in technical assistance through the COPS Office and our partners in CRI-TAC is strong. During 2023, 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.

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8.   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.

9.   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.

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 33,000 members in more than 170 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.

CRI-TAC representatives in 2023 include the following:

- Vincent Talucci, CAE, Executive Director / Chief Executive Officer
- Terrence M. Cunningham, Deputy Executive Director / Chief Operating Officer
- Domingo Herraiz, Director
- Kim Kohlhepp, Assistant Director
- Rosemary DeMenno, Senior Program Manager
- David T. Snively, Program Manager
- Emily Jennings, Senior Project Manager
- Brittney Stoerzinger, Project Manager
- Ryan Daugirda, Project Manager
- Hannah Aanenson, Project Coordinator
- Jenny Espinal, Project Coordinator

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.

CRI-TAC representatives in 2023 include the following:

- Scott Rhoad, President

- Jeff McCormick, Executive Director

- Angie Wier, Deputy Executive Director

- Korri Roper, Chief Financial Officer

- Tony Bailey, Director of Education & Training

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.
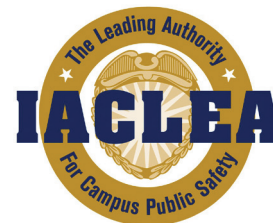
CRI-TAC representatives in 2023 include the following:

- Keith Turney, Director of Education and Outreach

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.

CRI-TAC representatives in 2023 include the following:

- Paul Cell, Executive Director
- Kisha Slaton, Program Manager

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.

CRI-TAC representatives in 2023 include the following:

- Mike Becar, Executive Director
- Mark Damitio, Crime Analysis Project Manager
- Yvonne Pfeifer, Chief Financial Officer
- Mark Strickland, Project Manager

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.

CRI-TAC representatives in 2023 include the following:

- Kym Craven, Executive Director
- Alana Ennis, Project Manager
- Becky Zagami, Bookkeeper

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 4,500 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.

CRI-TAC representatives in 2023 include the following:

- Dwayne Crawford, Executive Director
- Giovanna Rogow, Deputy Director
- Patrick Taylor, Accounting Manager
- Sarah Johnson, Manager, Chapter and Member Services
- Melissa Thompson, National Program and Training Manager
- James Golden, Project Manager

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.

CRI-TAC representatives in 2023 include the following:

- Jonathan Thompson, Executive Director / Chief Executive Officer
- Jessica Vanderpool, Director of Grants and Contracts
- Kristi Barksdale, Project Manager
- Mitch Cunningham, Chief Law Enforcement Advisor

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.

CRI-TAC representatives in 2023 include the following:

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

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 been appropriated more than $20 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 136,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.

- More than 800,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office–funded training organizations and the COPS Training Portal.

- More than 1,000 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 nine million topic-specific publications, training curricula, white papers, and resource CDs and flash drives.

The COPS Office also sponsors conferences, roundtables, 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 five years, the center managed more than 900 requests for assistance from local, campus county, tribal, and state agencies on critical issues like community engagement; active threat response; de-escalation; crime analysis; mass demonstrations; school and campus safety; and recruitment, hiring, and retention. This report shows how the center has supported agencies in their efforts to promote 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.

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