

Law Enforcement Solutions By the Field, For the Field

COLLABORATIVE REFORM SEVENTH ANNUAL REVIEW



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

 **CRITAC**
Collaborative
Reform Initiative
TECHNICAL ASSISTANCE CENTER

Law Enforcement Solutions By the Field, For the Field

COLLABORATIVE REFORM SEVENTH ANNUAL REVIEW



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

Colleagues:

Since its launch in 2018, the innovative and successful partnership between the COPS Office, the International Association of Chiefs of Police (IACP), Fraternal Order of Police (FOP), FBI National Academy Associates Inc. (FBINAA), 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) has continued to provide significant, customized, and timely technical assistance resources to law enforcement agencies through the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC). This look at CRI-TAC's seventh year illustrates, through case studies, performance metrics, and testimonials, the collaborative processes and the dedicated service that have made CRI-TAC a one-stop shop for state, local, tribal, territorial, and campus law enforcement agencies seeking to strengthen their agencies and their communities.

CRI-TAC has managed more than 1,562 technical assistance requests, supporting agencies nationwide on critical and fast-moving issues like crime analysis; peer intervention; leadership; agency and officer safety and wellness; de-escalation; community engagement; active threat response; school and campus safety; and crisis intervention. We deliver tailored technical assistance to state, local, territorial, tribal, and campus law enforcement agencies in a "by the field, for the field" approach, providing training, consultation, peer-based learning, and in-depth analysis while minimizing the burden to front-line officers, deputies, and troopers.

This report on CRI-TAC's seventh year demonstrates how the center has cemented its position as a key supporter of law enforcement agencies in their efforts to highlight achievements over the last year and plans to continue the good work in 2025. Many thanks to the field and to the dedicated staff at the COPS Office and across all the partners for their service and collaboration in making the CRI-TAC program an ongoing success.

Sincerely,

Cory D. Randolph
Deputy Director
Office of Community Oriented Policing Services

Vincent Talucci
Executive Director / Chief Executive Officer
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

Jessica Toliver
Interim Executive Director
National Association of Women Law
Enforcement Executives

Dwayne Crawford
Executive Director
National Organization of Black Law
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, the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) continues to advance the philosophy of community policing and the mission of the Office of Community Oriented Policing Services (COPS Office). It is vital to acknowledge the countless individuals and organizations who have contributed to the success of CRI-TAC in its seventh year.

Primarily, 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 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 and work would not be possible. We are extremely thankful.

COPS Office staff (2024)

- Robert E. Chapman, Deputy Director, Community Policing Advancement
- Matthew C. Scheider, PhD, Assistant Director, Community Policing Advancement
- Michael David, Supervisory Policy Support Coordinator, Community Policing Advancement
- Nazmia E.A. Comrie, Sociologist (Policing Assistance and Reform), Community Policing Advancement

IACP staff (2024)

- 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
- Ryan Daugirda, Project Manager
- Hannah Aanenson, Project Manager
- Jenny Espinal, Project Coordinator
- Shea Smith, Project Coordinator
- Gabrielle Sereboff, Project Coordinator

Partners staff (2024)

FBI National Academy Associates, Inc.

- Craig Petersen, 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

- James Pasco, Executive Director
- Tim Richardson, Senior Legislative Liaison
- Keith Turney, Director of Education and Outreach

International Association of Campus Law Enforcement Administrators

- Paul Cell, Executive Director
- Kisha Slaton Edwards, Director of Training and Grant Programs

International Association of Directors of Law Enforcement Standards and Training

- 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

- Kym Craven, Executive Director
- Josh Bronson, Chief of Staff
- Brittney Stoerzinger, Program Manager

National Organization of Black Law Enforcement Executives

- Dwayne Crawford, Executive Director
- Giovanna Rogow, Deputy Director
- 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, Chief Operations Officer
- Steve Mescan, 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 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 completed 1,465 technical assistance deliveries across 1,251 law enforcement agencies across the country. The center has delivered technical assistance on a range of 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 in 2024 (60 percent) are local municipal police departments. Campus agencies made up 15 percent of technical assistance participants, and sheriffs' offices made up 18 percent. As is the case nationally, most CRI-TAC agencies (55 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 17 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 88 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 96 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, or little or nonexistent. Of 3,644 training participants, a majority (71 percent) of respondents reported an increase by one or more KSA levels. Most (28 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 sixth annual report.³ The reader will find a breakdown of program performance metrics and five case studies highlighting different topics and varied 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 2025.

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>.



3. COPS Office, Law Enforcement Solutions By the Field, For the Field: Collaborative Reform Sixth Annual Review (Washington, DC: Office of Community Oriented Policing Services, 2024), <https://portal.cops.usdoj.gov/resourcecenter?item=cops-r1154>.

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 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 (TA) 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.

As the role of policing continues to evolve to meet the needs of our communities, driven by advances in technology and current challenges, CRI-TAC's role has never been more crucial. Our unwavering commitment to tailored solutions and expert guidance ensures that agencies are well-equipped to navigate the complexities of modern policing, from community engagement to cybersecurity threats. This collaborative approach is essential for building trust and maintaining public safety in today's dynamic environment.

As we look to 2025, our dedication to fostering collaboration and sharing leading practices ensures that every agency benefits from the collective wisdom and experience of our partners and members. We are proud to have assisted over 1,251 agencies to date. CRI-TAC will continue to be a cornerstone of innovation and excellence in policing, empowering agencies to protect and serve their communities with the highest standards of professionalism and integrity.

– Vincent Talucci, Executive Director/Chief Executive Officer, 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; see “About the CRI-TAC Partners” on page 35 for summaries of each of the partners). This collaboration ensures that CRI-TAC delivers tailored TA 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 agencies to address their unique needs. Customizing the TA 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.

CRI-TAC brings together the collective leadership, expertise, and resources from these partnering organizations and their more than 429,500 members⁴ to ensure it is meeting the complex and varying needs of the field.

4. 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>.

The Fraternal Order of Police (FOP) has proudly been a partner with CRI-TAC since its inception in 2018. This enduring alliance is rooted in a shared belief in the value of effective training for rank-and-file law enforcement officers. As the landscape of crime and public safety challenges continues to evolve, it is crucial that our members are equipped with the knowledge and skills to meet these challenges head-on. The complexities of modern society require officers to be adaptable, not only in their response to emerging crime trends but also in how they engage with varied communities. CRI-TAC has proven to be an invaluable resource in ensuring that our members have access to the most current, cutting-edge training.

– Patrick Yoes, National President, FOP

Technical assistance services

CRI-TAC provides multifaceted TA 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.

- **Conference support.** Support participation in training conferences and other educational meetings.
- **Consultation (virtual/on-site).** Collaborate with agency leadership and other law enforcement personnel to provide guidance on promising and emerging practices to deliver tailored solutions.
- **In-person training.** Deliver live direct training or train-the-trainer courses, customized for the needs of the agency.
- **Meeting facilitation.** Support meetings among agency personnel and other public and private sector stakeholders.
- **Mentoring.** Provide requesting agency with one-on-one mentoring for law enforcement leadership.
- **Peer exchanges.** Coordinate law enforcement personnel to interact with and learn from peers involved in the same line of work or area of responsibility.
- **Policy assistance.** Assist in reviewing current policies or developing new ones.

- **Resource referral.** Provide requesting agency with guides, documentation, toolkits, reports, and other relevant publications that fall within the identified topic(s).
- **Web-based training.** Provide pre-recorded webinars, live online training, and virtual information briefings.

The FBI National Academy Associates, Inc. (FBINAA) is proud to partner with the CRI-TAC member agencies. The genuinely collaborative nature of CRI-TAC permits each participant to offer the unique perspectives and talents of their organization for the benefit of the law enforcement profession. This collaborative effort provides meaningful progress toward the FBINAA's mission of impacting communities by providing and promoting law enforcement leadership through training and networking.

– Jeff McCormick, Executive Director, FBINAA

CRI-TAC staff, partner organizations, and SMEs stand ready to deliver on a broad range of TA 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 in response to the field. Agencies may request assistance in any of the pre-identified topics or reach out to CRI-TAC to explore additional topics that may not fit neatly into a distinct category.

The National Organization of Black Law Enforcement Executives (NOBLE) remains immensely proud and honored to serve alongside the COPS Office, IACP, and all the partner organizations that support the ongoing work of CRI-TAC. Since its rollout in 2018, the CRI-TAC program has served more than 1,251 law enforcement agencies in 49 states, the nation's capital, and other U.S. territories. The overwhelming positive reviews of participating agencies, some of which are led by NOBLE members, underscore the tremendous value of the technical assistance, training and other services offered by CRI-TAC over the last seven years. We are excited about the development of additional offerings being planned and look forward to continuing as a strong supporter and enduring partner of CRI-TAC in the years ahead.

— *Dwayne A. Crawford, Executive Director, NOBLE*

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
- Border Security
- Community Engagement
- Crime Analysis
- Crisis Intervention
- Cross-Jurisdictional Partnerships and Task Forces
- De-escalation
- Drug-Related Crime
- Duty to Intervene / Peer Intervention
- Evidence-Based Policing
- Focused Deterrence
- Gun Violence Reduction and Prevention
- 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 and Squatting
- Unmanned Aerial Systems
- Violent Crime Reduction and Prevention
- Youth Engagement

The National Sheriffs' Association (NSA) is pleased to partner with our colleagues and members of the COPS Office to provide world-class technical assistance to the law enforcement community. CRI-TAC is one of the most valuable programs that increases the professionalism of public safety organizations.

*– Deputy Chief Mitch Cunningham (ret.),
Chief Law Enforcement Advisor, NSA*

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 International Association of Campus Law Enforcement Administrators (IACLEA) and our campus public safety departments nationwide greatly appreciate the CRI-TAC program for its invaluable expertise, resources, and customized support. This collaboration enhances our ability to address emerging safety challenges, implement best practices, and strengthen community trust—ensuring safer campus environments for students, faculty, and staff.

– Paul Cell, Executive Director, IACLEA

As with tribal policing, CRI-TAC, in collaboration with 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

Being a strategic partner with CRI-TAC, the International Association of Directors of Law Enforcement Standards and Training (IADLEST) is extremely proud of the work that is accomplished through this program. Many agencies have benefited from the dedicated work of the members of the IACP, the COPS Office, and the other strategic partners. This program certainly lives up to its motto, 'By the field, for the field!'

– Mike Becar, Executive Director, IADLEST

About this report

This report highlights CRITAC's work since the release of the sixth annual report.³ In the following sections, the reader will find program performance metrics, case studies, and testimonials on CRITAC's impact in 2024. The report then provides a description of the intake process and concludes with an overview of activities taking place in 2025.

84 trainings provided in 2024

3. COPS Office, *Collaborative Reform Sixth 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, five qualitative case studies are presented 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.

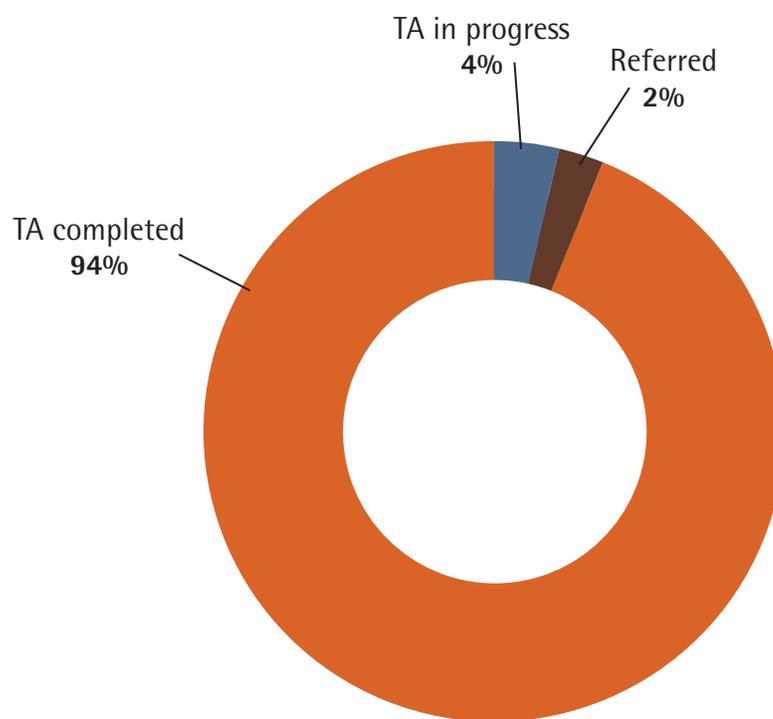
CRI-TAC exemplifies exceptional collaboration and support for police agencies of various sizes and jurisdictions. This partnership among all CRI-TAC associations emphasizes the customized training and technical assistance provided to law enforcement. The National Tactical Officers Association (NTOA) is proud to be a member of the CRI-TAC team and values the services offered by all partner associations to law enforcement agencies nationwide.

– Buck Rogers, Training Program Manager, NTOA

Key performance indicators

Since launching in 2018, CRI-TAC has managed a total of 1,562 TA requests. At the time of this annual report, 1,465 TA deliveries have been completed⁴ across 1,251 distinct law enforcement agencies. Thirty-seven have been referred to other governmental programs, and an additional 60 are in progress. 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 2018–2024



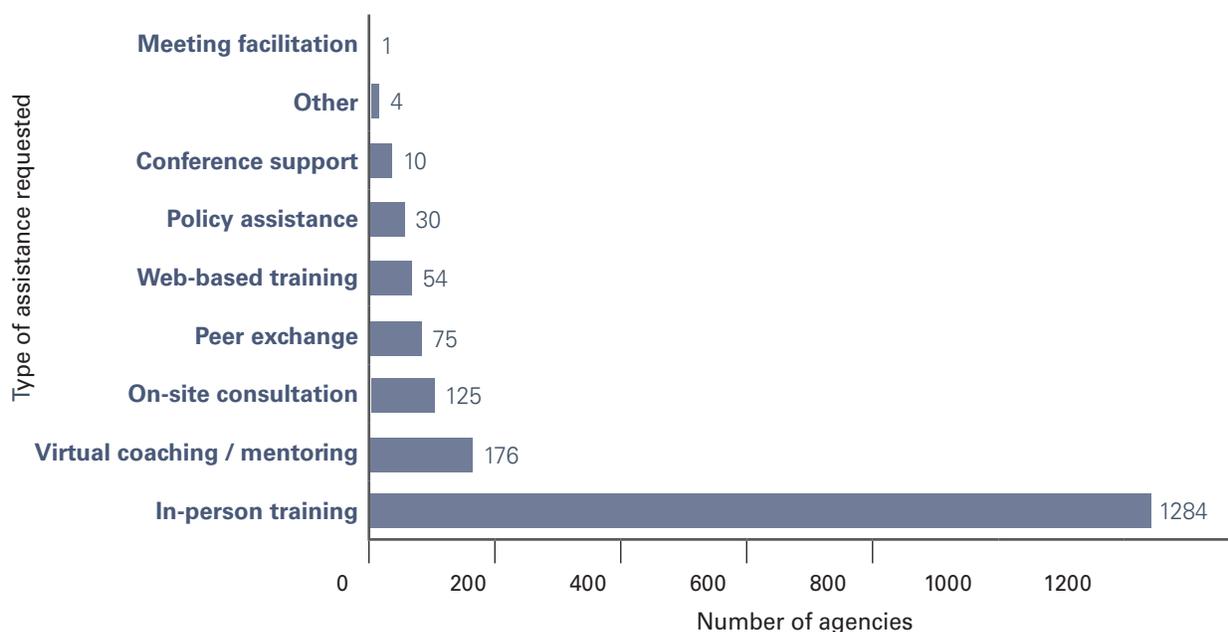
4. Throughout this report, “agencies” refers specifically to requesting agencies, counting each request separately, regardless of whether it comes from a new agency.

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 substantial number of law enforcement agencies CRI-TAC has assisted as primary and peer agency additions. As shown in figure 3, in-person trainings have been part of most completed TA deliveries. Virtual and on-site consultations are the next most frequent forms of TA delivered.

Figure 3. Types of technical assistance completed upon request 2018–2024

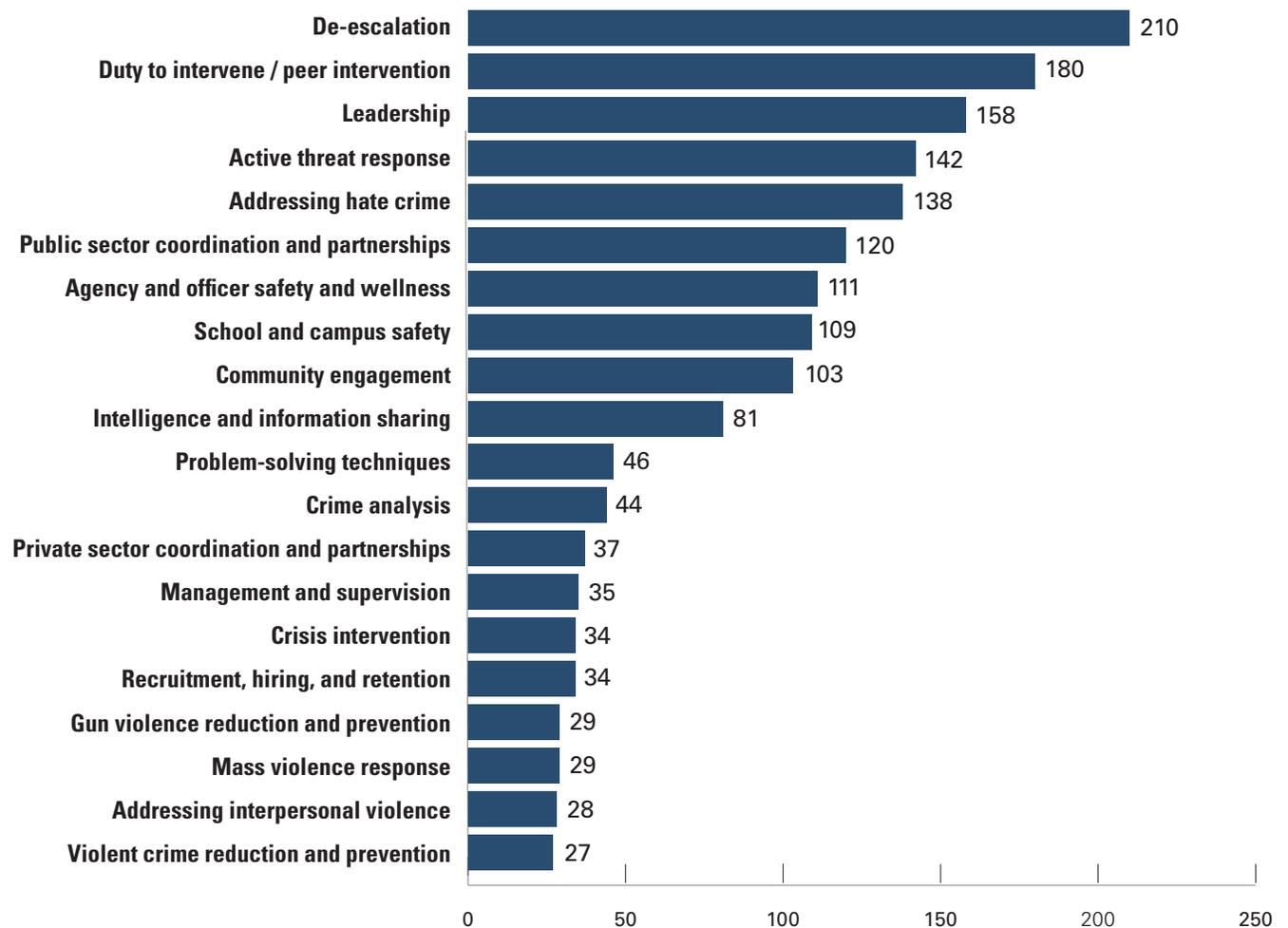


* “Other” technical assistance includes canine adoption as well as other types of assistance not in the pre-approved CRI-TAC list.

CRI-TAC has provided training and technical assistance on 51 distinct topics (see figure 4), most frequently these five:⁶

1. De-escalation
2. Duty to Intervene / Peer Intervention
3. Leadership
4. Active Threat Response
5. Addressing Hate Crimes

Figure 4. Top 20 topic areas, 2018–2024



6. "Other" topics ranked fourth but was excluded from the list. "Other" topics included training development, resource allocation, search and seizures, call center operations, and CAD/RMS implementation.

The chart in figure 5 shows the yearly ranking of the most common topics since the inception of CRI-TAC.

Figure 5. Top 10 topic areas annually, 2018–2024

Topics	2024	2023	2022	2021	2020	2019	2018
Active Threat Response	4	2	2	2	2	2	3
Addressing Hate Crimes	5	7	*	7	*	*	*
Agency and Officer Safety and Wellness	7	6	6	5	5	6	10
Community Engagement	9	9	8	4	4	8	8
Crime Analysis	*	*	10	9	9	*	7
Crisis Intervention	*	*	*	*	*	10	5
De-escalation	1	1	1	1	1	1	1
Duty to Intervene / Peer Intervention	2	*	^	^	^	^	^
Intelligence and Information Sharing	10	8	7	6	7	3	2
Leadership	3	4	5	3	8	7	*
Modern Police Performance Management	*	*	*	*	10	*	9
Problem-solving Techniques	*	10	9	*	*	9	*
Public Sector Coordination and Partnerships	6	3	3	10	6	5	4
Recruitment, Hiring, and Retention	*	*	*	8	3	*	*
School and Campus Safety	8	5	4	*	*	4	6

*not ranked in the top 10 in the given year

^not a CRI-TAC topic in the given year

104 trainings courses provided across 45 training providers

Supporting Statewide Implementation of Duty to Intervene

In 2023, the COPS Office CRI-TAC released *Take Action: Make the R.I.G.H.T. Choice and Intervene* training. This course trains, encourages, and empowers law enforcement personnel to actively intervene when needed to prevent colleagues from committing policy or procedural mistakes or unprofessional, unethical, or criminal conduct. Interventions are not only critical for community trust, but also agency safety and wellness. Like all CRI-TAC technical assistance, this training is available upon request. As demonstrated by the topic ranking (see figure 4 on page 12), duty to intervene / peer intervention is a highly requested topic. Since the release of the course in 2023, CRI-TAC has delivered the base training 24 times for a total of 427 participants and the train-the-trainer 27 times to 303 participants.

Two engagements in particular are noteworthy. In 2024, CRI-TAC partnered with the Michigan Sheriffs' Association (MSA) to support statewide adoption of the training. MSA collaborated with five sheriff's offices to request duty to intervene training. By the end of 2024, CRI-TAC had held *Take Action* trainings in five regional areas to equip each of Michigan's 83 sheriff's offices with a local duty to intervene trainer. In North Carolina, efforts by local duty to intervene trainers and the Peace Officer Standards and Training led to the state adopting several parts of the *Take Action* training into its basic training. This training is being rolled out to all officers in North Carolina starting in January 2025.



On July 17-18, 2024, two CRI-TAC SMEs delivered the *Take Action: Make the R.I.G.H.T. Choice and Intervene* base training and train-the-trainer course to Clemson University (SC) Police Department and surrounding agencies.

"I didn't know what to expect walking into class. I left with a positive experience and recommend others to attend the course if the opportunity presents itself."

"Many people think of the duty to intervene in only use of force scenarios. This training highlighted other areas where duty to intervene would be appropriate."

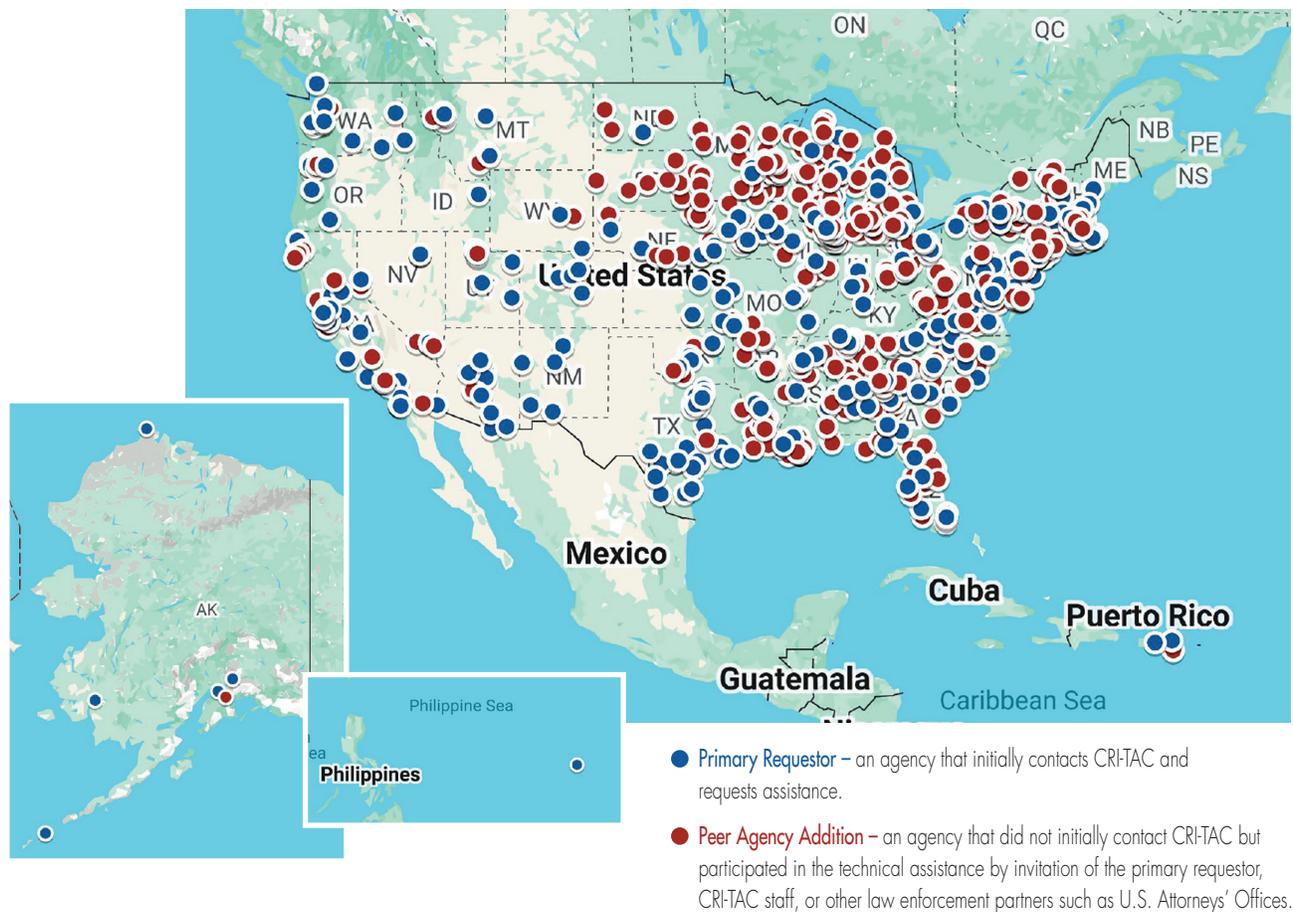
"I strongly believe it will improve my organization. People may think you are practicing intervention but taking this course made me realize there is more to it than what I initially thought."

— 2024 *Take Action: Make the R.I.G.H.T. Choice and Intervene* training survey responses

Agency participation

Law enforcement agencies participating in the program were varied in size, type, and geographic representation. As shown in figure 6, TA recipients have come from all regions of the United States as well as Puerto Rico, Guam, the U.S. Virgin Islands, and the District of Columbia.

Figure 6. Map of CRI-TAC TA recipients 2018–2024



CRI-TAC completed TA in

49
states

+
Washington, D.C.

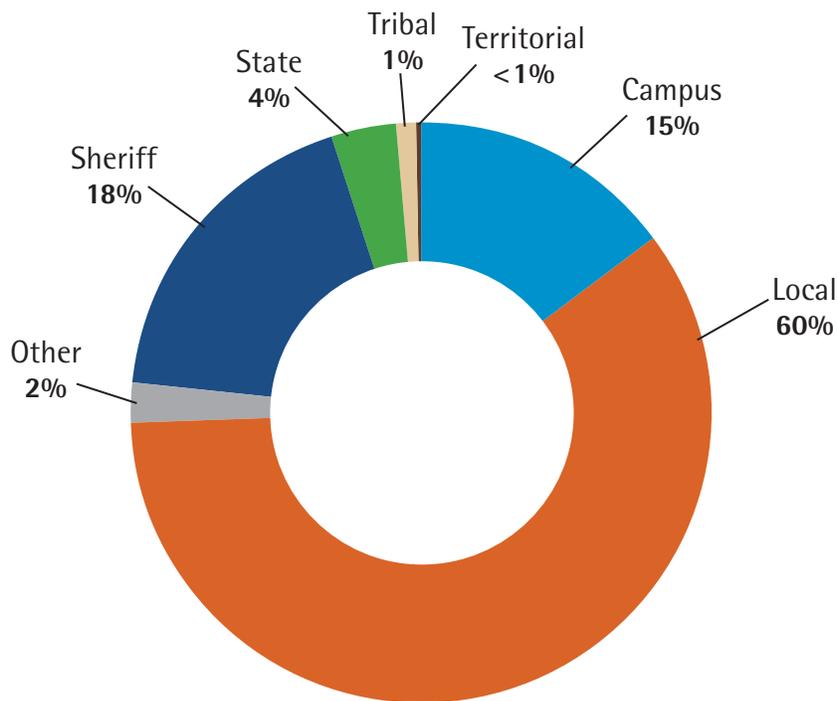
+
Puerto Rico

+
Guam

+
U.S. Virgin Islands

As in previous years, and as shown in figure 7, local law enforcement agencies made up the majority (60 percent) of TA recipients through CRI-TAC. Sheriffs' offices (18 percent) and campus public safety departments (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 7.2 percent of TA recipients. These data are consistent with the previous annual report, except that campus public safety departments made up 17 percent and sheriffs' offices made up 15 percent of 2023 TA recipients.⁷

Figure 7. Types of agencies participating in collaborative reform



The size of agencies receiving TA 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 (55 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 17 percent. These data remain consistent with the previous annual report analysis.⁸ Figure 8 on page 17 shows a complete breakdown of agency size.

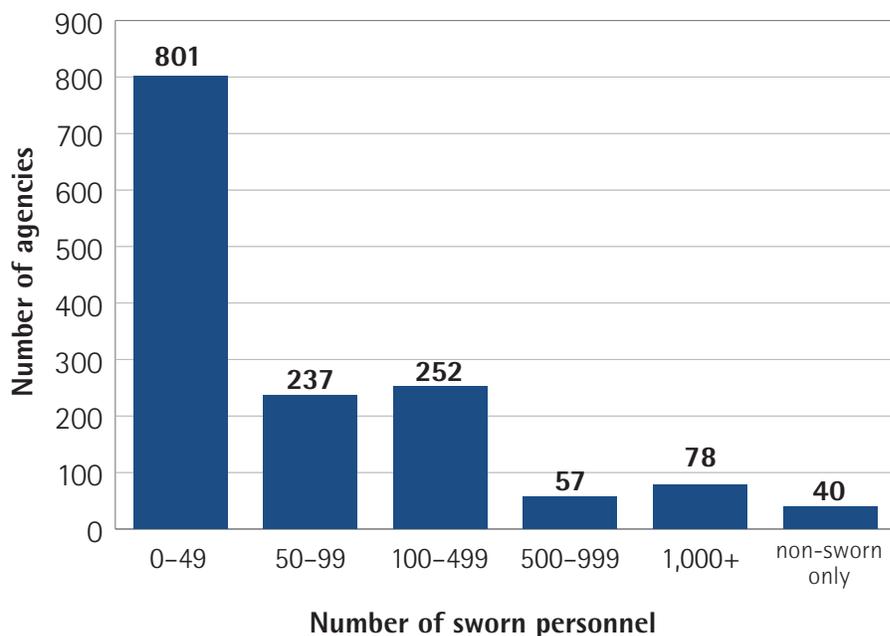
7. COPS Office, *Collaborative Reform Sixth Annual Review* (see note 1).

8. COPS Office, *Collaborative Reform Sixth Annual Review* (see note 1).

Delivering Rapid Technical Assistance for Addressing Mass Demonstrations

In response to the emergence of mass demonstrations across the United States in 2024, CRI-TAC collaborated with IACLEA, a CRI-TAC partner organization, to deliver virtual training in critical areas related to planning for and responding to mass demonstrations. CRI-TAC held weekly calls with university public safety agencies focusing on topics such as safety and wellness of responding officers, effective communication with members of the media and community stakeholders, and strategies for responding to lawful and unlawful protest activity. Finally, to better identify and understand lessons learned from these protests, and to apply them in preparation for future demonstration events, CRI-TAC facilitated a series of gatherings focused on bringing together policing leaders, university administrators, and community leaders to gather varied perspectives on campus demonstrations.

Figure 8. Size of agencies participating in collaborative reform 2018–2024



As of the end of 2024:

- CRI-TAC agencies totaled 403,434 sworn personnel.

Agencies may repeat CRI-TAC engagements, meaning their sworn personnel may be counted more than once; also, jurisdictions often overlap, so populations can be served by more than one agency and thus be counted more than once.

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 seven call for open-ended responses. A total of 162 respondents from 138 agencies provided feedback. Of 455 completed TA engagements with primary TA requestors, this represents a 36 percent agency response rate, nine percent higher than 2023's response rate.⁹

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:

1. **Process.** Measures if the TA 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 TA met the agency's expectations, was relevant to the problem and agency, and helped address the problem.

9. COPS Office, *Collaborative Reform Sixth Annual Review* (see note 1).

Figure 9 and table 1 provide composite scores of survey responses. Across all items, respondents strongly agreed or agreed more than 92 percent of the time on all survey items in the client satisfaction survey.

Figure 9. CRI-TAC client satisfaction composite scores 2018–2024

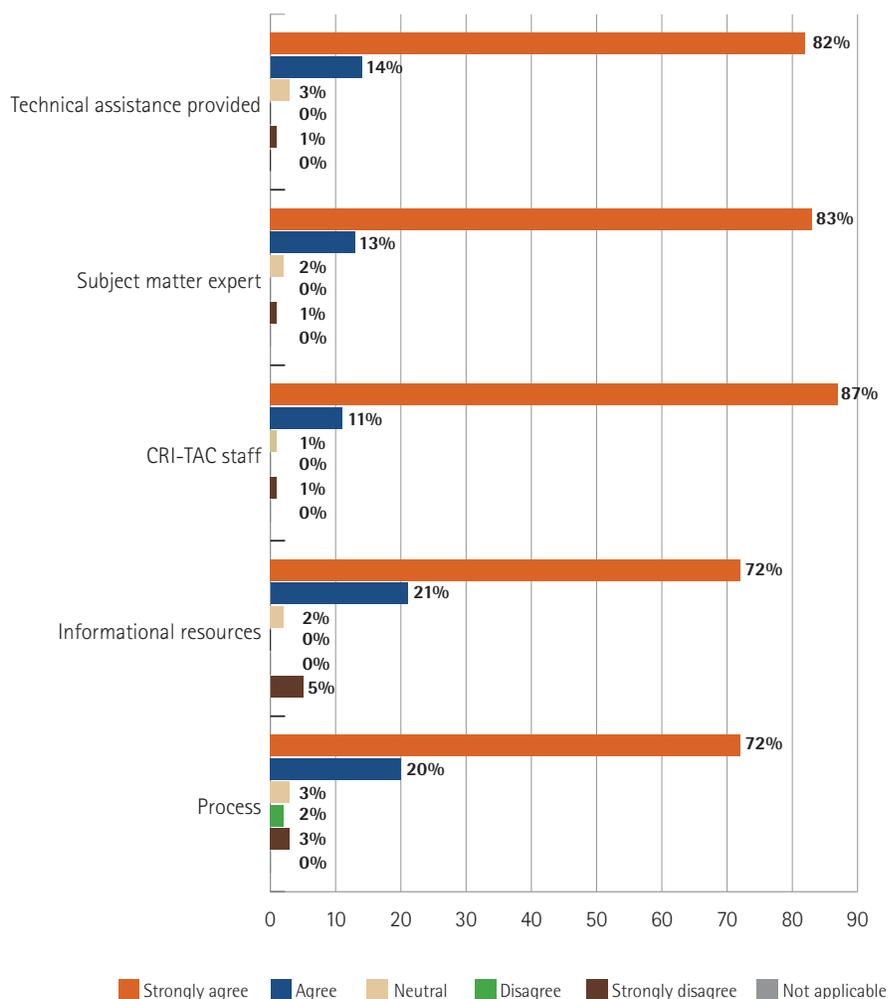


Table 1. CRI-TAC client satisfaction composite scores (%)

	Process composite score	Informational resources composite score	CRI-TAC staff composite score	Subject matter expert composite score	Technical assistance provided composite score
Strongly agree	72%	72%	87%	83%	82%
Agree	20%	21%	11%	13%	14%
Neutral	3%	2%	1%	2%	3%
Disagree	2%	0%	0%	0%	0%
Strongly disagree	3%	0%	1%	1%	1%
Not applicable	0%	5%	0%	0%	0%

"The feedback provided was very practical and easy to understand, helping to reduce a broad abstract concept into something more tangible and achievable."

"It has been wonderful, and I'm thankful to have been part of it. My confidence has grown and I feel part of a larger network of professionals, now even paying it forward to others."

"Keep doing what you are doing. This is a wonderful program."

— 2024 customer satisfaction survey responses

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 5,073 agency personnel, of whom 3,644 (72 percent)¹⁰ 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

5,073 participants trained through CRI-TAC

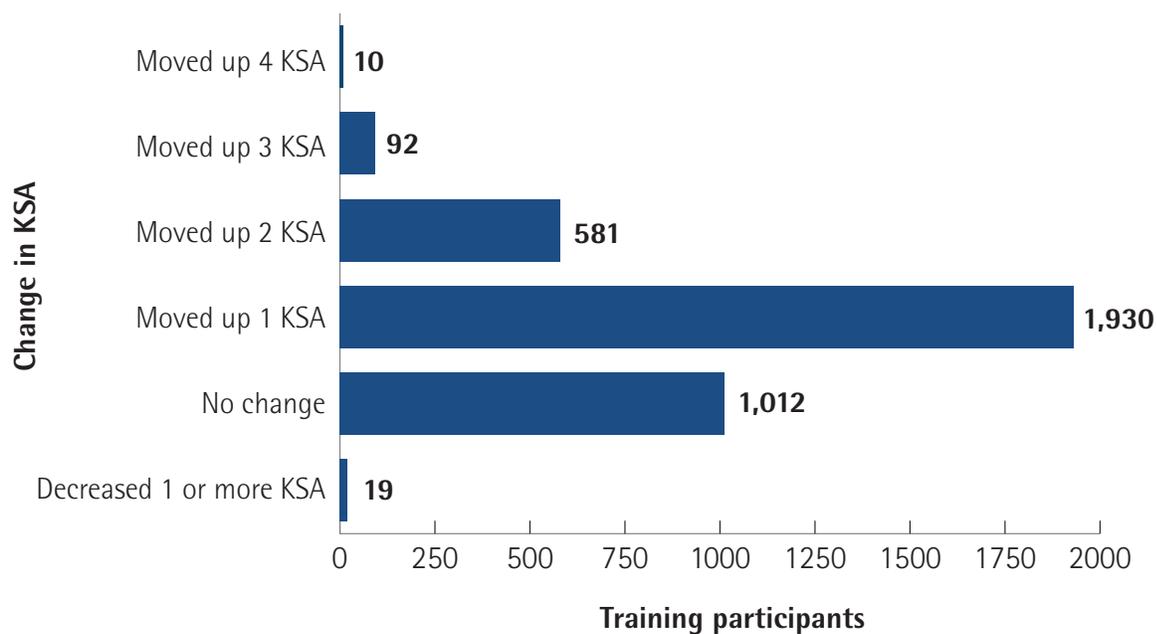
10. Some training evaluations had incomplete data.

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, about the training both before and after participating in the course. Response options for these questions are none, little, basic, intermediate, and advanced. Given the varied 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 10 illustrates the change in KSAs as reported by all training evaluation respondents, reported as increases, decreases, or no change. Overall, a majority (71 percent) of respondents reported an increase by one or more KSA levels. Most of the remainder of respondents (28 percent) reported no increase in KSAs. Lastly, a small number (< 1 percent) of respondents reported a lower level of KSA after participating in the training.

Figure 10. CRI-TAC training evaluation—change in KSAs (n=3,644) 2018–2024



"This was one of the best leadership course[s]. Gave me many tools as a supervisor to assist myself and my officers."

"I thought it pushed me outside of my comfort zone a lot and forced me to learn which is good for a course that I feel like a lot of officers are new on."

"This training needs to be replicated across all the states and it is good to encourage all law enforcement agencies, prosecutors, and service providers to receive this training. This will certainly improve how cases of labor trafficking are identified, investigated, and prosecuted across the nation."

"This actually helped me think. I have not had formal supervisor training. This brought up great points and provided me with tools that I hope to be able to implement."

— 2024 training survey responses

Satisfaction with course content, delivery, and overall experience

Overall, as shown in figures 11–13, trainees reported strongly agreeing or agreeing more than 94 percent of the time on training evaluation questions about overall experience.

Figure 11. CRITAC overall satisfaction 2018–2024: The performance of the instructor(s) met my needs and expectations.

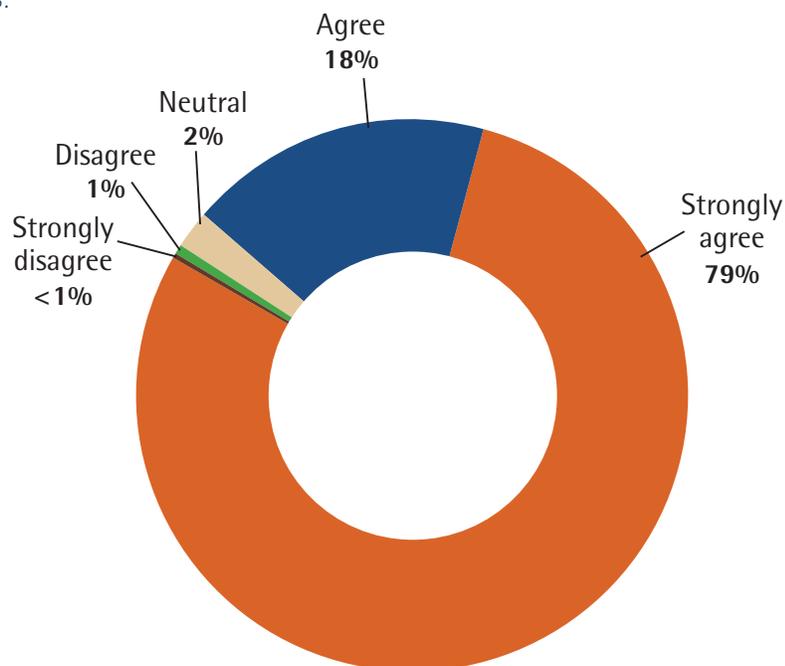


Figure 12. CRITAC overall satisfaction 2018–2024: The course met my needs and expectations.

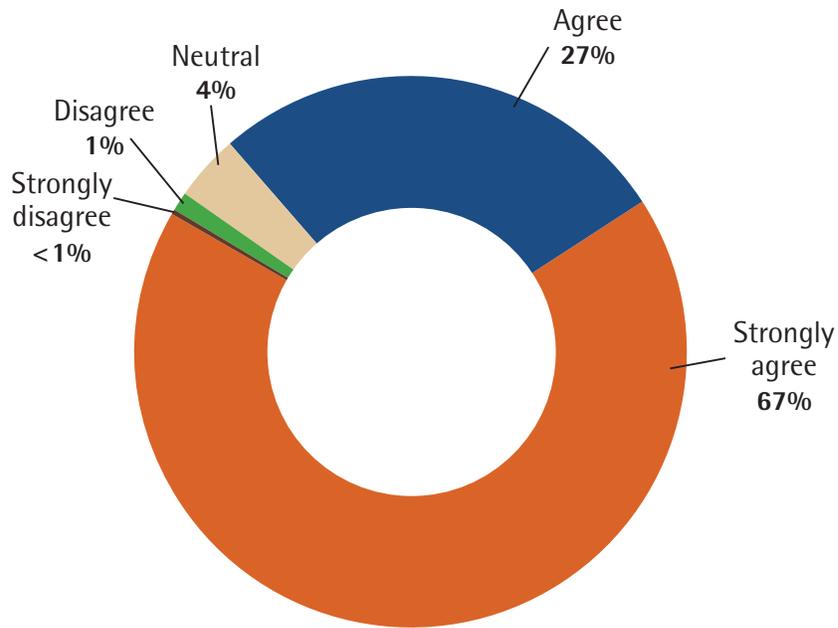
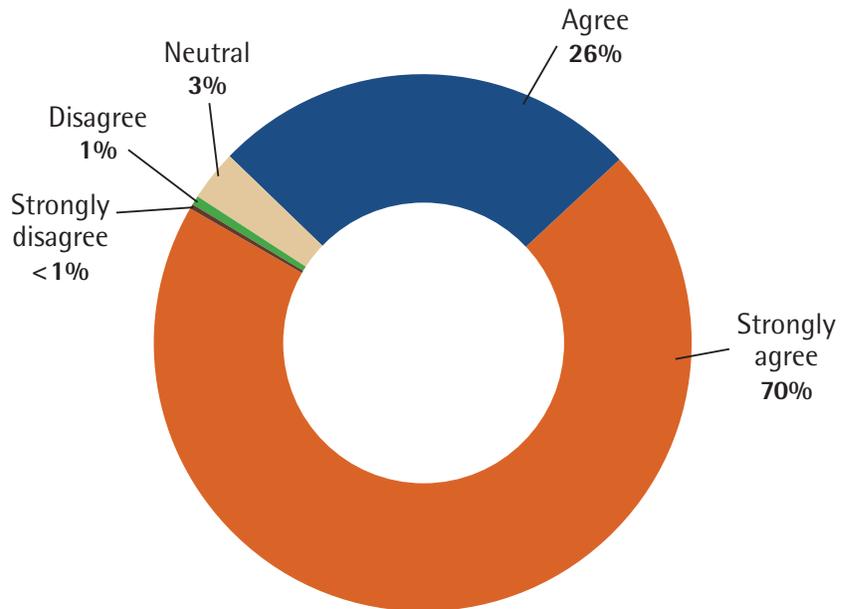


Figure 13. CRITAC overall satisfaction 2018–2024: The course is effective in meeting its goals and objectives.



Long-term impact

One of the pillars of community policing is organizational transformation.¹¹ TA 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 TA, CRI-TAC sends a long-term impact survey link to all closed-out primary requesting agencies three months after the initial customer satisfaction survey. The goal is to better understand the lasting impact of the TA on their knowledge, perceptions, and outlooks.

"Our overall experience with CRI-TAC has been outstanding. Thanks to their guidance, our agency has gained significant knowledge and capacity to effectively address key challenges related to creating a Wellness Initiative. The support provided by CRI-TAC has been instrumental in helping us sustain the improvements we've made through technical assistance. Their expertise and resources have empowered our team, and we are highly satisfied with the positive impact they've had on our operations."

— 2024 long-term survey response

Like the previous surveys, this voluntary information helps CRI-TAC continually assess the delivery of TA. To date, just 60 TA recipient agencies have responded to the survey.



**of agencies would recommend
CRI-TAC to a peer agency**

¹¹. "Organizational Transformation," Office of Community Oriented Policing Services, accessed May 12, 2022, <https://cops.usdoj.gov/organizationaltransformation>.

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 14 and table 2 on page 26 illustrate the responses to the long-term impact survey.

Figure 14. Long-term impact survey responses 2018–2024

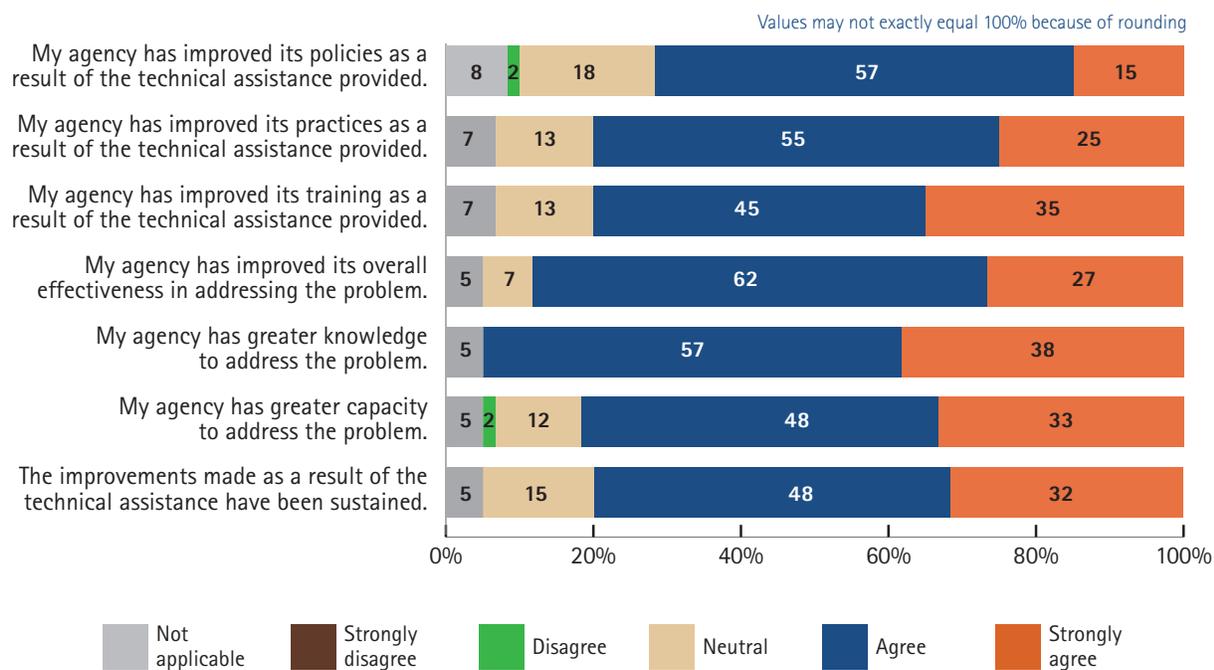


Table 2. Long-term impact survey responses (%)

	Not applicable	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My agency has improved its policies as a result of the technical assistance provided.	8%	0%	2%	18%	57%	15%
My agency has improved its practices as a result of the technical assistance provided.	7%	0%	0%	13%	55%	25%
My agency has improved its training as a result of the technical assistance provided.	7%	0%	0%	13%	45%	35%
My agency has improved its overall effectiveness in addressing the problem.	5%	0%	0%	7%	62%	27%
My agency has greater knowledge to address the problem.	5%	0%	0%	0%	57%	38%
My agency has greater capacity to address the problem.	5%	0%	2%	12%	48%	33%
The improvements made as a result of the technical assistance have been sustained.	5%	0%	0%	15%	48%	32%

Values may not exactly equal 100% because of rounding

Technical assistance summaries

The following sections include five summaries of TA engagements. From in-depth briefings by SMEs to policy reviews and training opportunities on critical topics in today's law enforcement, these highlights illustrate the varied types of assistance CRI-TAC is delivering to benefit law enforcement agencies.

1. Strengthening agency wellness efforts to increase staff buy-in and participation

CRI-TAC profile: Belmont (California) Police Department

The Belmont (California) Police Department (BPD) requested assistance in rebranding and relaunching its peer support program. BPD aimed to increase staff buy-in, outreach, and participation to ensure it is providing agency personnel with the tools and resources needed for support in times of distress, grief, and emergency.

The CRI-TAC team reviewed BPD's wellness and peer support policies and protocols. Through engagement with the agency, the team gained an understanding of the BPD's current wellness efforts, goals for its wellness program, and areas for enhancement. Conversations specifically focused on considerations for enhancing the BPD's Line of Duty Death Packet, the potential benefits of participating in a regional peer support team, agency-wide wellness events the BPD can host, and how to gain agency-wide buy-in. Additionally, the team helped guide the BPD through challenges it was facing during the engagement related to the loss of agency personnel.

Following the engagement, the BPD point of contact (POC) stated that the BPD is now better equipped to develop plans and advance its program. The assistance helped the agency formalize its ideas, gain momentum, and create specific, actionable steps tailored to its specific needs. Going forward, they intend to integrate more day-to-day wellness initiatives to promote overall well-being within the agency, including implementing "Wellness Wednesdays," enhancing use of the Cordico app, and finalizing peer support and wellness policies.

In addition, the POC expressed the agency's gratitude and praised the CRI-TAC staff who participated in this work for exceeding their expectations. The BPD shared that the consultation provided valuable guidance by offering a forum to exchange ideas, establishing a clear path for program improvements, and building confidence in current efforts. According to the POC, the BPD appreciated how "cop-friendly" everyone was throughout the process.

Agency size: 30 sworn

Population served (est.): 27,000

Topics: Agency and officer safety and wellness

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

2. Building a sustainable path for developing current and future leaders

CRI-TAC profile: Baton Rouge (Louisiana) Police Department

The Baton Rouge (Louisiana) Police Department (BRPD) wanted to provide a sustainable path for developing its current and future leaders. To help them develop a strategic path, the BRPD reached out to CRI-TAC. The CRI-TAC team worked alongside with the BRPD leadership team and steering committee to facilitate the creation of a strategic plan for developing and implementing a comprehensive agency-wide leadership program.

With the engagement underway, BRPD requested that the CRI-TAC team assist with developing this program. The team collaborated with BRPD to help develop in-service leadership training curricula for first-line, mid-level, and command-level leaders, following the BRPD's strategic plan and implementation process. Guidance was provided via eight virtual briefing presentations on topics such as ethics, decision-making, leading meetings, organizational conflict, navigating change, servant leadership, and performance management.

The BRPD has implemented the first of the three planned trainings, for firstline leadership, and since this training the agency reports seeing a change across the agency. The individuals who participated in this training are now leading by example by providing helpful resources and maintaining accountability with their subordinates. To accompany the first-line training, BRPD is planning to complete and deliver mid-level and command-level in-service trainings. In conjunction, they plan to build mini lessons for continued education to supplement all three levels of leadership training through an online short-format training platform. As shared with CRI-TAC following the conclusion of the engagement, BRPD's development of personal and professional accountability, as supported by CRI-TAC, has allowed them to provide additional training and become more efficient in serving their community.

Agency size: 698 sworn

Population served (est.): 228,058

Topic: Leadership

Technical assistance: Resource referral, virtual coaching and mentoring

3. Training personnel to ensure safe and effective court security

CRI-TAC profile: York County (South Carolina) Sheriff's Office

After constructing of a new courthouse, the York County (South Carolina) Sheriff's Office (YCSO) requested court security training for its personnel to provide them with an understanding of safe and effective practices in a courthouse. CRI-TAC coordinated with the National Sheriffs' Association, a CRI-TAC partner organization, to deliver their in-person, two-day *Court Security Training* course. The

Agency size: 203 sworn

Population served (est.): 288,595

Topic: Court security

Technical assistance: Resource referral, in-person training

course is designed to teach essential components and promising practices for effective court security. Participants receive information on personal safety, threat assessments, screening operations, courtroom security, and prisoner supervision. The training also covers topics such as responding to emergencies, judicial security, threat management, high-profile cases, courthouse design, and professionalism.

CRI-TAC trained 13 personnel from two agencies; following the training, the POC stated that this training was exactly what the YCSO needed and that the most impressive aspect of the training was the professionalism of the staff and the trainers, who were well-prepared and required minimal oversight. The POC emphasized that by providing officers with the opportunity to operate under more standardized and uniform guidelines, the skills learned through this training will help drive organizational change within their agency.

4. Developing the skills to conduct more effective investigative interviews

CRI-TAC profile: United States Virgin Islands Police Department

The United States Virgin Islands Police Department (VIPD) requested training on interviews and interrogations, with the goal of improving the skills of officers who conduct interviews with victims and suspects. Due to their agency organization, the VIPD requested the training be delivered twice, on Saint Thomas Island and Saint Croix Island, which the team was able to make happen.

Agency size: 344 sworn

Population served (est.): 87,146

Topic(s): Interview and interrogation

Technical assistance: Resource referral, in-person training

CRI-TAC worked with Wicklander-Zulawski & Associates (WZ) to deliver the in-person, two-day *Level 1 Investigative Interviewing Techniques* training on each island. The course taught and reinforced the fundamentals of the interview and interrogation process to help law enforcement conduct more effective investigative interviews. The training educated participants on (1) the importance of building rapport and how to apply it in difficult conversations; (2) the associated risks of relying on non-verbal behavior as an indicator of deception; (3) how to project empathy and manage resistance; and (4) models such as the Fact-Gathering Interview and WZ Non-Confrontational Method.

"This class was very educational and interesting. I strongly recommend this class to any potential law enforcement employee."

– 2024 *Level 1 Investigative Interviewing Techniques VIPD training survey response*

Based on feedback from the VIPD, leadership conveyed that this training effectively addressed the agency's needs by providing a fresh perspective on interviewing and interrogation techniques. The course introduced methods applicable to both newer and more experienced detectives, making it a valuable refresher and enhancing daily operations. Furthermore, they praised the instructor for being highly competent, flexible, and accommodating.

This engagement was CRI-TAC's first delivery in the Virgin Islands; its success has already led to another request being submitted to CRI-TAC.

5. Enhancing threat assessment protocols for safer special events

CRI-TAC profile: West Reading (Pennsylvania) Police Department

The West Reading (Pennsylvania) Police Department (WRPD) desired to enhance its threat assessment protocols when preparing and providing security for special events, including establishing guidelines to help determine appropriate staffing levels for all events.

The CRI-TAC team reviewed the WRPD's current policies and procedures related to threat assessments and special event preparedness. The team gathered information about agency goals for enhancing threat assessment protocols, desired outcomes, and operational steps that have been or will be engaged to achieve these goals. The team conducted a walkthrough of areas used for special events to help inform its enhancement of the WRPD's threat assessment process. Finally, the team provided guidance to WRPD on enhancing the agencies' capabilities to conduct threat assessments for special events. The team aided the agency in modifying a threat assessment template and helped bridge the understanding of security needs between the community and police.

Agency size: 15 sworn

Population served (est.): 4,049

Topic: Proactive policing

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

"We feel that the technical assistance provided to our department was very well organized and thought out. We felt that our request was taken seriously and the work put into it by IACP, COPS and others was noticed and appreciated. Thank you!"

— WRPD customer satisfaction survey response

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 TA approach reflects their needs and meets their expectations. The steps for initiating a request are listed here.

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.

"The process was not only simple to navigate, but those involved with the process were great to work with."

— 2024 Customer satisfaction survey 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 TA needs.

Step 3. Technical assistance work plan

Once all information is gathered, CRI-TAC will develop a TA 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 TA delivery.

Step 4. Technical assistance delivery

Once the law enforcement executive approves the work plan, CRI-TAC will initiate the TA 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. A second survey is sent out three-months post–customer satisfaction survey to better understand the lasting impact of the TA on the agency's knowledge, perceptions, and outlooks.

Figure 14. Simple, low-burden process



"This was absolutely one of the easiest processes I have ever encountered. . . ."

— 2024 Customer satisfaction survey response

On Deck in 2025

In addition to continued TA to law enforcement agencies, CRI-TAC is developing and implementing various training initiatives and tailored resources.

Supporting Administration priorities

CRI-TAC will advance Administration priorities by continuing to support the needs of the field, especially in the areas of border security; violent crime prevention and reduction; addressing human trafficking; law enforcement taskforce engagement; and recruitment, hiring, and retention. In addition, CRI-TAC will support the priority of uplifting the profession of law enforcement and promoting the nobility and importance of those who take on these heroic responsibilities.

Training law enforcement and prosecutors to combat transnational criminal organizations

Based on the emerging threat of transnational criminal organizations, CRI-TAC is developing a comprehensive two-part training program which aims to equip police officers and prosecutors with the necessary knowledge, understanding, and skills to intervene in the operations of some of the most dangerous criminal organizations: Tren de Aragua (TdA), La Mara Salvatrucha (MS-13), the Sinaloa Cartel, and the Jalisco New Generation Cartel (CJNG). These trainings emphasize a shift from merely mitigating the impact of these threats to working towards their total elimination. This approach underscores the importance of robust interagency coordination and strategic resource allocation to maximize the effectiveness of law enforcement efforts. These trainings are under development with the goal of piloting and releasing them by fall of 2025.

Enhancing leadership during critical incidents

CRI-TAC, in conjunction with partner organization NTOA, is developing a course to provide line-level supervisors and command staff with leadership techniques and tools to help manage multijurisdictional critical incidents, including those involving active assailants. *Leadership During Critical Incident Response* will provide proven leadership and management techniques through case studies and decision-making exercises to enhance police leadership decision-making capabilities in high stress multijurisdictional incidents. This 16-hour training will be piloted in Uvalde, Texas in 2025 with the goal of finalizing it and making it available for request by summer 2025.

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. In 2025, 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 35,000 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.



FBI National Academy Associates (FBINAA) Inc.

The FBINAA is a nonprofit, international organization of 15,000 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, 194 countries, and more than 8,200 law enforcement agencies. More than 54,900 graduates have completed the FBI National Academy Program.



Fraternal Order of Police (FOP)

The National Fraternal Order of Police (FOP), established in 1915, is the largest organization of sworn law enforcement officers in the United States, representing over 377,000 members nationwide. The FOP advocates for the rights and welfare of its members, providing a strong voice in legislative matters on issues such as police funding, working conditions, and the protection of law enforcement benefits. It also fosters professional development through training programs and community engagement initiatives. The organization emphasizes camaraderie among officers, promoting a strong sense of purpose and dedication to society, while working collaboratively with communities to enhance public safety and support the rule of law.



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.



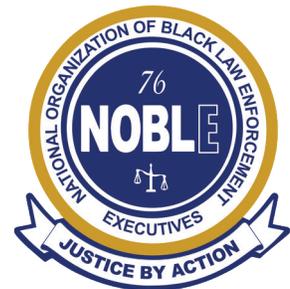
National Association of Women Law Enforcement Executives (NAWLEE)

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.



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.



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 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 140,000 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 eight 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 seven years, the center managed 1,562 requests for assistance from local, campus, county, tribal, state, and territorial agencies on critical issues like community engagement; active threat response; de-escalation; crime analysis; school and campus 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
145 N Street NE
Washington, DC 20530

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.