Law Enforcement Solutions By the Field, For the Field

COLLABORATIVE REFORM SECOND 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 SECOND ANNUAL REVIEW

Contents

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

Colleagues:

The COPS Office, the International Association of Chiefs of Police (IACP), and a cohort of leading law enforcement partners—FBI National Academy Associates Inc. (FBINAA), the Fraternal Order of Police (FOP), the International Association of Campus Law Enforcement Administrators (IACLEA), the International Association of Directors of Law Enforcement Standards and Training (IADLEST), the Major Cities Chiefs Association (MCCA), 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)—continue to provide critical technical assistance resources to law enforcement agencies through the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC). In the two years since we launched CRI-TAC, we have fielded more than 300 technical assistance requests for assistance on critical issues like school safety, active shooter response, de-escalation, crisis intervention, and information sharing. We deliver tailored technical assistance that meets the needs of state, local, territorial, tribal, and campus law enforcement agencies in a "by the field, for the field" approach. We're proud to provide timely, field-driven technical assistance to agencies in a way that minimizes their burden while focusing on their needs—and to collaborate with one another on this important work.

This report on CRI-TAC's second year demonstrates how the center has supported law enforcement agencies in their efforts to ensure public safety in their communities. It includes performance metrics, case studies, and testimonials on the efficient and responsible delivery of "by the field, for the field" assistance to campus, local, county, tribal, and state agencies and highlights plans to do more of the same in 2020. We will continue to provide solid assistance for the good of the field and the good of the country. Thanks to the field and to the dedicated staff at the COPS Office and across all of the partners for making this a successful and service-oriented program.

Phil Keith
Director
Office of Community
Oriented Policing Services
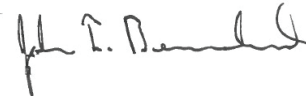
Vincent Talucci
Executive Director
International Association
of Chiefs of Police
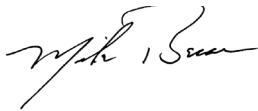
Howard Cook
Executive Director
FBI National Academy
Associates Inc.

Patrick Yoes
National President
Fraternal Order of Police

John Bernhards
Executive Director
International Association of
Campus Law Enforcement
Administrators

Michael Becar
Executive Director
International Association of
Directors of Law Enforcement
Standards and Training
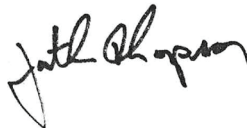
Laura Cooper
Executive Director
Major Cities Chiefs
Association

Kym Craven
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

Countless individuals and organizations have contributed to the success of CRI-TAC in its second year. First and foremost, we offer our appreciation to agency leaders that requested assistance; became engaged partners; and provided the vision, goals, and objectives they wanted to achieve to take their agencies to the next level.

Gratitude is also due to the staff at the International Association of Chiefs of Police (IACP) and partner organizations that are the administrative backbone needed to ensure CRI-TAC truly represents the field.

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 would not be possible. We are extremely thankful.

COPS Office staff

- Robert Chapman, Deputy Director
- Matthew Scheider, Assistant Director
- George Fachner, Senior Program Specialist
- Nazmia E.A. Comrie, Senior Program Specialist
- Matt Lysakowski, Senior Advisor for Tribal Affairs

IACP staff

- Vincent Talucci, CAE, Executive Director / Chief Executive Officer
- Terrence M. Cunningham, Deputy Executive Director / Chief Operating Officer
- Domingo Herraiz, Director
- Sarah Horn, Assistant Director
- Rosemary DeMenno, Senior Program Manager
- Laura Wilt, Program Manager
- Hilary Burgess, Project Manager
- Stephanie Lash, Project Manager

- Dominique Burton, Project Coordinator

- Raynell Hankerson, Project Coordinator

- Alana Richardson, Project Assistant

Partners staff

FBI National Academy Associates, Inc.

- Kevin Wingerson, President

- Howard Cook, Executive Director

- John Kennedy, Director, Education and Training

- Korri Roper, Chief Financial Officer

Fraternal Order of Police

- James Pasco, Executive Director

- Tim Richardson, Senior Legislative Liaison

- Mark McDonald, Legislative Liaison

- Keith Turney, National Sergeant at Arms

International Association of Campus Law Enforcement Administrators

- John Bernhards, Executive Director

- Josh Bronson, Director of Training

- Deana Burke, Director of Finance and Administration

- Gwen Fitzgerald, Director of Communications

- Altmann Pannell, Director of Government Relations

- O'Neil Singleton, Program Associate

International Association of Directors of Law Enforcement Standards and Training

- Mike Becar, Executive Director

- Pam Cammarata, Project Manager

- Mark Damitio, Crime Analysis Project Manager

- Yvonne Pfeifer, Director of Operations

Major Cities Chiefs Association

- Laura Cooper, Executive Director
- Patricia Williams, Associate Director
- Leslie Silletti, Director of Grants and Programs

National Association of Women Law Enforcement Executives

- Kym Craven, Executive Director
- Val Cunningham, Past President
- Shannon Trump, 1st Vice President
- Alana Ennis, Project Manager

National Organization of Black Law Enforcement Executives

- Dwayne Crawford, Executive Director
- Patrick Taylor, Accounting Manager
- Sarah Johnson, Manager, Chapter and Member Services
- James Golden, Advisor

National Sheriffs' Association

- Jonathan Thompson, Executive Director / Chief Executive Officer
- Michael Brown, Director, Professional Development
- Jessica Vanderpool, Assistant Director, Grants and Contracts
- Kristi Barksdale, Project Manager

National Tactical Officers Association

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

Executive Summary

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

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

CRI-TAC brings together an unprecedented coalition of leading law enforcement organizations: IACP, FBI National Academy Associates Inc., Fraternal Order of Police, International Association of Campus Law Enforcement Administrators, International Association of Directors of Law Enforcement Standards and Training, Major Cities Chiefs Association, 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 we launched CRI-TAC, the COPS Office has fielded more than 300 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, policy development, training, and informational briefings by subject matter experts.

Most agencies participating in Collaborative Reform, like most agencies nationally, are local municipal police departments. Sheriffs' offices make up 16 percent of technical assistance participants, while campus agencies make up another 12 percent. As is the case nationally, most CRI-TAC agencies (52 percent) have fewer than 50 sworn personnel. Mid-size and large agencies with 100 to 499 sworn personnel make up the second-greatest number of those receiving technical assistance from CRI-TAC at 20 percent.

Through survey data, 93 percent of agencies stated that the training provided through CRI-TAC was effective in meeting the goals and objectives of the course. Of particular note to the training data, participants selected whether their knowledge, skills, and abilities in the training subject were advanced, intermediate, basic, little, or no skills before and after the training. In addition to the training data, CRI-TAC collects customer satisfaction data, which have shown that the vast majority of responding agencies strongly agree or agree that the technical assistance provided met their agency expectations, was relevant to their identified problem and relevant to their agency, and helped their agency address the problem. Through the creation of five customer satisfaction composite scores, CRI-TAC is meeting the needs of our customers.

This report highlights the work of CRI-TAC since the release of the first annual report[1] in April 2019. In this report, the reader will find a breakdown of program performance metrics as well as nine case studies highlighting diverse topics and 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 2020 including responding to COVID-19 and work with border sheriffs, tribes, and tribal law enforcement as well as developing de-escalation and hate crimes training.
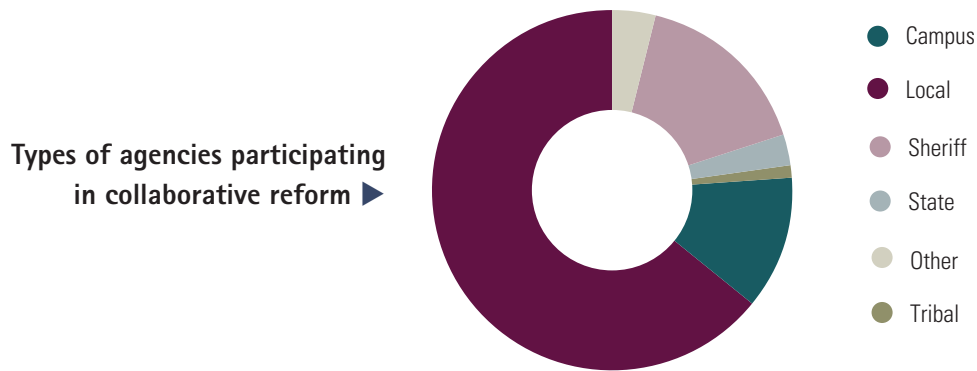
Types of agencies participating in collaborative reform ▶

- Campus
- Local
- Sheriff
- State
- Other
- Tribal

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

Inquiry　　Intake call　　Technical assistance request　　Work plan　　Technical assistance delivery

▲ Simple, low-burden process

1. COPS Office, *Law Enforcement Solutions By the Field, For the Field: Collaborative Reform Annual Review* (Washington, DC: Office of Community Oriented Policing Services, 2019), https://cops.usdoj.gov/ric/Publications/cops-w0873-pub.pdf.

Introduction

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

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

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

"The IACP and its nine partner organizations continue to deliver no-cost, cutting-edge training and technical assistance to law enforcement agencies throughout the United States. With its far-reaching impact, CRI-TAC has delivered de-escalation training to agencies in Arkansas, crime analysis assistance in Texas, active shooter training to departments in Illinois, and officer safety and wellness training in California. These are just a few examples of CRI-TAC's tailored deliveries by respected subject matter experts in the field, helping agencies address challenges and solve potential issues."

— *Steven R. Casstevens, President, IACP*

CRI-TAC benefits from the expertise of an impressive coalition of law enforcement organizations including the following:

- **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 30,000 members in 160 countries, the IACP is a recognized leader in global policing, known for its commitment to enhancing community safety by shaping the future of the police profession. Through timely research, programming, and unparalleled training opportunities, the IACP is preparing current and emerging police leaders—and the agencies and communities they serve—to succeed in addressing the most pressing issues, threats, and challenges of the day.

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

- **Fraternal Order of Police (FOP)**
  The FOP is the world's largest organization of sworn law enforcement officers, with more than 350,000 members in more than 2,100 lodges. We are the voice of those who dedicate their lives to protecting and serving our communities. We are committed to improving the working conditions of law enforcement officers and the safety of those we serve through education, legislation, information, community involvement, and employee representation.

- **International Association of Campus Law Enforcement Administrators (IACLEA)**

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

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

  IADLEST is a nonprofit association with members representing state Peace Officer Standards and Training (POST) organizations, state commissions, academy directors, and instructors. Its mission is to research, develop, and share information, ideas, and innovations that assist states in establishing effective and defensible standards for employment and the delivery of exceptional training for law enforcement officers and—in those states where dual responsibility exists—correctional personnel.

- **Major Cities Chiefs Association (MCCA)**

  MCCA membership comprises chiefs and sheriffs of the 69 largest law enforcement agencies in the United States and nine largest in Canada. Collectively, the MCCA represents more than 79.9 million people and a workforce of 251,082 officers and nonsworn personnel. The association serves its membership through advocacy, education, and dialogue and is committed to improving public safety in major urban areas.

- **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, state, and federal law enforcement agencies or employed in a profession related to law enforcement who support diversity in the profession.

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

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

- **National Tactical Officers Association (NTOA)**
  The mission of the NTOA is to enhance the performance and professional status of law enforcement personnel by providing a credible and proven training resource as well as a forum for the development of tactics and information exchange.

"Through CRI-TAC's customized training and technical assistance, Major Cities Chiefs Association member agencies are matched with peer subject experts from across the country to develop customized solutions centered on their unique perspective and goals. CRI-TAC has provided a great opportunity to expand the community of practice around what works and has helped to establish valuable connections across our membership."

— *Laura Cooper, Executive Director, MCCA*

The COPS Office provides support, resources, and assistance to law enforcement agencies nationwide by using this "by the field, for the field" model. Solutions are designed by IACP, partners, and subject matter experts (SME) from the field in a collaborative manner 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.

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.

Technical assistance services

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

- Resource referral: Provide requestor with guides, documentation, toolkits, reports, and other relevant publications on selected topics.
- Web-based training: Provide pre-recorded webinars, live online training, and virtual information briefings.
- In-person training: Deliver live direct training or train-the-trainer courses, customized for the needs of the agency.
- Virtual coaching and consultation: Facilitate peer-to-peer exchanges with leading experts to share information and promising practices via telephone, videoconference, and web-based meeting spaces.

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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.

- Meeting facilitation: Support meetings among agency personnel and other public and private sector stakeholders.

- On-site consultation: Collaborate with agency leadership and other law enforcement personnel to provide guidance on promising and emerging practices to deliver tailored solutions.

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. As needed, we will continue to refine and add to this list. Agencies may request assistance in any of the pre-identified topics or reach out to CRI-TAC to explore additional topics of assistance that may not fit neatly into a distinct category.

- Active Shooter Response
- Animal Crimes
- Community Engagement
- Crime Analysis
- Crisis Intervention
- De-escalation
- Domestic Violence Reduction and Prevention
- Drug Abuse Prevention
- Drug and Human Trafficking Interdictions Team
- Drug-related Crime
- Elder Abuse
- Focused Deterrence
- Gangs
- Gun Violence Reduction and Prevention
- Hate Crimes
- Homeless Populations
- Human Trafficking
- Intelligence and Information Sharing
- Leadership

- Management and Supervision
- Mass Casualty Response
- Mass Demonstration Response
- Modern Police Performance Management (e.g. CompStat)
- Officer Safety and Wellness
- Private Sector Coordination and Partnerships
- Proactive Policing
- Problem Solving Techniques
- Prosecution Coordination and Partnerships
- Public Sector Coordination and Partnerships
- Recruitment, Hiring, and Retention
- School Safety
- Shared Service Model
- Traffic Safety
- Unmanned Aerial Systems
- Violent Crime Reduction and Prevention
- Youth Engagement

"CRI-TAC provides valuable resources for training and technical assistance to the law enforcement community through a variety of community partners. This collaboration across diverse fields leverages expertise in a variety of areas for service to all sizes of law enforcement organizations."

— *Lieutenant (ret.) Buck Rogers, NTOA Program Manager*

In addition to the standard topics, in 2019 we expanded our services to include tribal-focused topics. Such services are offered in recognition of the unique challenges tribal law enforcement must address to provide their communities with public safety services. Tribal law enforcement agencies can access assistance on any of the 36 example topics as well as the following tribal-focused topics:

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

Meeting the Needs of Rural Alaska

On June 28, 2019, Attorney General William P. Barr declared a law enforcement emergency in rural Alaska under the Emergency Federal Law Enforcement Assistance Program.* Recognizing that Alaska has the highest per capita crime rate in the country and the unique circumstances of Alaska's geographical and jurisdictional landscape, the attorney general authorized additional funding and several long-term measures to support village public safety and victim services.
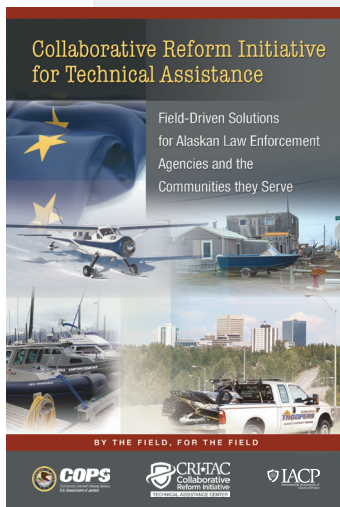
In response to the attorney general's declaration, the COPS Office is implementing a technical assistance plan to advance public safety in Alaska Native villages. In 2019, the COPS Office actively publicized its resources and technical assistance capabilities, focusing on CRI-TAC, including presentations in Anchorage and Bethel. A CRI-TAC Alaska-specific brochure was developed and mailed to all 229 Alaska Native villages and the regional nonprofit organizations.

On July 29–30, 2019, CRI-TAC provided the Unalaska Department of Public Safety with a *Rescue Task Force* training, delivered by CRI-TAC partner National Tactical Officers Association (NTOA). A review of the agency's current policies, threat assessment protocols, and overall readiness to respond to active shooter incidents was also conducted. On August 20–21, 2019, CRI-TAC provided de-escalation training *T3: Tact, Tactics, and Trust* for the North Slope Borough Police Department, delivered by Polis Solutions. On November 19–22, 2019, CRI-TAC delivered a regional basic and train the trainer *T3: Tact, Tactics, and Trust* session for 30 agencies in Anchorage.

The COPS Office will continue assessing public safety training and technical assistance needs in rural Alaska and deliver technical assistance that meets the identified needs.

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* U.S. Department of Justice, "Attorney General William P. Barr Announces Emergency Funding to Address Public Safety Crisis in Rural Alaska," press release, June 28, 2019, https://www.justice.gov/opa/pr/attorney-general-william-p-barr-announces-emergency-funding-address-public-safety-crisis.

In addition to the standard topics, in 2019 working with CRI-TAC partner NSA we developed sheriff-specific topics. Such services are offered in recognition of the unique challenges that sheriffs' offices must address to provide their communities with public safety services. Sheriffs can access assistance on any of the 36 example topics as well as the following sheriff-specific topics:

- Analytics

- Border Security

- Civil Process

- Corrections/Jail Operations

- Court Security

- Interdiction Teams

- Prisoner Transport

- Technology

CRI-TAC SME providing technical assistance to the Corpus Christi (Texas) Police Department

Partnering to provide canine adoptions and handler training

In 2019 the COPS Office partnered with the U.S. Department of Homeland Security's (DHS) Office of State and Local Law Enforcement and Transportation Security Agency to provide canine adoptions and handler training to agencies along the southwest border of the United States. The training was for patrol and detection of contraband in vehicle interdiction operation and border security functions and led to the opportunity for agencies to have Certified Canine Teams. In all, CRI-TAC supported four sheriffs' offices (Kleberg County, Texas; Edwards County, Texas; Dimmit County, Texas; and Chambers County, Texas), one police department (Sabinal, Texas), and one tribal agency (Zuni, New Mexico).

About this report

This report highlights the work of CRI-TAC since the release of the first annual report[3] in April of 2019. In the following sections, the reader will find program performance metrics, case studies, and testimonials on the impact of CRI-TAC. The report provides a description of the intake process and concludes with an overview of activities taking place in 2020.

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

"The CRI-TAC program delivers quality technical assistance to law enforcement agencies across the nation. The services provided encompass more than 40 subject matter topics resulting in the delivery of a diverse range of resources. NOBLE is committed to the program's future success as it meets the needs of the field."

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

CRI-TAC technical assistance delivery to Fitchburg State University

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

Program Performance

"The CRI-TAC process is a great way for our sheriffs to receive technical assistance that is tailored specifically for their unique needs. CRI-TAC fills the void left by providing technical assistance to smaller agencies with limited budgets. The CRI-TAC process is one of the easiest I've seen. It's been a pleasure being part of the CRI-TAC process, providing solutions to our nation's law enforcement professionals."

— Michael Brown, Director, Professional Development, NSA

This section presents a collection of facts and figures in addition to a series of nine case studies, which demonstrate the progress of the program and the types of assistance provided to agencies that have participated in the program.

Technical assistance facts and figures

Since we launched CRI-TAC, the COPS Office has fielded more than 300 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, policy development, training, and informational briefings by SMEs.

Figure 1 (on page 16) illustrates the number of technical assistance requests on a quarterly basis, accounting for both primary requests and peer agency additions.[4] On average, we have fielded 37 requests per quarter, for a total of 337 since the program's inception.

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4. 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. Peer agency additions have greatly increased the number of agencies we have been able to assist, primarily through multiagency training engagements.
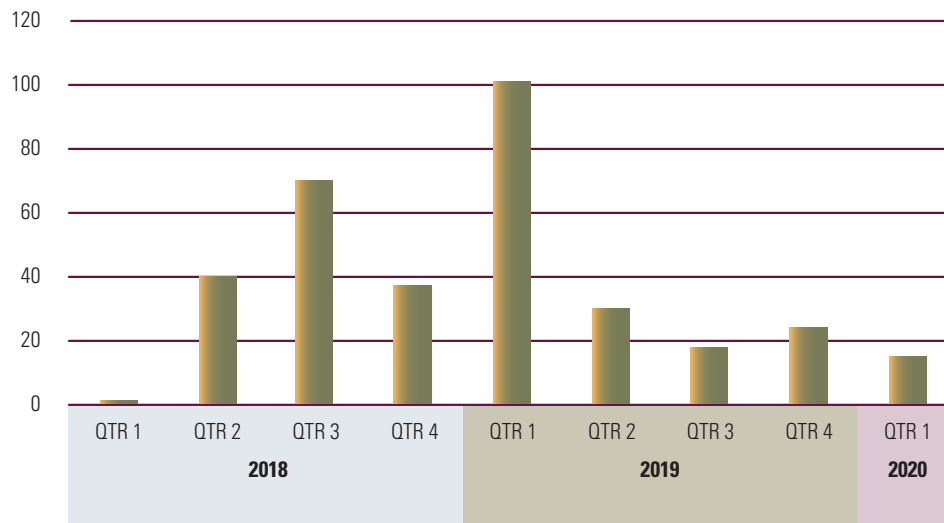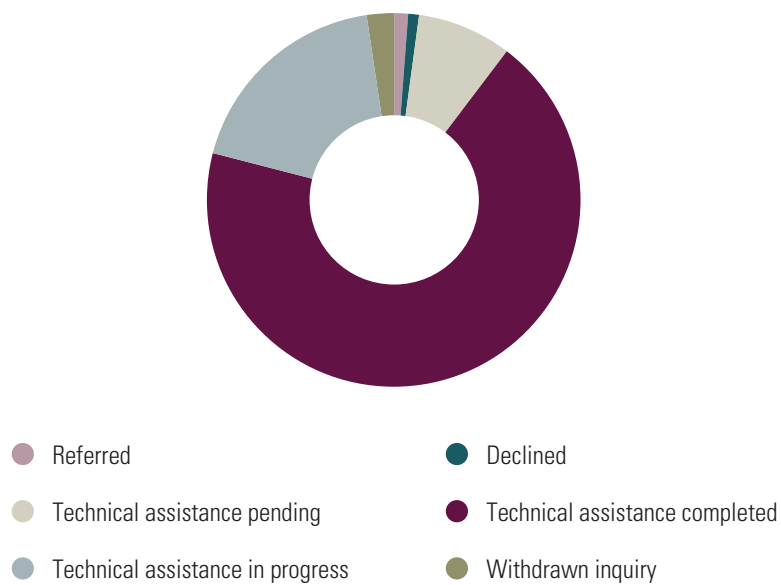
Figure 1. Technical assistance requests

Figure 2. Status of technical assistance requests

- Referred
- Technical assistance pending
- Technical assistance in progress
- Declined
- Technical assistance completed
- Withdrawn inquiry

CRI-TAC has delivered on 322 (95.5 percent) of the total requests for technical assistance. Among the request-ing agencies that did not receive assistance, eight withdrew their requests based on local circumstances, five were referred to other resources that could better meet their needs, and two were declined because the requests were outside the scope of the program. As of March 1, 2020, 231 law enforcement agencies (68.5 percent of requests) had completed technical assistance engagements.[5] We are currently working with 63 agencies (18.7 percent of requests) and have engagements pending with an additional 28 agencies (8.3 percent of requests). Figure 2 (on page 16) illustrates the status of all requests fielded since the program's inception.

Overall, the five most popular topics which agencies have sought to address through Collaborative Reform are as follows:

1.   De-escalation

2.   Active Shooter Response

3.   Intelligence and Information Sharing

4.   Public Sector Coordination and Partnerships

5.   Officer Safety and Wellness

We deliver services to the field through a multifaceted and collaborative method. Most technical assistance engagements involve more than one type of service. The vast majority (82.7 percent) of agencies thus far have received some sort of training or informational briefing on a specialized topic, with more than 540 people receiving training through CRI-TAC. Other types of assistance being provided include on-site consulta-tion (17.6 percent), virtual consultation (17.9 percent), and agency peer exchange (3.3 percent).

"The COPS Office developed CRI-TAC to be a customized program for law enforcement agencies to find collaborative assistance from leading voices in policing. Through this unprecedented partnership, we work with police agencies that seek to enhance their internal operations or service delivery with the goal to improve officer and community safety. This report highlights that work, and I am proud of all that we are doing through CRI-TAC to support the needs of law enforcement and improve public safety across the country."

— *Phil Keith, Director, Office of Community Oriented Policing Services*

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

Furthering technical assistance offerings during national conferences

In the last year, active CRI-TAC sites have been offered the opportunity to travel to two national conferences to further their technical assistance and network with other agencies. These opportunities have been based on popular topic areas and reflect the diverse ways through which CRI-TAC provides customized technical assistance.

The 2019 International Association of Crime Analysts (IACA) conference was held August 19–23, 2019 in Oxon Hill, Maryland. Throughout the conference, participants had the opportunity to explore different training tracks including investigative analysis; social network analysis; research and methodology; ESRI software; and tactical, strategic, administrative, and intelligence analysis. The sessions covered a variety of topics for all skill levels including case studies and hands-on computer labs. CRI-TAC sponsored travel for one attendee from active sites with a topical focus of crime analysis. Attendees developed personal attendance agendas and had the opportunity to network with one another.

The 2020 IACP Officer Safety and Wellness (OSW) Symposium was held February 27–29, 2020 in Miami, Florida. The symposium offers law enforcement professionals the chance to learn from experts in the field about resources and promising practices in developing comprehensive OSW strategies. CRI-TAC sponsored travel attendance for one representative from active CRI-TAC sites with a topical focus of OSW, as well as one representative from the COPS Office FY19 Law Enforcement Mental Health and Wellness Act (LEMHWA) award recipients. Participants developed personal attendance agendas, participated in a national peer exchange forum with one another, and developed a brief summary of key takeaways and action areas to complement their projects.

CRI-TAC will look for additional customized technical assistance opportunities in 2020.

"The CRI-TAC project is a great opportunity for FBI National Academy graduates to share their expertise and experience with law enforcement agencies throughout the country. This meets the FBI National Academy Associates' mission to 'impact communities by providing and promoting law enforcement leadership through training and networking'. The CRI-TAC project is an outstanding collaboration with the COPS Office and the other partner organizations and allows us to extend our reach to enhance the mission and vision of our association."

— Howard M. Cook, Executive Director, FBINAA Session #224, FBINAA

Law enforcement agencies of diverse types, sizes, and geographies have participated in the program. Many of the agencies had never received technical assistance from the DOJ prior to their involvement in this initiative. Most agencies participating in Collaborative Reform, like most agencies nationally, were local municipal police departments. Sheriffs' offices make up 16 percent of TA participants, while campus agencies make up another 12 percent (see figure 3).

Figure 3. Types of agencies participating in collaborative reform

- Campus
- Local
- Sheriff
- State
- Other
- Tribal
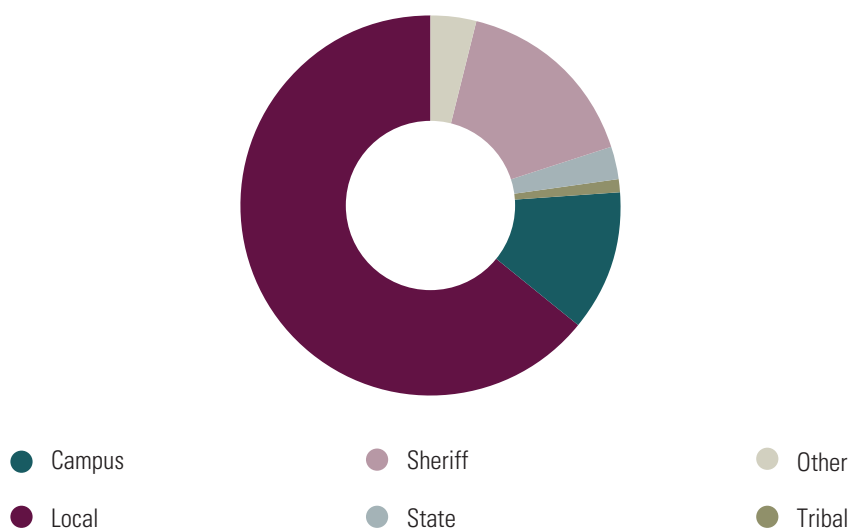
"IADLEST is proud to be a CRI-TAC partner. Our goal is to foster professionalism in public safety through the establishment of high standards and quality training. CRI-TAC provides us with an opportunity to have an impact on a broader segment of the profession."

— *Mike Becar, Executive Director, IADLEST*

The size of agencies receiving technical assistance from CRI-TAC ranges 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 (52 percent) have fewer than 50 sworn personnel. Mid-size and large agencies with 100 to 499 sworn personnel make up the second-greatest number of those receiving technical assistance from CRI-TAC at 20 percent. Figure 4 (see page 21) shows a complete breakdown of agency size. Agencies participating in CRI-TAC boast a combined force size of more than 125,000 officers serving communities throughout the United States.

IACLEA promoting CRI-TAC technical assistance

Figure 4. Size of agencies participating in collaborative reform
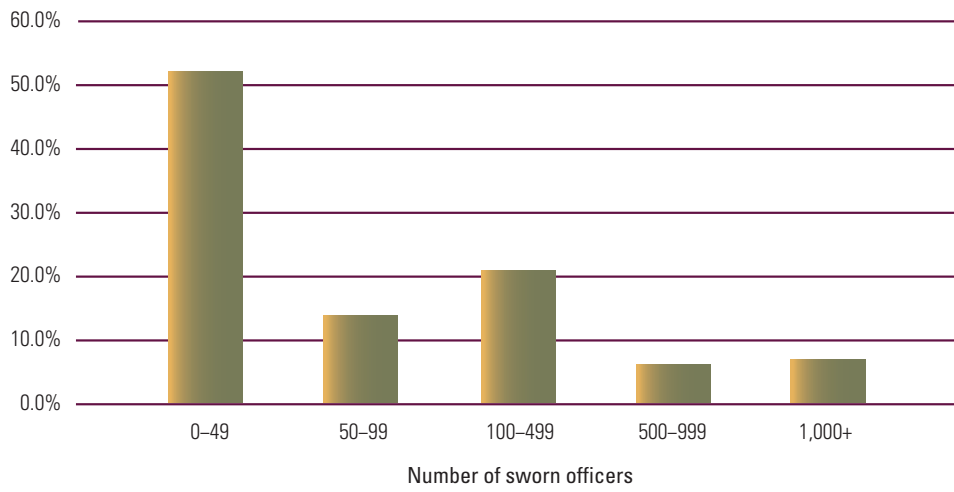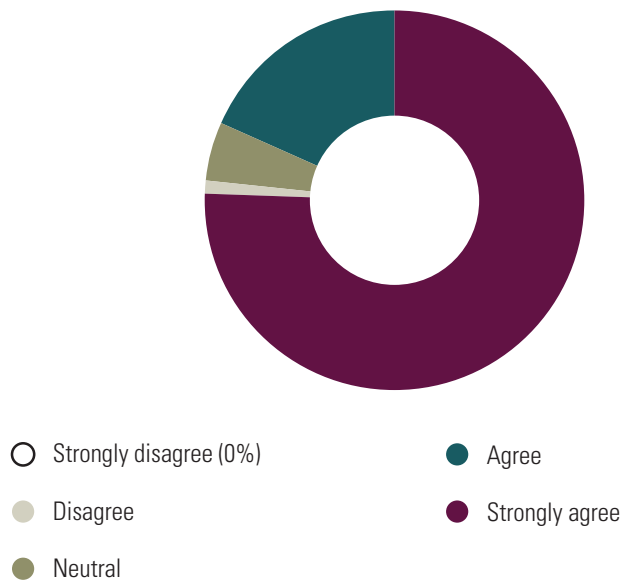

Number of sworn officers

Figure 5. CRI–TAC Training Evaluation: Overall, the performance of the instructor(s) met my needs and expectations

○ Strongly disagree (0%)   ● Agree

● Disagree   ● Strongly agree

● Neutral

"It was important for IACLEA to be a partner on CRI-TAC because it has allowed us to educate others in the policing world as to the important role that campus public safety plays in keeping our communities safe."

— Josh Bronson, Director of Training, IACLEA

As referenced in the first annual report,[6] CRI-TAC is collecting data to track satisfaction and effectiveness of the technical assistance. All training participants receive a survey about their experience relating to the training received via CRI-TAC. This voluntary information helps CRI-TAC better assess the delivery of training. As illustrated in figure 5 on page 21, agencies strongly agreed (75 percent) or agreed (18 percent) that the performance of the instructor(s) met their needs and expectations. The course met the agency needs and expectations 88 percent of the time (57 percent strongly agree and 31 percent agree) (see figure 6). Figure 7 (see page 23) shows that 93 percent of agencies (62 percent strongly agree and 31 percent agree) stated that the training was effective in meeting the goals and objectives of the course. CRI-TAC received 246 responses to the training survey.

Of particular note to the training data, participants selected whether their knowledge, skills, and abilities (KSA) in the training subject is advanced, intermediate, basic, little, or no skills before and after the training. Out of 246 training participants, all but three improved their KSA at least one level or stayed the same.[7] Fifty percent moved up one level, while 10 percent moved up two levels, and 2 percent moved up three levels (see figure 8 on page 23).

Figure 6. CRI-TAC Training Evaluation: Overall, the course met my needs and expectations

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

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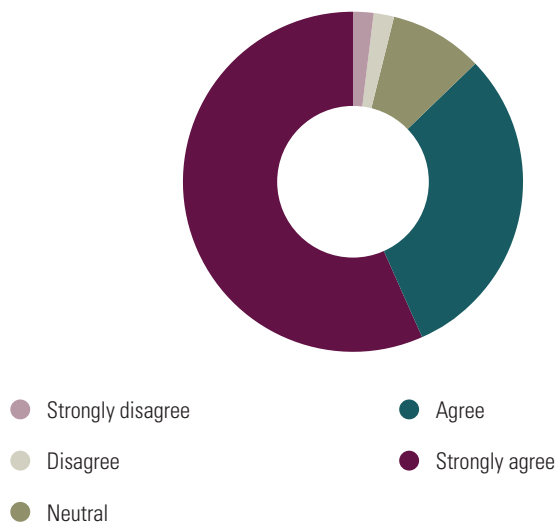
6. COPS Office, *Law Enforcement Solutions By the Field, For the Field: Collaborative Reform Annual Review* (see note 1).

7. One participant did not select anything and two participants had a decrease from pre to post. All three outliers have been removed from these results.

Figure 7. CRI–TAC Training Evaluation: Overall, the course is effective in meeting the goals and objectives of the course

- Strongly disagree (0%)
- Disagree (0%)
- Neutral
- Agree
- Strongly agree
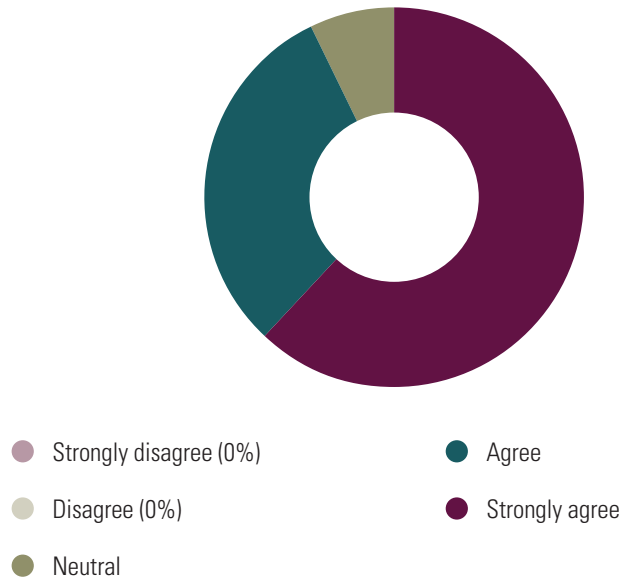
Figure 8. CRI–TAC Training Evaluation: Change in Knowledge, Skills, and Abilities (KSA)

- No change
- Moved up 1 KSA
- Moved up 2 KSA
- Moved up 3 KSA
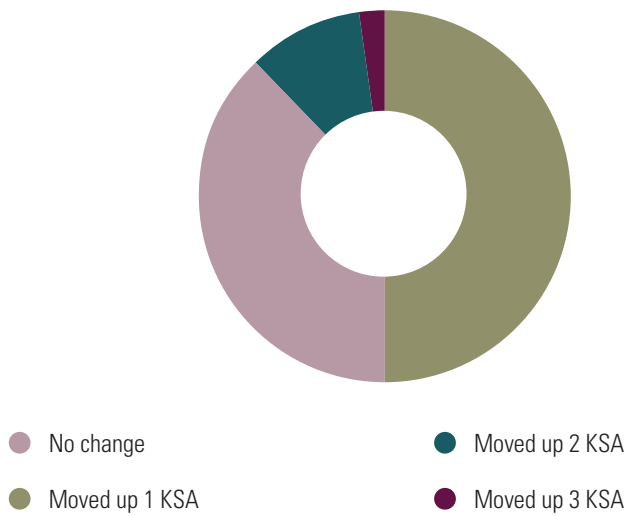
In addition, CRI-TAC sends a customer satisfaction survey link to all closed-out primary requesting agencies to gather information about their knowledge, perceptions, and outlooks relating to the technical assistance received. Like the training survey, this voluntary information helps CRI-TAC better assess the delivery of technical assistance. As illustrated in figure 9 (see page 25), the majority of responding agencies strongly agree or agree that the technical assistance provided met their agency expectations, was relevant to their identified problem and relevant to their agency, and helped their agency address the problem. None of the responding agencies selected disagree or strongly disagree. The customer satisfaction survey has a response rate of 28.4 percent.

To further understand customer satisfaction, we created customer satisfaction composite scores that group the survey questions into the following five metrics (see figure 10 on page 25):

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, 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 9. Overall results from the CRI–TAC customer satisfaction survey

	Neutral	Agree	Strongly agree
Overall, the assistance provided will help my agency address its problem	4%	17%	78%
Overall, the assistance provided was relevant to my agency		26%	74%
Overall, the assistance provided was relevant to the problem	4%	22%	74%
Overall, the assistance provided met my agency's expectations	4%	26%	70%

● Neutral   ● Agree   ● Strongly agree
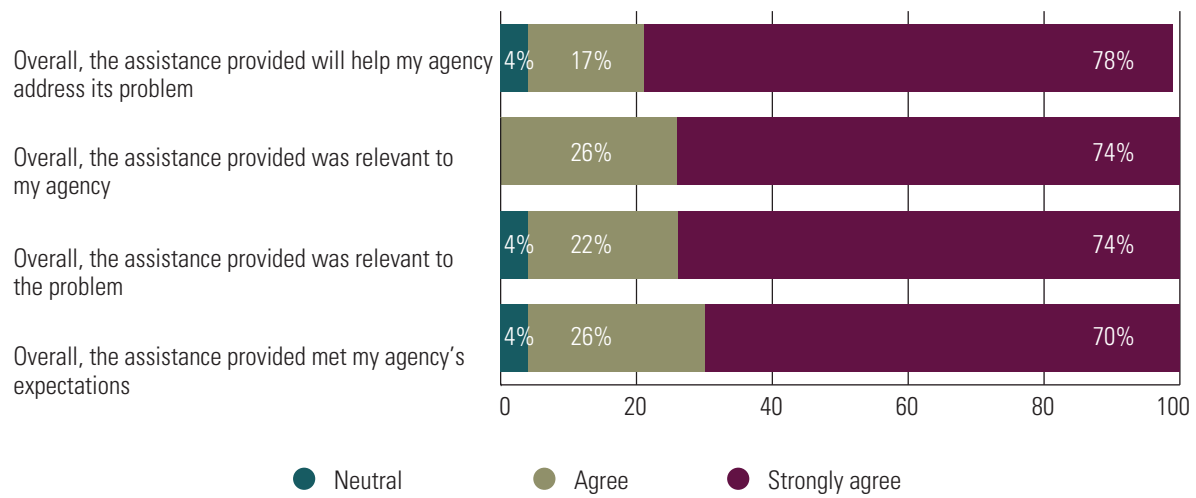
Figure 10. Customer satisfaction composite scores

	Process composite score	Informational resources composite score	CRI-TAC staff composite score	Subject matter expert composite score	Technical assistance provided composite score
Strongly disagree	0%	0%	0%	0%	0%
Disagree	0%	0%	0%	0%	0%
Neutral	5%	4%	4%	3%	4%
Agree	22%	32%	21%	28%	25%
Strongly agree	73%	59%	75%	70%	71%

■ Strongly disagree   ■ Disagree   ■ Neutral   ■ Agree   ■ Strongly agree
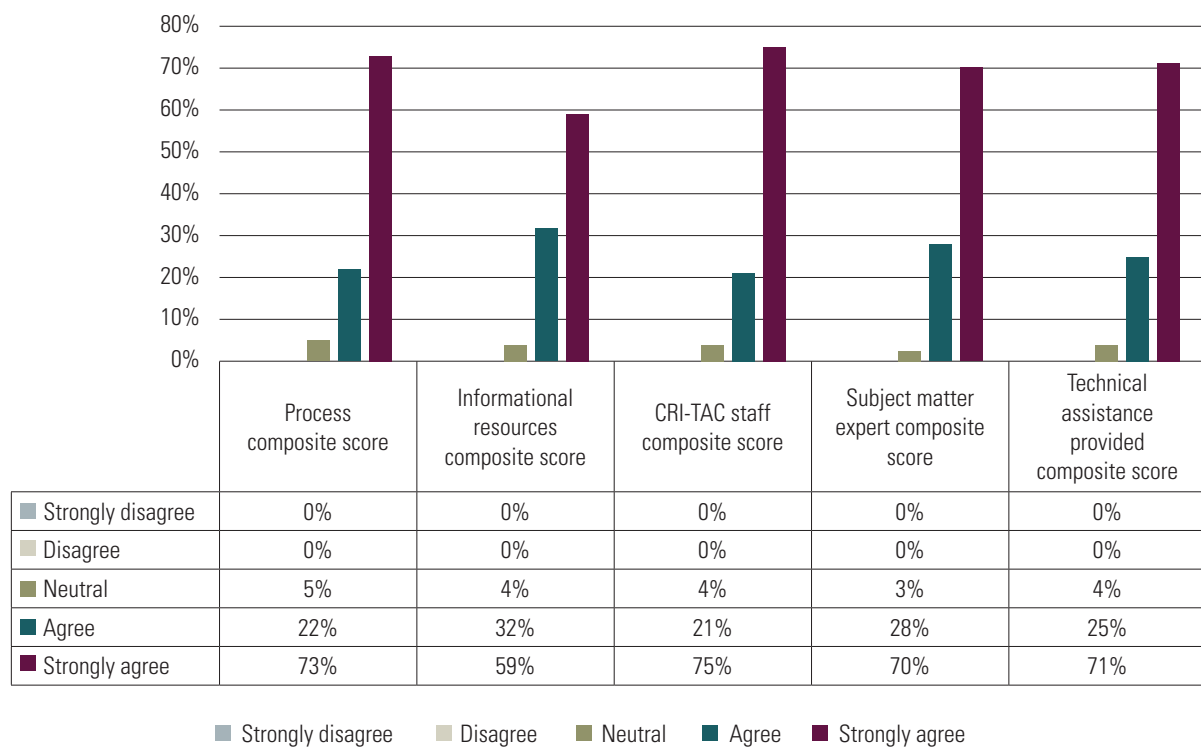
CRI–TAC map of completed technical assistance sites
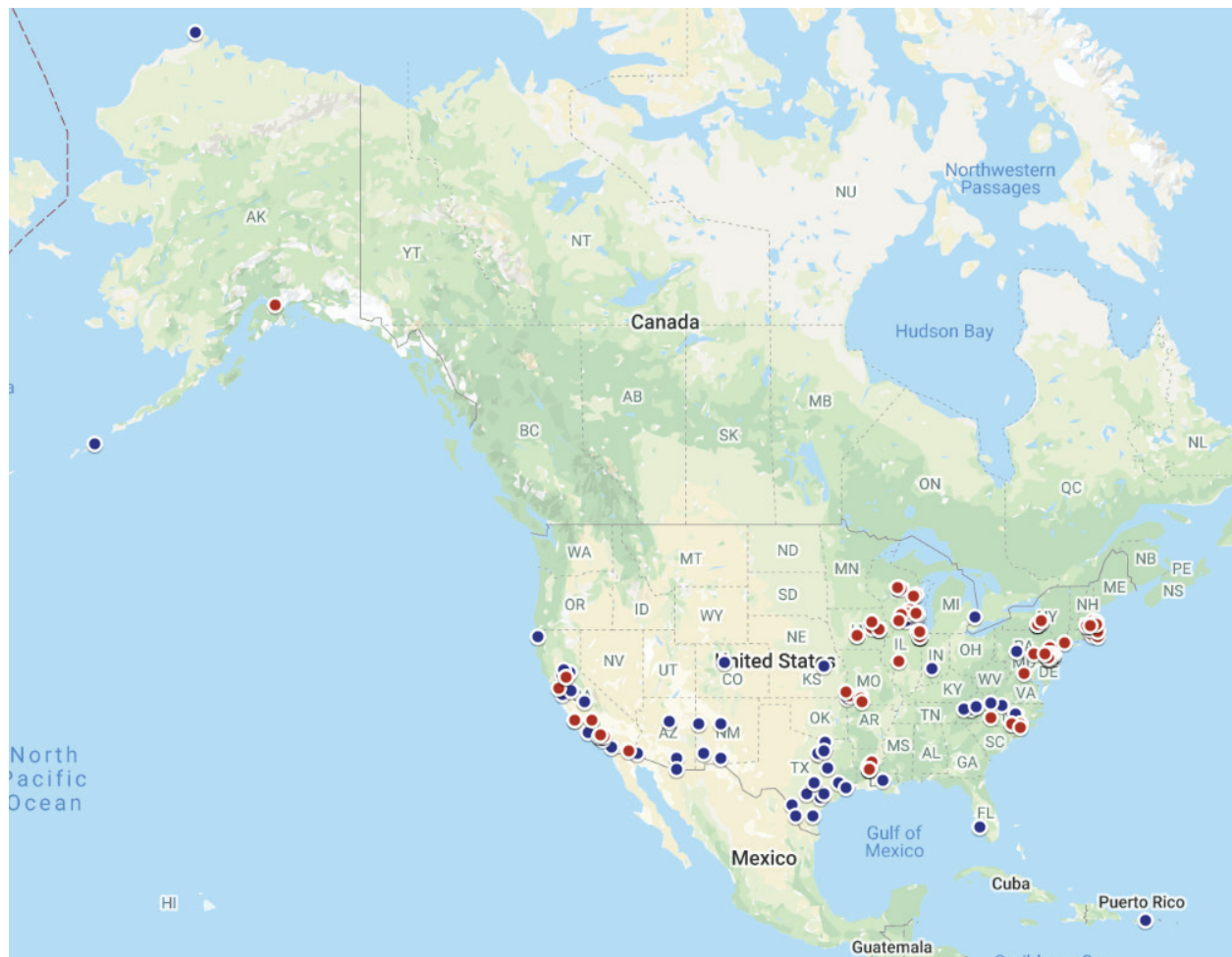
Key

Primary Requestor (blue) – an agency that initially contacts CRI-TAC and requests assistance

Peer Agency Addition (red) – 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

Technical assistance summaries

The following sections include nine summaries on technical assistance engagements. From in-depth briefings by SMEs to multiagency in-person training efforts on critical topics in law enforcement today, these summaries illustrate just some of the types of assistance law enforcement agencies are benefiting from through CRI-TAC.

Integrating crime analysis into policing strategies

As a result of the Port Huron (Michigan) Police Department (PHPD) creating and hiring a crime analyst position, the agency requested guidance to integrate crime analysis into the policing strategies at the PHPD.

A SME from CRI-TAC partner International Association of Directors of Law Enforcement Standards and Training (IADLEST) worked with the PHPD to remotely review policy, job duties, organizational structure, crime and traffic statistics, and annual reports and field promising practices for integrating crime analysts. Following the remote consultations, IADLEST and the SME traveled to Port Huron to meet and hold discussions on promising practices for understanding and implementing effective crime analysis strategies which support and assist in crime reduction with agency personnel inclusive of their crime analyst, sworn officers, and agency leadership. This one-day, hands-on assistance provided PHPD with the opportunity to identify challenges and develop solutions that impact the entire agency.

**1. CRI-TAC profile:
Port Huron (Michigan) Police Department**

Agency size: 70 sworn

Population served (est.): 29,000

Topic(s): Crime analysis

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

Status: Complete

"Our world is evolving and so too must the law enforcement profession. For any law enforcement initiative to be successful, it must include a rank-and-file perspective. CRI-TAC is truly a collaborative effort amongst every major law enforcement organization in the country. It's a great way for labor and management to collaborate on positive solutions to some of the most difficult issues facing law enforcement today."

— Patrick Yoes, FOP National President

CRI-TAC SME working with Port Huron, MI crime analyst on successful crime analyst strategies

Separately, CRI-TAC arranged a peer exchange for the PHPD crime analyst and a senior crime analyst SME from the field to offer additional guidance and shared experiences to assist in broadening the network of associates for support and education for PHPD.

Some of the outcomes from this technical assistance include the inclusion of the crime analyst in roll call briefings, increased coordination and collaboration with state and regional crime analysts, revised CompStat presentation that meets the needs of the intended audience, and an increased arsenal of crime analysis tools. This also provided the PHPD crime analyst with a wider network of associates for support and education.

The crime analyst conveyed satisfaction with the peer exchange visit to the CRI-TAC team. The learning experience and collaboration provided access to an incredible amount of new information. The templates, programs, and training suggested by the SME were highly beneficial. The technical assistance exceeded her needs and expectations. Following the site visit, the SME conducted a follow-up phone call to answer any remaining questions and continue their networking and mentorship relationship.

Enhancing threat assessment protocols

The Greene County (Georgia) Sheriff's Office (GCSO) requested technical assistance to enhance its threat assessment protocols pertaining to school safety and workplace violence. The GCSO was interested in constructing a holistic and systematic approach to a threat assessment plan that includes local social workers, mental health professionals, school resource officers, and business and community stakeholders.

2. CRI-TAC profile: Greene County (Georgia) Sheriff's Office

Agency size: 30 sworn

Population served (est.): 16,710

Topic(s): Active shooter response, school safety

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

Status: Active Technical Assistance

SMEs reviewed current GCSO policies and procedures related to threat assessments, school safety, and workplace violence. Using the Department of Homeland Security's *Active Shooter Response Policy Review Guidance Template,* the SMEs provided considerations on how to implement promising practices in GCSO threat assessment protocols.

In addition to the policy review, SMEs from CRI-TAC partner the National Tactical Officers Association (NTOA) provided two sessions of a two-day, in-person training, *School and Workplace Violence Seminar.* The training was offered twice to cover more agency and partner staff and consisted of information and tactics helpful in assessing, managing, and mitigating threats as they surface. NTOA trained 53 participants, which included representatives from the GCSO; surrounding law enforcement agencies; and community partners from school personnel, social workers, mental health professionals, and business stakeholders who have joined the effort to strengthen Greene County's response to school violence.

Training participants noted and appreciated the variety of community stakeholders involved in the training which has led to a greater sense of cohesion.

Training on leadership through the ranks

The Albuquerque (New Mexico) Police Department (APD) requested *Blue Courage: The Heart and Mind of the Guardian* training to enhance the professional commitment and resilience of their personnel.

**3. CRI-TAC profile:
   Albuquerque (New Mexico) Police Department**

Agency size: 1,040 sworn

Population served (est.): 558,000

Topic(s): Leadership, officer safety and wellness

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

Status: Complete

CRI-TAC coordinated the delivery of the two-day, in-person *Blue Courage: The Heart and Mind of the Guardian* workshop to 35 APD personnel. Following the two-day training, Blue Courage conducted a train-the-trainer and certified 20 APD personnel to train this course.

"The Blue Courage training provided to APD had the positive results expected. Those that were exposed to the curriculum experienced an enlightening reminder of why we become police officers and the benefits an officer experiences from serving their community in an ethical and inspiring way."

— *Mike Geier, Chief, Albuquerque (NM) Police Department*

In addition to the training, CRI-TAC assigned a SME to remotely review the APD's existing policies and training curricula. The SME supported the agency by assisting with the development of a sustainability plan for the APD's training curriculum that incorporated the concepts from the *Blue Courage* training.

As a result of CRI-TAC meeting their needs, the APD put in a separate request focused on technology and data, which is currently in process.

Preparing for the transition to NIBRS

In 2021, law enforcement agencies will transition from the Federal Bureau of Investigation (FBI) Uniform Crime Reporting (UCR) to the FBI National Incident-Based Reporting System (NIBRS) for reporting offense and arrest data. The Casper (Wyoming) Police Department (CPD) requested assistance in preparing for this transition, including a review of its current reporting system and its capacity.

CRI-TAC assigned a SME to examine the current capacity of the CPD records management system (RMS). In collaboration with the CPD, the SME reviewed and discussed areas including the ability of the RMS to handle the transition requirements and optimal agency procedures for entering and coding NIBRS data. The SME developed considerations on how to transition systems using state and federal guidelines along with promising practices, and worked with the CPD to develop goals to aid in the transition.

In addition, CRI-TAC assigned a regional SME familiar with the specific RMS software used by the CPD. Through a remote capacity, the SME was able to assist the CPD in learning troubleshooting techniques and aid in creating strategies that will make the transition more seamless for the entire agency.

Since this technical assistance, the agency has been able to update its coding, inputs, queries, and has strengthened local partnerships to achieve a successful transition to NIBRS.

**4. CRI-TAC profile:
Casper (Wyoming) Police Department**

Agency size: 118 sworn

Population served (est.): 57,814

Topic(s): Crime analysis, intelligence and information sharing

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

Status: Active Technical Assistance

Updating a college campus emergency preparedness plan

The Occidental College (California) Campus Safety Department (OCCSD) requested guidance in updating its emergency operations policies and plan of action as well as on-site training for emergency preparedness. The goal was to ensure that the agency was prepared to manage an emergency in an effective, efficient, and timely manner.

To initiate the technical assistance, CRI-TAC provided the OCCSD with access to *Policy Development for Campus Public Safety*, an online training developed by CRI-TAC partner International Association of Campus Law Enforcement Administrators (IACLEA).

CRI-TAC identified a campus specific SME who reviewed the current OCCSD emergency operations policies and procedures. Through this policy review, the SME offered considerations to help guide the agency on the incorporation of promising emergency preparedness practices. The SME then traveled to Occidental College to assist the agency with facilitating on-site meetings with the Emergency Operations Committee to implement a collaborative, campus-wide, emergency operations plan.

> **5. CRI-TAC profile:**
> **Occidental College (California)**
> **Campus Safety Department**
>
> **Agency size:** 18 nonsworn
>
> **Population served (est.):** 3,000
>
> **Topic(s):** School safety
>
> **Technical assistance:** Resource referral, web-based training, policy review, virtual coaching/mentoring, meeting facilitation, in-person training
>
> **Status:** Complete

"The challenges that a small campus safety department faces serving a private college, situated in a major metropolitan area, are many. However, through the CRI-TAC, Occidental College has been able to take advantage of no-cost technical assistance and training specifically designed to meet our unique needs. This assistance helped to support Oxy's Campus Safety Department's adherence to national standards and emerging practices."

— Rick C. Tanksley, Director of Campus Safety, Occidental College, CA

Following the site visit, the SME returned to provide a customized one-day, eight-hour emergency preparedness training to OCCSD staff and members of the Emergency Operations Committee. This course created a unique, true-to-life training experience that enhanced the learning objectives, so trainees were able to master their decision-making abilities and hone lifesaving skills required when split-second decisions matter most.

As a result of the CRI-TAC technical assistance, emergency preparedness and management is now a top priority of not only the campus safety department but of the entire campus administration.

Assisting in the development of a tribal law enforcement agency

The Klamath Tribal Council (KTC), with its administrative offices in Chiloquin, Oregon, requested assistance in creating a tribal-administered law enforcement agency that is sustainable and appropriate given the uniqueness of the Klamath Tribes. To be successful, the to-be-created law enforcement agency will need continued buy-in and ongoing support from the Tribal Council, the Tribal members, and non-tribal jurisdiction stakeholders.

This active technical assistance is multi-tiered involving tribal-specific SMEs going on-site to present to the council on the intricacies of creating a tribal police department. SMEs will discuss with the Tribal Council logistics on agency policy development, best practices from their experiences in establishing law enforcement agencies, and engage the Klamath Tribal members to ensure and maintain community buy-in.

Following the discussions, the SMEs will provide remote assistance including a review of current capabilities and existing structures within the human resources and administrative pathways for hiring agency personnel and a law enforcement executive, develop a start-up budget, identify sustainable funding sources, develop MOU/As with surrounding law enforcement agencies, and determine local jail responsibilities.

**6. CRI-TAC Profile:
Klamath Tribal Council; Chiloquin, Oregon**

Agency size: 0 sworn

Population served (est.): 5,400

Topic(s): Tribal law enforcement

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

Status: Active Technical Assistance

"I believe the process of working with CRI-TAC has been going exceptionally well. So far, on the assistance, they are providing on the development of our own Tribal Public Safety Department for the Klamath Tribes. Bringing subject matter experts to the table to assist has been very helpful. Even during the COVID-19 pandemic, CRI-TAC has been very vigilant on making sure that all of our needs and questions are addressed."

— *Zak Jackson, Klamath Tribes Emergency Manager*

SMEs will then assist the KTC in developing a strategic implementation timeline to include key milestones for standing up a sustainable law enforcement agency. Further considerations will be provided on recruitment and hiring of officers, assisting the KTC in accessing resources and training, and identifying long-term goals of the agency to create a sustainable department.

The full suite of assistance will be delivered with an awareness of the federal and state laws governing Oregon Tribal law enforcement.

Developing a comprehensive officer safety and wellness strategic plan

The Warren (Michigan) Police Department (WPD) requested assistance in developing and implementing a comprehensive officer safety and wellness strategic plan to include a review of policies and practices, training updates, and resources for department personnel.

The multitiered approach started with the WPD receiving CRI-TAC partner FBI National Academy Associates' (FBINAA) training program *Comprehensive Officer Resiliency Train-the-Trainer*. The training promotes creating an environment of well-being among first responders with the goal to impact officer performance, safety, and attitudes, as well as presenting a blueprint on how to break the cycle of hypervigilance, vicarious trauma, and post-traumatic stress disorder.

**7. CRI-TAC Profile:
Warren (Michigan) Police Department**

Agency size: 202 sworn

Population served (est.): 144,000

Topic(s): Officer safety and wellness

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

Status: Active Technical Assistance

Through remote consultation, SMEs provided guidance on a strategic planning framework for building a path to implementation for officer safety and wellness goals. A review of current WPD policies, procedures, and programs has further allowed SMEs to assist the WPD in identifying opportunities for enhancement to current efforts to include building agency-wide input and support. On-site technical assistance plans include assisting the WPD with internal focus group facilitation, briefings with executive staff, and guidance with creating a diverse group of personnel to serve as the Strategic Planning Implementation Committee.

This tiered delivery approach was created to assist in shifting organizational culture, managing and facilitating change, and fostering a collaborative approach to department operations related to officer safety and wellness.

Hosting a recruitment, hiring, and retention workshop

The West Greenwich (Rhode Island) Police Department requested assistance for Rhode Island and other local law enforcement agencies to come together and discuss challenges in recruitment, hiring, and retention within the region.

NAWLEE Executive Director Kym Craven presenting on National and Local Trends in Recruitment, Hiring, and Retention during the West Greenwich, RI technical assistance workshop

8. CRI-TAC Profile:
West Greenwich (Rhode Island)
Police Department

Agency size: 12 sworn

Population served (est.): 6,231

Topic(s): Recruitment, hiring, and retention

Technical assistance: Resource referral, peer exchange, on-site consultation

Status: Active Technical Assistance

On January 29, 2020, CRI-TAC hosted *Recruitment, Hiring, and Retention: National and Local Trends* in Portsmouth, Rhode Island, with more than 35 individuals in attendance from Rhode Island and New York law enforcement agencies.

The day started with a presentation on national trends by CRI-TAC partner NAWLEE, followed by a panel discussion from peer agency personnel representing diverse agency size and type. The rest of the day focused on large group discussion and small working group problem-solving sessions. The day ended with a large discussion on key takeaways and next steps.

**9. CRI-TAC Profile:
Pepperell (Massachusetts)
Police Department
(primary requestor)**

Agency size: 18 sworn

Population served (est.): 12,146

Topic(s): Crisis intervention, public sector coordination and partnerships

Technical assistance: Resource referral, on-site consultation, in-person training

Status: Active Technical Assistance

**CRI-TAC Profile:
Ashby (Massachusetts)
Police Department**

Agency size: 8 sworn

Population served (est.): 3,223

**CRI-TAC Profile:
Ayer (Massachusetts)
Police Department**

Agency size: 20 sworn

Population served (est.): 8,145

**CRI-TAC Profile:
Boxborough (Massachusetts)
Police Department**

Agency size: 13 sworn

Population served (est.): 6,401

**CRI-TAC Profile:
Dunstable (Massachusetts)
Police Department**

Agency size: 8 sworn

Population served (est.): 3,379

**CRI-TAC Profile:
Groton (Massachusetts)
Police Department**

Agency size: 20 sworn

Population served (est.): 11,364

**CRI-TAC Profile:
Littleton (Massachusetts)
Police Department**

Agency size: 19 sworn

Population served (est.): 10,115

**CRI-TAC Profile:
Shirley (Massachusetts)
Police Department**

Agency size: 10 sworn

Population served (est.): 7,672

**CRI-TAC Profile:
Townsend (Massachusetts)
Police Department**

Agency size: 15 sworn

Population served (est.): 9,522

**CRI-TAC Profile:
Westford (Massachusetts)
Police Department**

Agency size: 47 sworn

Population served (est.): 24,310

Implementing crisis intervention

The Pepperell (Massachusetts) Police Department (PPD), the lead agency on this request, and nine surrounding agencies (Ashby, Ayer, Boxborough, Dunstable, Groton, Littleton, Shirley, Townsend, and Westford Police Departments) have committed to implementing effective police responses to persons affected by mental illness. These 10 agencies with a combined sworn force of 178 officers serve a combined population of 96,277, requested assistance to create a crisis intervention strategic plan that will serve as a regional model. In addition to the plan, these agencies requested customized, regional training for law enforcement, local hospitals, treatment centers, and stakeholders.

CRI-TAC coordinated with CIT International, Inc. to provide this multi-faceted technical assistance. SMEs met with representatives and stakeholders from the 10 requesting agencies to develop a strategic plan for the regional crisis intervention program, along with reviewing existing policies.

CIT International conducted a modified Sequential Intercept Mapping (SIM) exercise specifically geared toward crisis intervention program development. The SIM facilitators provided background information about the challenges involved in increasing collaboration between the behavioral health and criminal justice systems, a necessary part of improving system responses to those with behavioral health disorders. The SIM facilitators also described other critical components of crisis intervention programs, including the importance of data collection to assess outcomes. Law enforcement and community partners worked together to closely examine how the current crisis response system is structured with the goal of transforming the crisis response system in their region. CIT International provided a report of the exercise, including considerations for modifying the current crisis response system to meet the needs for this regional approach.

CIT International will conduct follow-up remote consultation to help this regional coalition identify measures, data, and analysis strategies for developing an outcome measurement program to monitor progress in meeting their localized crisis intervention program goals.

Finally, CIT International will provide a 40-hour crisis intervention training for the region. Using a national curriculum, the trainers will work with local content experts and regional program/training personnel to deliver the content that requires local participation (mental health agency staff, family members and persons with lived experience). In addition, they will provide a two-and-a-half-day train-the-trainer course to regional training personnel to prepare them to implement the crisis intervention program and future training for the region.

"Pepperell and the other nine towns that make up our Community Outreach Initiative Network (COIN) exist in an area of Massachusetts where resources for those suffering from mental health and/or substance use disorders are scarce. In addition, most of our police departments were struggling to complete our promise to IACP's One Mind Campaign due to a lack of Crisis Intervention Training in our area. Getting connected to the CRI-TAC team has been vital in assisting us in identifying resources through a Sequential Intercept Mapping workshop in order to one day host our own Crisis Intervention Training. We simply would not be able to do this without them."

— David Scott, Chief of Police, Pepperell (MA) Police Department

How to Request Technical Assistance

"This is not similar to other federal programs that bog [you] down in paperwork and bureaucracy. This is truly a 'where the rubber meets the road' program that provides inputs and guidance/supports where it is locally needed and necessary."

— *Black Hawk County (IA) Sheriff's Office Customer Satisfaction Survey*

Requesting assistance through CRI-TAC is a simple, low-burden process. Throughout the process, we work with requesting agencies to ensure the technical assistance approach reflects its needs and meets expectations. The steps for initiating a request are listed here (also see figure 11 on page 40).

Step 1. Inquiry

Once you are ready, you can submit an inquiry via www.collaborativereform.org. We can only accept requests from U.S. law enforcement agencies, and the chief executive of the agency must authorize the request.

Step 2. Intake call

Once we receive your request, CRI-TAC staff will contact you to schedule an intake call. The call will include CRI-TAC staff partners. This call gives you the opportunity to discuss your request and technical assistance needs.

"NAWLEE believes not only in the CRI-TAC concept and service delivery model, but in the depth and breadth of the partnership. Working together the partners are able to leverage their strengths and vast network to ensure agencies are receiving the highest level of service possible. It is unprecedented that a department can access the nation's leading nonprofit police associations in a single telephone call."

— *Kym Craven, Executive Director, NAWLEE*

Step 3. Technical assistance request

Following the intake call, we will develop a formal technical assistance request for review and approval. Once approved, we will send you the technical assistance request for your input and approval.

Step 4. Technical assistance work plan

Once your request is approved, we will develop a technical assistance work plan. This work plan includes a detailed description of the technical assistance, SMEs, and staff assigned to your project. The work plan is subject to your review, input, and approval before we move forward and start delivering technical assistance.

Step 5. Technical assistance delivery

Once you approve the work plan, we will initiate your technical assistance delivery. Throughout your delivery, we will continue to ensure we are meeting your needs with regular communication.

Upon the conclusion of your technical assistance, we will request your feedback through our customer satisfaction survey. Your feedback will help us to make improvements to our program and ensure we are meeting the needs of the field.

"The services that were provided helped with internal and external communication along with relationship building with community partners. The information helped with certain issues and circumstances as it provided and taught a higher level of communication and engagement."

— *Fort Myers (FL) Police Department Closeout Report*

Figure 11. Simple, low-burden process

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

On Deck in 2020

Opportunities abound in the third year of CRI-TAC. In addition to our continued technical assistance to law enforcement agencies, CRI-TAC is responding to COVID-19, developing various training initiatives, and continuing to advance a formal evaluation of select sites.

Meeting the needs of law enforcement during the COVID-19 pandemic

In early 2020, the United States began responding to the person-to person spread of respiratory illness caused by a novel coronavirus: coronavirus disease 2019 (COVID-19), which quickly evolved into a pandemic.[8] The COPS Office recognized that law enforcement needed rapid assistance and resources to address COVID-19, and by mid-March, CRI-TAC had mobilized to provide this support. At the time of this publication, CRI-TAC has responded and will continue to respond to the needs of agencies during the COVID-19 crisis throughout 2020 by providing technical assistance, facilitating information sharing, developing resources, hosting remote agency exchanges, and tracking and reporting on the impact of the pandemic on law enforcement.

"CRI-TAC is a tremendous resource that was used to benefit multiple police agencies in the Chicago region in becoming more prepared to deal with active threats."

— *Park Forest (IL) Police Department Closeout Report*

Assisting the nation's border sheriffs through interdiction training

Through other efforts, the COPS Office and the NSA are working to meet the needs of the nation's sheriffs along the southwest and northern borders. A repeated request from these agencies is interdiction training. Using the successful Northern Texas Interdiction Team model, CRI-TAC is providing basic criminal interdiction training with the goal to help requesting agencies develop their own interdiction team. This is one example of how CRI-TAC is continuing to provide direct, customized training and technical assistance for individual sheriffs' offices as well as the development and implementation of broader, crosscutting strategic objectives for the Southwestern border agencies.

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8. "Coronavirus Disease 2019 (COVID-19)," Centers for Disease Control and Prevention, last modified April 7, 2020, https://www.cdc.gov/coronavirus/2019-ncov/cases-updates/summary.html.

Supporting national de-escalation training

As referenced in the first annual report, de-escalation is highly requested by CRI-TAC sites. To meet the high demand, CRI-TAC partnered with the Law Enforcement Innovation Center (LEIC) at the University of Tennessee Institute for Public Service to develop an applied de-escalation training program. The training will provide law enforcement personnel the necessary tools and skills to de-escalate a situation. Training participants will learn the foundations of de-escalation and have the opportunity to practice scenario-based situations in either a simulator or through role play. This training program will incorporate a two-day direct training followed by a one-day train-the-trainer. CRI-TAC will pilot the training in late spring of 2020, with a full implementation roll out in summer of 2020.

APD trainers conducting a mock-up of the hate crimes training as part of the CRI-TAC partner review process

Collaborating to develop national hate crimes training

As announced in October 2019,[9] CRI-TAC is collaborating with Arlington (Texas) Police Department (APD) to develop a national in-person hate crimes training curriculum as part of a larger suite of training options on the subject. This training suite will build the capacity and competency of law enforcement to investigate and accurately report hate crimes, while strengthening trust with the community. CRI-TAC will pilot the training in late spring of 2020, with a full implementation roll-out in summer of 2020.

Expanding assistance to tribes and tribal law enforcement agencies

CRI-TAC will continue to expand outreach to tribes and tribal law enforcement agencies through efforts such as partnering with the DOJ Tribal Access Program and the Operation Lady Justice Task Force—the Presidential Task Force on Missing and Murdered American Indians and Alaska Natives. Operation Lady Justice has been empowered to review Indian country cold cases; to strengthen law enforcement protocols; and to work with tribes to improve investigations, information sharing, and a more seamless response to missing persons investigations. CRI-TAC will be reviewing various options to provide technical assistance to the task force through exploring how programs such as the Volunteers in Police Service (VIPS) can assist with missing persons cases in Indian country.

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9. U.S. Department of Justice, "Justice Department Commemorates 10th Anniversary of Matthew Shepard and James Byrd, Jr., Hate Crimes Prevention Act," press release, October 16, 2019, https://www.justice.gov/opa/pr/justice-department-commemorates-10th-anniversary-matthew-shepard-and-james-byrd-jr-hate.

Ongoing evaluation of CRI-TAC

CRI-TAC is continuing to partner with the IACP/University of Cincinnati (UC) Center for Police Research and Policy to provide an evaluation of the program's performance in select sites while using qualitative and quantitative methods to evaluate processes as well as impact. This work will not only help us continually improve the program of services we are offering the field but also help the field identify effective practices in addressing issues of critical importance.

Continuing service to the field

As demonstrated by the volume of requests received in the first two years, the field's interest in technical assistance through the COPS Office and our partners in CRI-TAC is strong. During the third year, 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 COPS Office

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

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

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

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

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

COPS Office information resources, covering a wide range of community policing topics such as school and campus safety, violent crime, and officer safety and wellness, can be downloaded via the COPS Office's home page, www.cops.usdoj.gov. This website is also the grant application portal, providing access to online application forms.

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 two years, the center fielded more than 300 requests for assistance from campus, local, county, tribal, and state agencies on critical issues like school safety, active shooter response, de-escalation, crisis intervention, and intelligence and information sharing. 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.