U.S. DEPARTMENT OF JUSTICE’S COLLABORATIVE REFORM MODEL

Over the past two years, CNA has engaged with the Las Vegas Metropolitan Police Department (LVMPD) in the Collaborative Reform Model, a U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office)-sponsored initiative aimed at assisting local law enforcement agencies to identify problems and develop solutions to some of the most critical issues facing law enforcement today, such as use of force, fair and impartial policing, and accountability. In the coming months, the COPS Office will release CNA’s final assessment on the progress that LVMPD has made during this initiative. In particular, CNA has assisted the department in developing and implementing new policies, training, and protocols related to officer-involved shootings. These efforts are aimed at reducing deadly force incidents, better preparing officers to deal with deadly force situations, and creating an internal system of learning and accountability to address such incidents. As part of discussions at the Major Cities Chiefs Association meeting in Houston, TX this February, Sheriff Doug Gillespie of the LVMPD cited CNA for our analytic work and technical assistance, and the Director of the COPS Office, Ron Davis, praised the Collaborative Reform initiative.

Earlier this year, the COPS Office asked CNA to initiate the collaborative reform process with two additional law enforcement agencies: Spokane Police Department and the Philadelphia Police Department. In Spokane, WA, an assessment team is examining the department’s use of force policies and procedures, including the role of the city ombudsman in reviewing these incidents. In Philadelphia, PA, a second assessment team is analyzing patterns in officer-involved shooting incidents, examining training related to deadly force, and reviewing investigative practices by the department. Each assessment team is composed of researchers and law enforcement experts. These interdisciplinary teams have proven to be a model for law enforcement reviews that require both analytical capabilities and practitioner insights.

Later this year, each site is slated to produce an initial assessment report, which will include a series of key findings and recommendations. A monitoring period of one year will follow, which will include two public reports for each department’s progress. To review such reports on the LVMPD, visit http://www.cna.org/research/tags/lvmpd.

CAPSTONE EXERCISE 2014

CNA is supporting both the Federal Emergency Management Agency (FEMA) and the U.S. Department of Health and Human Services (HHS) in planning, executing, and evaluating Capstone Exercise 2014, which is a complex emergency preparedness exercise composed of several component events, the largest of which was the Alaska Shield 2014 exercise, sponsored by the State of Alaska to commemorate the 50th anniversary of the 1964 Great Alaskan Earthquake. Capstone Exercise 2014 serves as the final component of the two-year National Exercise Program cycle.

For FEMA, CNA supported the evaluation of the exercise. In particular, we helped to develop and implement the evaluation methodology, deploying many analysts to observe and collect data during the exercise. We will analyze the data and develop evaluation reports, including a national after-action report.

For HHS, we helped to develop scenario injects and supported both the control and evaluation of HHS play during the exercise. We also supported HHS’ participation in the Eagle Horizon component, which is part of an annual requirement calling for a continuity of operations exercise.

FROM THE VICE PRESIDENT OF SAFETY AND SECURITY

CNA’s Safety and Security Division has continued to have a busy spring.

First, we are pleased to announce that CNA is moving its headquarters to Clarendon, VA early this summer. We will provide you with details in the summer edition of our newsletter.

In this edition, you can read about our continued involvement with various criminal justice projects, including DOJ’s Collaborative Reform Model (page 1), the Smart Policing Initiative (pages 2 and 4), and the Bureau of Justice Assistance’s LEOPRD project (page 4), as well as our recent publications on such topics as arming campus police and identifying trends in police ambushes (page 3).

On the homeland security front, we summarize our involvement with Capstone Exercise 2014 (page 1), the Atlanta UASI’s Homeland Security Strategy (page 2), and the DHS Office of Intelligence & Analysis Fusion Center Exercise Program (page 2).

Finally, we hope you enjoy reading more about our recent SAS award winners (page 2). Congratulations to Jim Baney, Tammy Felix, and Zoë Thorikildensen for their outstanding contributions to our lines of work.

If you have any questions about the work we do, please do not hesitate to contact us (berest@cna.org).

Very respectfully,

Tim Beres
Congratulations to all of the SAS awardees!

**Principles Award**

Jim Baney received this award, which recognizes sustained excellence in demonstrating the Division’s guiding principles. He has been with CNA since 2000, starting with IPR’s Air Traffic Management Division and then joining the SAS team in 2010. Since that time, Jim has worked primarily with FEMA’s National Preparedness Assessment Division on its national assessment and reporting projects. He served as the deputy on our Comprehensive Assessment System project, and was key to designing, developing, and implementing FEMA’s annual State Preparedness Report self-assessment process. He repeatedly led the analysis of this data under compressed timelines to inform the National Preparedness Report, and he prepared reports to Congress on reducing redundancy in grant program requirements and evaluating potential performance measures.

**Innovations Award**

This award went to Tammy Felix, who has spent nearly a decade with SAS. During this time, she has developed considerable and varied experience analyzing domestic and military operations. Under a Bureau of Justice Assistance grant, Tammy led a team that supported local law enforcement planning for security operations by providing on-site analytic support and technical assistance during the presidential nominating conventions, designated as National Special Security Events. Tammy and the team developed a planning primer with actionable information that other cities can use to plan for future special events.

**Initiative Award**

Zoë Thorkildsen received this award for her superb support to a variety of programs and clients. She joined CNA in 2009 and has made significant contributions to our justice grants and homeland security exercise projects. Congratulations to all of the SAS awardees!

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**2014 Fusion X**

CNA’s Safety and Security Division is supporting the DHS Office of Intelligence & Analysis Fusion Center Exercise Program through an 18-month grant. Called “2014 Fusion X,” the exercise includes representatives from seven fusion centers from the western United States and other federal law enforcement partners.

2014 Fusion X participants will initially be separated into fusion center groups that are presented with threat injects, and they will take part in one-and-a-half days of facilitated discussion. As part of the exercise, they will interact with other National Network and participating federal partners. On both days, fusion centers will participate in plenary sessions, which will include a briefing of activities to date; receive additional scenario updates and injects; and participate in a facilitated discussion that focuses on the overall National Network.

**Partnering to Update the Atlanta Urban Area Homeland Security Strategy**

CNA’s Safety and Security (SAS) Division is partnering with the Atlanta Urban Areas Security Initiative (UASI) on a project to update the region’s existing homeland security strategy. This initiative builds on previous assessment and planning activities that SAS conducted with the UASI, dating back to 2009. The strategy updates will reflect the major changes in the preparedness landscape that have occurred nationally, including release of the National Preparedness Goal in 2011 and a new requirement to identify threats and hazards facing the region.

**CNA to Host SPI’s National Meeting in April**

On April 29–May 1, 2014, the Bureau of Justice Assistance (BJA) and CNA will hold the Spring 2014 Smart Policing Initiative (SPI) National Meeting at CNA’s offices in Alexandria, VA. This will serve as the inaugural meeting for the Phase V SPI sites (Brooklyn Park, MN; Chula Vista, CA; and New York, NY) and as an interim meeting for Phase IV SPI sites (Columbia, SC; East Palo Alto, CA; Kansas City, MO; Port St. Lucie, FL; and Rochester, NY).

This meeting will provide an opportunity for participants to gather to discuss important issues pertaining to Smart Policing, such as project implementation and expectations, lessons learned during implementation, effective research partnerships, evidence-based policing, and sustainability of innovations. Participants will also be introduced to an array of training and technical assistance resources and will have the opportunity to engage in peer-to-peer dialogue about SPI projects and progress to date. More information on SPI and this upcoming event can be found at: www.smartpolicinginitiative.com.

**Climate Change and Homeland Security Roundtable**

On February 19, 2014, Tim Beres participated in a Climate Change and Homeland Security Roundtable co-sponsored by the Homeland Security Program at Penn State University and the Homeland Security Program of Embry-Riddle Aeronautical University. The event brought together insurance industry executives, academics, key members from the private sector, and members of the national and homeland security community to address the impact of climate change on U.S. homeland security. Discussion topics included the impact of climate change on border security and critical infrastructure, security challenges in the Artic, and impacts on disaster preparedness and response. The primary goal of the roundtable was to explore the issues around climate change and homeland security and to identify key areas requiring further research and analysis.

Mr. Beres discussed the findings from CNA’s climate change and disaster research and suggested future research topics. These included studying the linkages between mitigation and recovery, researching the primary drivers for short- and long-term recovery, and further analyzing the scalability of the Incident Command System in large-scale incidents. It is expected that the findings from the roundtable will be available in the near future.
Establishing a Center for Constitutional Justice

By Tim Beres

Over the past decade, communities nationwide have questioned the fairness and constitutionality of our criminal justice systems. Many law enforcement agencies have received complaints of unconstitutional practices that have led to civil rights investigations and mandated corrective action. Examples include racial bias in motor vehicle and civilian stops by the police; questionable use of force; harsh conditions in—and overuse of—prison administrative segregation; and bribes to judges and probation officers to fill private correctional facilities.

As recent events in Albuquerque, NM have demonstrated, communities experiencing such incidents as officer-involved shootings can quickly become distrustful of local law enforcement. Over the past 18 months, the U.S. Department of Justice (DOJ) has been conducting a civil rights investigation in Albuquerque. These investigations take a long time, during which the legitimacy of the agency under review continues to deteriorate in the eyes of the community it is to serve. As the events in Albuquerque show, this can result in public unrest and demonstrations. Such investigations often lead to court-authorized consent decrees, which require agencies to upgrade their policies, procedures, training, tactics, and internal personnel supervision to comply with standards of constitutional conduct. These decrees are expensive to implement and frequently involve an independent monitor to assess, reform, and direct the operations of the agency. In addition, such decrees can last several years, resulting in slow and incremental changes to ingrained departmental culture and individual behaviors. Moreover, little is known about the extent to which these civil rights investigations and consent decrees actually produce the intended results—or whether the impacts are lasting and effective.

Call for a Center for Constitutional Justice

These issues demonstrate a need to help criminal justice systems operate within the U.S. constitutional framework. Through the establishment of a Center for Constitutional Justice, DOJ would have a centralized and proactive tool with which to address challenges in their early stages, rather than relying on reactive civil rights investigations or a consent decree process. This would help to cut costs for the federal government and local jurisdictions, while preventing constitutional abuses that greatly affect citizens.

The Center for Constitutional Justice would be a repository for relevant data, on such issues as police use of deadly force, court and correctional practices, evidence-based preventive approaches, model policies, and recent court rulings. The Center would also identify jurisdictions where problems might occur based on warning signs, and would offer proactive interventions to prevent large-scale problems. Finally, it would identify legal trends and evolving standards of constitutionality that would help state and local jurisdictions keep abreast of fluctuating interpretations of the Constitution.

Potential activities for the Center could include: (a) development and dissemination of an annual report on the state of constitutional justice in the United States, as well as information on relevant and emerging trends, policies, and factors; (b) collection of data to describe the nature and extent of constitutionally based risks and problems in justice systems, and to assess trends and patterns; (c) identification and coordination of the delivery and evaluation of relevant training to state and local practitioners, administrators, and policymakers; (d) development and collection of model policies and early warning diagnostic tools; (e) provision of proven methods for implementing transparent practices and community engagement; and (f) independent assessments of constitutional practices, including identifying gaps, working with jurisdictions to develop step-by-step improvement plans, and monitoring and evaluating implementation.

Ultimately, the creation of a Center for Constitutional Justice would serve as a public demonstration of good faith to improve the justice system in the United States, and to attack fears and doubts regarding biased operations. It would also create the conditions for a more informed, proactive, civically engaged, and forward-thinking criminal justice system, one that is capable of anticipating and solving constitutional problems before they escalate into expensive litigation. Finally, such a Center would serve as a single source of comprehensive information for developing policy, identifying training needs, assessing agency vulnerabilities, and promoting effective community engagement.

Arming Campus Police

The February/March issue of Campus Safety has published a second article by Denise Rodriguez King, titled “Arming University Police Departments, Part 2: Best Practices and Lessons Learned.” The first article in the series delved into the impacts of mass shootings on arming university police, while this article provides a snapshot of guidance on the process that universities should follow as they consider the decision to arm their officers. This process encompasses six steps: Assess; Decide; Plan and Prepare; Train; Implement; and Evaluate.

In addition to identifying this process, CNA developed recommendations for each step, including conducting a threat/risk assessment, considering alternatives to arming officers, and meeting with neighboring law enforcement agencies about the decision to arm. The article can be accessed at: http://www.campussafetymagazine.com/article/arming_university_police_departments_part_2.

Police Ambushes

Ambushes are becoming a more prevalent tactic used against the police, but there is little current research on the phenomenon. To learn more about the causes and effects and about what law enforcement agencies can do to protect their officers against these incidents, CNA analysts facilitated three focus group sessions with senior-level law enforcement practitioners at the 120th Annual International Association of Chiefs of Police (IACP) Conference in Philadelphia, PA. Participants explored a variety of related topics, including how agencies define, prepare for, protect against, respond to, and recover from ambush attacks. Major themes from these conversations have been published in an article by Angie De Groot and George Fachner in the February 2014 edition of Police Chief, which can be accessed at: http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&amp;article_id=3272&amp;issue_id=22014id=3272&amp;issue_id=22014.
Recognizing the need to improve the analytic capacities of law enforcement agencies, in 2011, the Bureau of Justice Assistance (BJA) funded CNA to support a program called the Law Enforcement Organization of Planning and Research Directors (LEOPRD). Over the past two years, CNA worked with an expert panel of police officials and researchers to examine the challenges police agencies face in the economically challenging time after the 2008 recession, including how analytics are critical to meeting those challenges.

A CNA team completed a variety of tasks for this effort. They developed a protocol to assess police agency capacities in six critical function areas: policy development; crime analysis; project management; research and projects; allocation and staffing analysis; and planning and strategy. We pilot-tested this assessment protocol with nearly 70 law enforcement agencies (and their research partners) that are testing evidence-based solutions to serious crime problems within their jurisdictions.

At the annual meeting, CNA facilitated three panel presentations and one roundtable discussion. Seventeen SPI sites participated in these sessions, which covered topics on information and technology; hot spots and repeat offenders; and strategies to reduce gun violence. During these panels, SPI sites discussed the implementation, evaluation, and impact of innovative Smart Policing strategies, including:

- The implementation and evaluation of cameras to improve public and officer safety (e.g., closed-circuit television cameras throughout Washington State University in Pullman, WA, and body-worn cameras on officers in Phoenix, AZ);
- A data-sharing initiative in Evans County, GA to improve intelligence-led policing efforts between multiple law enforcement agencies in a rural county;
- The development of a prediction model to understand and develop targeted interventions for burglary and truancy in Indio, CA;
- The use of offender-based strategies to reduce crimes committed by chronic and repeat offenders (e.g., social network analysis in Glendale, AZ, and offender notification meetings in Kansas City, MO);
- The use of strategic officer patrols to reduce crime and improve police-community relations in chronic crime locations (e.g., saturation teams in Las Vegas, NV, and citizen contacts in Frisco, TX); and
- The use of various evidence-based strategies to target gun-related crime (e.g., Los Angeles, CA Strategic Extraction and Restoration program; Baltimore, MD gun offender registry; Rochester, NY review of retaliatory violence involving firearms).

The SPI roundtable provided participating sites with the opportunity to openly discuss a number of lessons learned related to data-driven decision-making, organizational impacts, sustainability, and training and technical assistance in Smart Policing.

**ACJS Networking and SPI Site Presentations**

On February 19-22, CNA analysts attended the Academy of Criminal Justice Sciences (ACJS) Annual Meeting in Philadelphia, PA on behalf of the Bureau of Justice Assistance (BJA) Smart Policing Initiative (SPI). SPI is a collaborative consortium composed of BJA, CNA, and 35 law enforcement agencies (and their research partners) that are testing evidence-based solutions to serious crime problems within their jurisdictions.

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The SPI roundtable provided participating sites with the opportunity to openly discuss a number of lessons learned related to data-driven decision-making, organizational impacts, sustainability, and training and technical assistance in Smart Policing.

**CNA Completes the LEOPRD Project with BJA**

Recognizing the need to improve the analytic capacities of law enforcement agencies, in 2011, the Bureau of Justice Assistance (BJA) funded CNA to support a program called the Law Enforcement Organization of Planning and Research Directors (LEOPRD). Over the past two years, CNA worked with an expert panel of police officials and researchers to examine the challenges police agencies face in the economically challenging time after the 2008 recession, including how analytics are critical to meeting those challenges.

A CNA team completed a variety of tasks for this effort. They developed a protocol to assess police agency capacities in six critical function areas: policy development; crime analysis; project management; research and projects; allocation and staffing analysis; and planning and strategy. We pilot-tested this assessment protocol with nearly 70 law enforcement agencies nationwide and received uniformly positive responses. For example, several agencies indicated that the protocol identified gaps in their analytic capacity that they had not fully appreciated, and indicated that they would begin plans to address these gaps. In addition, the assessment tool helped to identify agencies with different levels of capacities.

Project team members documented the analysis of the pilot studies in two analytic reports. In addition, they developed organizational case studies and models that demonstrate how analytics are beneficial to police agencies, as well as a resource guide that compiles and categorizes existing resources to improve analytics capacities. Lastly, they completed a policy paper to provide law enforcement leaders and policymakers with an understanding of what police analytic functions are and why they are critically important to policing today. The report includes seven recommendations for how BJA can further the LEOPRD work to improve police agency analytics.