

Precision Policing Initiative (PPI)

TOOLKIT



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

[CLICK HERE TO CONTINUE](#)

About This Toolkit

- This toolkit shares information and resources from the COPS Office **Precision Policing Initiative (PPI)** and other collaborative efforts to provide safer neighborhoods by leveraging partnerships, analysis, research, and technology
- Over 50 leading law enforcement agencies across the nation participated in COPS Office programs by implementing program activities in five concept areas:
 - **Protecting officer safety and wellness**
 - **Implementing innovative technologies**
 - **Reducing violent crime**
 - **Establishing productive partnerships**
 - **Promoting leadership and strategic communications**
- The information and resources shared in this toolkit can help law enforcement agencies learn more and determine whether similar activities could benefit their agencies

How to Use This Toolkit

CLICK HERE TO CONTINUE

- Green buttons like this one enable you to navigate through the toolkit

PROTECTING OFFICER
SAFETY AND WELLNESS

- Blue buttons like this one direct you to specific concept areas and topics

ESTABLISH A WELLNESS
PROGRAM

- Grey buttons like this one direct you to information on specific program activities

CLICK HERE TO SEE THE REPORT

- Light blue buttons like this one direct you to external resources



- Checklists direct you to questionnaires that can help your agency assess its programs



- Badges direct you to spotlights of relevant agency programs implemented through PPI or other COPS programs

CLICK HERE TO CONTINUE

Toolkit Home Page

This toolkit is organized by the five Precision Policing Initiative (PPI) concept areas. Click on a concept area below to learn more about each area and find more information on specific program activities that agencies undertook in each area.

**PROTECTING OFFICER
SAFETY AND WELLNESS**

**IMPLEMENTING INNOVATIVE
TECHNOLOGIES**

REDUCING VIOLENT CRIME

**ESTABLISHING PRODUCTIVE
PARTNERSHIPS**

**PROMOTING STRATEGIC
COMMUNICATIONS**

[GO BACK TO THE BEGINNING](#)

Protecting Officer Safety and Wellness

Safety and wellness of officers is critical to public safety. The PPI emphasizes protecting those who protect and serve their communities. Officer safety and wellness initiatives include training, education, access to care, and policy development.

This checklist can help you assess your agency's programs.



Police agencies participating in the PPI and other COPS programs implemented officer safety and wellness activities in the following two areas:

PHYSICAL READINESS

MENTAL HEALTH

Click on a button above to view activities in that topic area.

Protecting Officer Safety and Wellness

Physical Readiness

ESTABLISH A WELLNESS PROGRAM

OFFER AN ALTERNATIVE WORK SCHEDULE

ESTABLISH A WORKOUT ON-DUTY PROTOCOL

The left side of this slide shows examples of program activities implemented by participating law enforcement agencies.

This list is not meant to be exhaustive; it provides a selection of promising practices identified through COPS programs.

Click on a grey program activity box to learn more.

Establish a Wellness Program

Wellness programs include features such as:

- Wellness events that provide health screening, workshops, games, and other activities
- Fitness evaluations and tailored injury prevention plans
- Access to a fitness center with lockers and exercise equipment
- Access to trainers, training sessions, and/or group exercise classes
- Nutrition resources
- Organized participation in local and national races

Many programs offer incentives such as:

- A points program where officers/employees earn points by completing annual physical exams, tracking workouts, and/or attending wellness events
- A cash payout and/or reduction in healthcare costs
- Discounted rates at recreational facilities
- Compensatory time for achieving high scores on fitness tests

The COPS Office published lessons learned from the San Diego Police Department's Officer Wellness Program

[CLICK HERE TO SEE THE REPORT](#)

[GO TO BACK TO PHYSICAL READINESS](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Stockton Police Department's Safety, Health, Resilience, Endurance and Development (SHRED) program.



Spotlight: Stockton, CA, Police Department



The Stockton Police Department's (SPD's) Safety, Health, Resilience, Endurance and Development (SHRED) program is designed to strengthen officer wellness and resilience. The primary objective of SHRED is to advance community policing efforts by improving the mental and physical health of SPD officers. The program operates through a partnership with the University of the Pacific and provides officers with the same type of conditioning and training that student athletes receive. Together, SPD and the university designed a 10-month wellness pilot program. SHRED combined the athletic and nutritional training program offered through the university with existing SPD wellness services to develop a comprehensive program.

Officers are enthusiastic participants in the SHRED program. The demand for the program exceeded its capacity. The pilot program was designed to serve 10 percent of the force (50 officers), but more than 100 applied. According to the grant coordinator, "officers swear by the program." Multiple officers have lost weight from their new fitness and nutrition regimens. One officer lost 40 pounds through the SHRED program. Officers report that the program has improved their health and fitness. Lieutenant Rodney Rego (Ret.), who coordinated both SPD's wellness and recruiting and hiring efforts, found that the SHRED program has improved participants' morale and overall job performance.

Offer an Alternative Work Schedule (AWS)

Alternative work schedules allow officers and/or civilian staff to work schedules other than the traditional schedule of eight hours per day, five days per week.

- Two common alternative work schedules are the 4/10 (four 10-hour days per week) and the 9/8/0 (eight nine-hour days, one eight-hour day, and one day off in a two-week period)

Alternative work schedules can reduce absenteeism, decrease stress, reduce overtime, and improve the mental and physical health of officers.

- An experiment found that the advantages of 10-hour shifts over 8-hour shifts included increased sleep, higher quality of life, and less overtime

[CLICK HERE TO SEE THE REPORT](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Arlington Police Department's alternative work schedule.



Spotlight: Arlington, TX, Police Department



To advance its goal of reducing absenteeism, decreasing stress, and improving the mental and physical health of its officers, the Arlington Police Department (APD) implemented an alternative work schedule of four 10-hour work days for all patrol officers and select civilian staff. Research findings from a Police Foundation shift-length experiment revealed that officers working an alternative work schedule enjoyed a significantly higher quality of life. They also gained more hours of rest, and overtime hours were significantly lowered. The APD allows patrol officers to bid for their shifts each year based on seniority, which enables everyone to plan vacations and training around their regular days off. The alternative work schedule is another example of the value that the APD places on overall safety and wellness.

Establish a Workout On-Duty Protocol

Workout on-duty protocols can encourage officers and staff to exercise on duty.

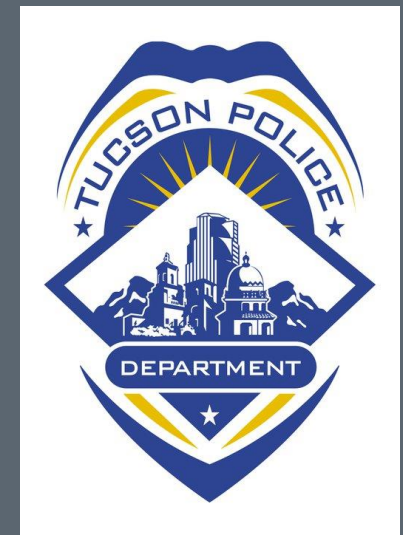
- Allows an officer to take time at the beginning or end of shift to exercise
- Incentivizes officers and staff to exercise

The benefits can include higher staff fitness levels.

- Workout on-duty protocols can be implemented as part of a larger wellness program
- Read about Boca Raton, Florida's three-hour on-duty physical fitness program in this case study report [CLICK HERE TO SEE THE REPORT](#)

PROJECT HIGHLIGHT

Click on the badge to learn about the Tucson Police Department's Workout On-Duty Protocol.



Spotlight: Tucson, AZ, Police Department



The Tucson Police Department (TPD) has established a workout on-duty protocol to encourage staff to exercise on duty. The department has proposed 30 minutes of on-duty exercise time for patrol staff to promote healthy habits. The time can be taken at the beginning or end of an officer's shift to encourage arriving early at the gym or staying late—that is, officers who arrive at the gym an hour before their shift begins can spend an hour and a half at the gym and count the last half-hour as the first half-hour of their shift. The department is also extending the on-duty exercise benefit to professional, nonsworn staff to promote higher fitness standards across the department. The workout on-duty program was launched in conjunction with the monthly TPD wellness email. This email goes out to all department members and offers a monthly fitness competition (e.g., most calories burned, most miles walked or run, most pushups). The winner is awarded a fitness-related prize (donated to the department from area businesses).

Protecting Officer Safety and Wellness

Mental Health

ESTABLISH SUPPORT TEAMS OF PROFESSIONALS
AND/OR PEERS

INCORPORATE STRESS MANAGEMENT INTO TRAINING

PROVIDE DOMESTIC VIOLENCE REDUCTION TRAINING

The left side of this slide shows examples of program activities implemented by participating law enforcement agencies.

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Click on a grey program activity box to learn more.

Establish Mental Health Support Teams

Mental health support teams can address issues such as crisis intervention, stress management, and financial counseling.

- Mental health support teams can be made up of mental health professionals, peers, or a combination of both
- Team members typically receive training in crisis intervention, mental health issues, and/or confidentiality

Teams may be accessed on demand by officers and/or will automatically activate after a critical incident to provide resources and support.

- Read about the Charlotte-Mecklenburg Police Department's peer support team in this case study report
- Learn about the Indianapolis Metropolitan Police Department's Office of Professional Development and Wellness

[CLICK HERE TO SEE THE REPORT](#)

[VIEW TRAINING CURRICULUM](#)

[GO TO BACK TO MENTAL HEALTH](#)

PROJECT HIGHLIGHT

Click on the badge to learn about the San Antonio's Officer Concern Program.



Spotlight: San Antonio, TX, Police Department



The San Antonio Police Department's (SAPD's) Officer Concern Program (OCP) began in 2007 as a non-punitive initiative to track officer complaints. Under the OCP, a Peer Support Team provides a venue for officers to seek assistance such as financial counseling, stress management, etc. The Peer Support Team has more than 65 volunteers and three psychologists. Depending on need, the Peer Support Team will make referrals to the OCP. Members of the Peer Support Team attend a two-day training session that teaches them how to respond to common mental health issues, emphasizes the importance of confidentiality, and prepares them to serve as peer support members.

Incorporate Stress Management Into Training

Training can address stress management and information on how to access Employee Assistance Programs as well as provide anxiety testing and stress inoculation.

Performance and recovery optimization (PRO) is a strategy rooted in performance and sports psychology.

- Skills taught can include controlled breathing, muscle control, attention management, performance self-talk, and a winning mindset
- Psychologist Dr. Brandi Burque helped the San Antonio Police Department (SAPD) implement PRO training [CLICK HERE TO SEE A BRIEFING](#)
- Dr. Burque discussed her work at CNA's Executive Session on Policing in March 2017 [CLICK HERE TO SEE THE REPORT](#)
- Dr. Burque discussed her work on the COPS podcast series "The Beat" in June 2018 [CLICK HERE TO READ THE TRANSCRIPT](#)

[GO TO BACK TO MENTAL HEALTH](#)

PROJECT HIGHLIGHT

Click on the badge to learn about the San Antonio's PRO training.



Spotlight: San Antonio, TX, Police Department



In 2013, the San Antonio Police Department (SAPD) incorporated Performance and Recovery Optimization (PRO) into its training strategy. This program is embedded throughout the department, including eight hours of cadet training, six hours of in-service training, and return-to-duty evaluations. Most importantly, a trained psychologist works with instructors to reinforce skills during driving, tactics, and firearms training. The basics of the program are rooted in performance and sports psychology and use the most up-to-date scientific literature on stress and performance optimization. The PRO program and Defender's Edge (a four-day resiliency and stress-management course) seek to optimize a person's performance both on the job and at home. The skills taught in these programs include controlled breathing, muscle control, attention management, performance self-talk, and a winning mindset. The PRO Training Team includes tactics and driving staff, three MHU officers, one SWAT operator, one detective, and two officers.

Provide Domestic Violence Reduction Training for Officers

Two studies show that at least 40% of law enforcement families experience domestic violence in comparison to 10% of the general population. To help address this issue, law enforcement agencies have begun to develop and implement training programs on domestic violence for their officers.

- Conduct an assessment of the department's current resources to determine whether outside partnerships are needed for education
- Design a specific type of training for law enforcement officials, managers and supervisors, and civilians
- Schedule the trainings several months in advance to ensure availability of the staff
- To ensure attendance, implement mandatory training standards for your officers and allow them to participate while on the clock
- Develop the training as a certified course with your state accreditation agency
- Keep the classes small to ensure active participation and encourage dialogue
- Select a sworn officer as a training program director or co-director to lend credibility to the training program for sworn officers

PROJECT HIGHLIGHT

Click the badge to learn about the El Paso (TX) Sheriff Department's Connect: Cultivating Healthy Professional and Personal Relationships.



Spotlight: El Paso, TX, Sheriff's Department



The El Paso (TX) Sheriff's Department implemented a domestic violence training program, Connect: Cultivating Healthy Professional and Personal Relationships, for their sworn officers, managers and supervisors, and civilian staff. The training program was developed in coordination with a local non-profit, the Center Against Sexual and Family Violence, Inc. and was based on an established course presented by the US Border Patrol – El Paso Sector. Training for law enforcement officials focuses on maintaining healthy personal relationships and avoidance of family violence at home as well as responding appropriately to domestic violence and sexual assault cases.

[VIEW THE TRAINING](#)

[GO BACK TO DOMESTIC VIOLENCE REDUCTION TRAINING](#)

Implementing Innovative Technologies

The **strategic use of technology** can improve public safety by preventing crime, focusing enforcement efforts, enhancing community-police engagement, engaging youth, and creating social media communication channels between police agencies and the communities they serve.

This checklist can help you assess your agency's programs.



Police agencies participating in the PPI and other COPS programs implemented innovative technologies in the following areas:

INFORMATION SHARING

USE OF FORCE

PUBLIC TRANSPARENCY

UNMANNED AERIAL SYSTEMS

Click on a button above to view activities in that topic area.

[GO BACK TO TOOLKIT](#)

Implementing Innovative Technologies

Information Sharing

ESTABLISH AN INTELLIGENCE SHARING HUB

PROVIDE MOBILE ACCESS TO INFORMATION

The left side of this slide shows examples of program activities implemented by participating law enforcement agencies.

This list is not meant to be exhaustive; it provides a selection of promising practices identified through COPS programs.

Click on a grey program activity box to learn more.

Establish an Information Sharing Hub

Information sharing hubs collect and share electronic data to support real-time tactical operations. Such hubs can:

- Provide an immediate, virtual response to suspicious activities and crimes
- Mitigate nonemergency situations
- Provide information to responding officers on a suspect's location

Data sources include:

- Surveillance cameras
- Gunshot detection systems
- GPS
- Automated license plate readers

PROJECT HIGHLIGHT

Click on the badge to learn about the Camden County Police Department's Real-Time Tactical Operations Intelligence Center.



Spotlight: Camden County, NJ, Police Department



The Camden County Police Department (CCPD) has implemented state-of-the-art technological advancements. Inside its real-time tactical operation intelligence center (RTTOIC), analysts monitor surveillance cameras, gunshot detection systems, GPS in every squad car, and automated license plate readers citywide. The camera system spans the neighborhoods and business corridors of the city. The surveillance camera network works in concert with other technology systems monitored in the RTTOIC. It provides virtual police response to suspicious activities related to crimes, and it tracks possible suspects until Neighborhood Response Teams (NRTs) can interact with the persons engaging in possible criminal activities. The system places police eyes on the scene instantly, which can show the suspect's location to the NRT and patrol response. The system also mitigates many nonemergency situations and verifies when an officer is required, reducing 911 dispatches.

The RTTOIC is in operation 24 hours a day and 7 days a week, and it acts as a nerve center for deploying law enforcement resources, responding to emergency calls for service, and monitoring technology systems. This technology also allows the department to coordinate with field units, increasing intelligence and information sharing. The center is staffed entirely with contract personnel.

Provide Mobile Access to Information

Internal mobile applications allow police department employees to communicate and access information via their smart phones.

Typical features of mobile applications include:

- Notification and communications
- Access to operational information, such as bulletins and shift reports
- Access to reference materials, such as policies, procedures, and training manuals
- Specialized user groups that provide tailored communications and resources

PROJECT HIGHLIGHT

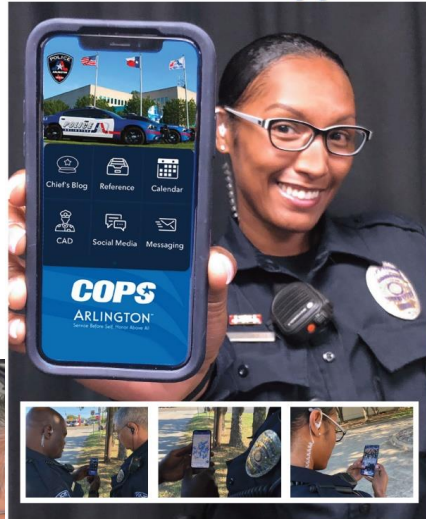
Click on the badge to learn about the Arlington Police Department's MyPD app.



Spotlight: Arlington, TX, Police Department



Introducing the Arlington Police Mobile App



[CLICK HERE TO SEE TRAINING](#)

The Arlington Police Department (APD) partnered with 3Di to create a mobile application to allow access to real-time data and to improve communication among the workforce. The APD has approximately 700 sworn officers and 200 professional staff that are responsible for policing a diverse city of over 100 square miles. Policing such a diverse area—which includes the home of the Dallas Cowboys, the Texas Rangers, Six Flags Over Texas, and several large shopping venues—leads to communication challenges for both officers and command staff. This project is designed to enhance officer communication and intelligence sharing through the development of a customized mobile application available to every employee in the department on their mobile phones.

The APD's MyPD application provides access to departmental communications, training manuals, general orders, and victim assistance resources. Providing officers with mobile access to information allows them to actively share information with the public in real time. MyPD allows line officers to proactively practice APD's commitment to its community policing policies and procedures. MyPD can also be tailored to allow access to specialized data that may be of use to specialized units on a need-to-know basis.

[GO TO BACK TO MOBILE ACCESS TO INFORMATION](#)

Implementing Innovative Technologies

Public Transparency

ESTABLISH AN OPEN DATA POLICY AND INCREASE PUBLIC ACCESS TO DATA AND INFORMATION

The left side of this slide shows examples of program activities implemented by participating law enforcement agencies.

This list is not meant to be exhaustive; it provides a selection of promising practices identified through COPS programs.

Click on a grey program activity box to learn more.

Establish an Open Data Policy and Increase Public Access to Data and Information

Many federal, state, and local agencies are establishing open data policies in response to executive orders and legislation and/or to increase public transparency and access to data.

- According to the National Police Foundation, “The benefits of providing data in an open format include better police-community collaboration as a result of increased transparency, and new ideas from researchers, community leaders and others on ways to improve the delivery of police services.”

[CLICK HERE TO SEE THE REPORT](#)

To implement open data policies, police departments provide access to datasets and other information on websites.

- The Columbia Police Department established a public data portal

[CLICK HERE TO VIEW THE PORTAL](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Louisville Police Department’s Open Data Initiative.



[GO TO BACK TO PUBLIC TRANSPARENCY](#)

Spotlight: Louisville, KY, Police Department



On October 15, 2013, Mayor Fischer signed an open data policy executive order. The order committed to increasing the availability of government data for the community to use and understand. As part of this initiative, the Louisville Metropolitan Police Department (LMPD) developed a transparency website that posts the department's data and reports on topics including Uniform Crime Reporting (UCR) and the department's standard operating procedures. The website also provides resources on the Open Data Initiative, the Federal Bureau of Investigation's (FBI's) UCR Handbook, and the National Incident-Based Reporting System (NIBRS) to help citizens understand how crime data are collected and classified.

[CLICK HERE TO VIEW THE WEBSITE](#)

[GO TO BACK TO OPEN DATA](#)

Implementing Innovative Technologies

Use of Force

USE A RANGE SIMULATION SYSTEM TO PRACTICE USE-OF-FORCE AND DE-ESCALATION SCENARIOS

IMPLEMENT SOFTWARE TO IMPROVE POLICE INTEGRITY

The left side of this slide shows examples of program activities implemented by participating law enforcement agencies.

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Click on a grey program activity box to learn more.

Use a Training Simulation System

Training simulators, used widely in the military, have more recently been adopted by law enforcement agencies to help officers practice responding to stressful scenarios.

- In addition to marksmanship, simulators allow officers to practice decision-making in stressful situations

Simulators typically include realistic, immersive scenarios that allow officers to practice recognizing threats, handling stress, de-escalating situations, and using force when necessary.

- Trainees practice choosing the appropriate tactic to use in responding to specific situations

PROJECT HIGHLIGHT

Click on the badge to learn more about the Gun Lake Tribe's range simulation system.



Spotlight: Gun Lake Tribe



The Gun Lake Tribe installed a range simulator system, which officers can use to practice use-of-force and de-escalation scenarios. The system is owned and housed by the tribe but is available for use by agencies countywide. The simulator includes a 180-degree perspective and a variety of customizable scenarios. The department plans to create scenarios using footage from inside the tribe's casino to provide customized, real-world experiences. This training was especially useful for maintaining low levels of crime and responding to emerging issues as the casino came under full tribal authority in February 2018.

Implement Software to Improve Police Integrity

Researchers define *police integrity* as “the normative inclination among police to resist temptations to abuse the rights and privileges of their occupation” and state that “how police managers detect, investigate, and discipline misconduct will show officers how serious they consider the misconduct to be.”

[CLICK HERE TO SEE THE REPORT](#)

- Improving police integrity can help improve police-community relations and public trust

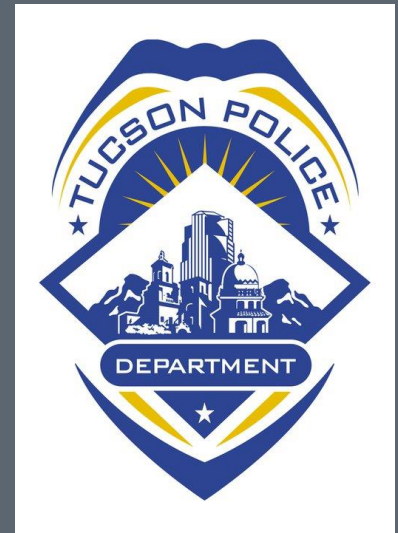
Implementing software, often called “early intervention systems,” is one way for police departments to proactively identify where early intervention may be needed.

- The COPS Office published a planning and management guide on early intervention systems

[CLICK HERE TO SEE THE REPORT](#)

PROJECT HIGHLIGHT

Click on the badge to learn about the Tucson Police Department’s implementation of police integrity software.



Spotlight: Tucson, AZ, Police Department



To support the new use-of-force policy, the Tucson Police Department (TPD) began using IPro, professional standards and incident management software, to track officer use-of-force incidents and identify situations in which retraining, counseling, or intervention may be needed. IPro also categorizes use-of-force incidents by the type of force, and it more comprehensively tracks the frequency of each type. Improved tracking will better position the department to identify the training needs of its officers. This system will also be useful for showing examples of appropriate use of force to officers during reviews.

Implementing Innovative Technologies

Unmanned Aerial System (UAS)

USE UAS TECHNOLOGY TO INCREASE CIVILIAN AND OFFICER SAFETY

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Click on a grey program activity box to learn more.

Use UAS Technology to Increase Officer and Civilian Safety

To provide for greater officer and community safety, departments nationwide have begun to deploy UAS technology.

- A UAS can travel into dense areas that are difficult to access by vehicle or that are unsafe for officers and the public
- Similar to the role of a police helicopter, this technology provides officers with “eyes in the sky”
- A UAS can allow departments to handle potentially violent crime situations such as barricaded-person incidents, police pursuits, and missing child searches
- The Chula Vista Police Department implemented a UAS program

[CLICK HERE TO LEARN MORE](#)

Departments with a UAS program have hired a specialist to receive training in thermography, datacasting, and other skillsets.

- In order to utilize UAS technology, departments must meet all FAA requirements
- Implementing a community awareness campaign is recommended, in order to offset any negative feedback
- The COPS Office has published guidelines for community policing and use of UAS technology

[CLICK HERE TO SEE THE REPORT](#)

PROJECT HIGHLIGHT

Click the badge to learn how the Arlington Police Department is using UAS technology.



[GO TO BACK TO INNOVATIVE TECHNOLOGY PAGE](#)

Spotlight: Arlington, TX, Police Department



The Arlington Police Department (APD) has deployed UASs to assist with high-risk search warrants, K9 searches, missing persons, search and rescue, crash and crime scene documentation, barricaded individuals, and community events. UAS usage has increased officer safety in potentially dangerous situations, such as barricaded-person incidents, by providing officers with the necessary information to conduct a safe operation without sending in an officer. For example, APD piloted a UAS into a building where a person was barricaded to obtain important information. Other access technology, such as the department robot, was unable to enter the facility. APD has deployed its UASs to assist other jurisdictions as well. For example, APD assisted a neighboring jurisdiction with gathering intelligence on a barricaded person in a high-rise apartment building. APD piloted a UAS to the balcony of the apartment; from that vantage point, the UAS video indicated that it was safe for officers to enter the apartment without using force.

Reducing Violent Crime

Agencies can **reduce violent crime** by harnessing data analysis and evidence-based strategies to prevent crime by focusing precisely on the most problematic and violent people and places.

This checklist can help you assess your agency's programs.



Police agencies participating in the PPI and other COPS programs implemented officer crime reduction activities in the following areas:

**PUBLIC HEALTH/PREVENTION
APPROACHES**

HOT SPOT POLICING

LAW ENFORCEMENT COLLABORATION

TARGETING VIOLENT OFFENDERS

Click on a button above to view activities in that topic area.

Reducing Violent Crime

Public Health/Prevention Approaches

ESTABLISH AN UNSWORN POLICE-COMMUNITY LIAISON

ESTABLISH PARTNERSHIPS WITH HOSPITALS

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Establish a Community Liaison Between the Police and Community

Community liaisons can help police agencies combat violent crime. Typical liaison duties include the following:

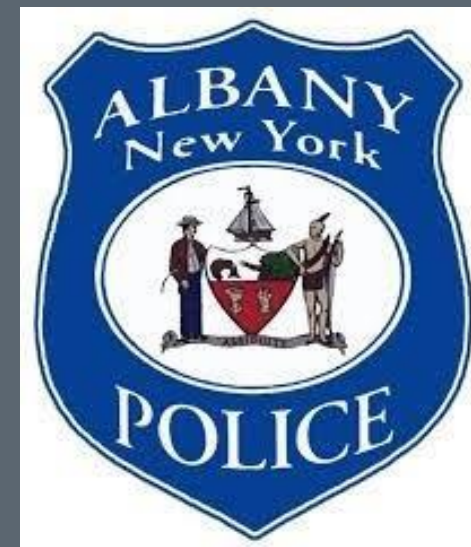
- Act as an anti-violence coordinator
- Oversee implementation of community strategies to combat gun violence
- Facilitate coordination and communication within the department and with community-based organizations
- Engage at-risk individuals, their families, and social service organizations

The City of Albany developed a job description for an anti-violence coordinator.

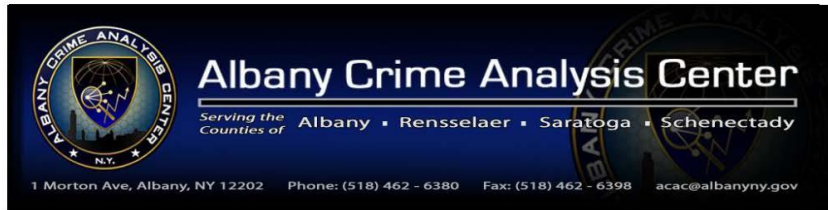
[CLICK HERE TO SEE THE DESCRIPTION](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Albany (NY) Violence Elimination Plan.



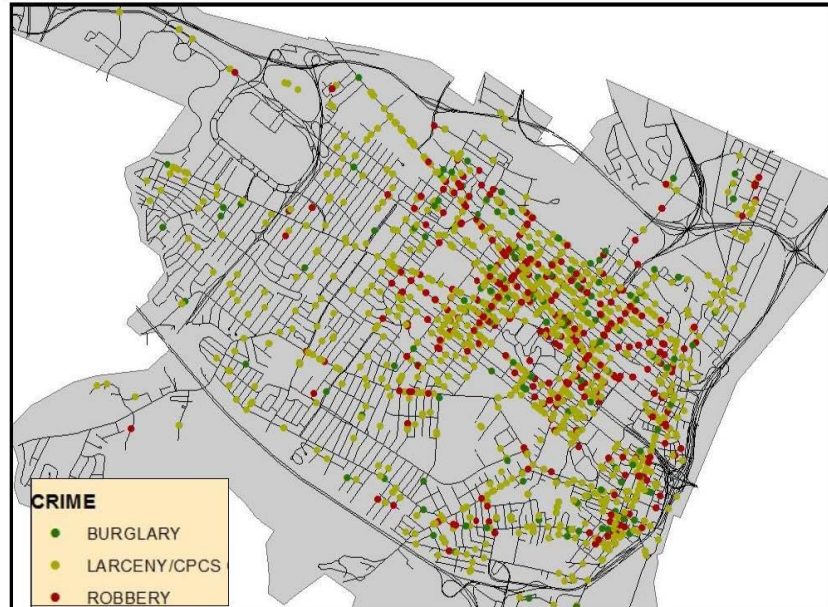
Spotlight: Albany, NY, Police Department



Albany City PD Offender Arrest Map

Created: 11/10/2016

Created by: Crime Analyst Nick Tubolino



As part of the Albany Violence Elimination Plan (AVEP), the Albany (NY) Police Department hired an anti-violence coordinator to oversee its computer-based risk assessment tool and Group Violence Intervention (GVI), a focused deterrence program. The anti-violence coordinator acts as a liaison between the department and Gun Involved Violence Elimination initiative partners and coordinates with the agency's Preventative Services Unit. Funded through a state initiative, the anti-violence coordinator is a non-sworn member of the department and acts as a liaison between the APD and the community.



Establish Community Policing Partnerships with Hospitals

Partnerships with hospitals can improve coordination with social services and healthcare partners.

- Law enforcement agencies can partner with hospitals to provide case management or referrals to social services for patients who have been victims of crime or who are at risk for being victims of crime or perpetrating crimes
- Hospitals and police departments can also work together to provide information to those suffering from addiction and refer them to social services
- Law enforcement agencies can partner with hospitals to conduct outreach to populations who might not have strong ties to law enforcement

PROJECT HIGHLIGHT

Click the badge to learn about the Atlanta (GA) Program to Interrupt Violence throughout Outreach and Treatment (PIVOT).



Spotlight: Atlanta, GA, Police Department

The Atlanta Police Department is collaborating with Grady Memorial Hospital on a hospital-based violence intervention program, called Program to Interrupt Violence through Outreach and Treatment (PIVOT). The program focuses on preventing repeat gunshot victimization and retaliatory violence through the combination of three major components: wraparound social services with intensive follow-up, community policing, and data sharing. Victims of gun violence seen by Grady are assessed for program eligibility, and those eligible receive direct staff support to obtain services such as assistance with crisis intervention, mentoring, housing, and employment. PIVOT community policing officers work in targeted neighborhoods with high gun-related violence to build trust with local residents, increase their participation in solving gun crime, and address issues that put both the individual and the neighborhood at risk of further violence.



Reducing Violent Crime

Hot Spot Policing

USE DATA ANALYSIS TO IDENTIFY HOT SPOTS

USE PROBLEM-ORIENTED POLICING IN HOT SPOTS

DEVOTE RESOURCES TO REPEAT LOCATIONS

ESTABLISH A REAL-TIME CRIME CENTER

FOCUS ENFORCEMENT ACTIVITIES ON HOT SPOT AREAS

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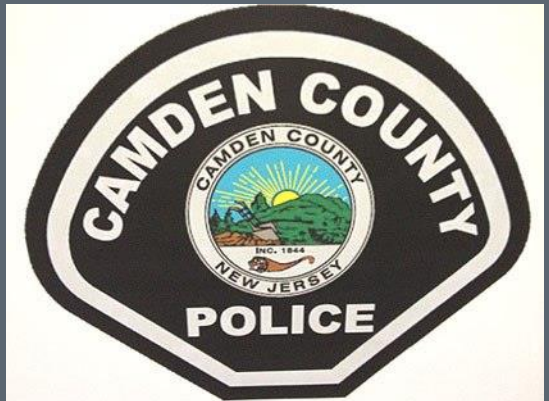
Use Data Analysis to Identify Hot Spots

A jurisdiction may include geographic areas with high crime rates. Departments have taken the following approaches in order to treat these hot spots:

- Assign a low percentage of officers to patrol and respond for service, while the rest are assigned to address these hot spots
- Officers assigned to each hot spot will diagnose the root causes of the crime and disorder and comprehensively address them, creating a crime-prevention based system

PROJECT HIGHLIGHT

Click the badge to learn about the Camden (NJ) County Neighborhood Response Teams.



Spotlight: Camden County, NJ, Police Department

The Camden County (NJ) Police Department was created in May 2013. Facing a serious crime problem, the department created Neighborhood Response Teams—officers dedicated to improving public safety in high-crime geographic areas. The CCPD utilizes 80% of its officers for the Neighborhood Response Teams.



Use Problem-Oriented Policing in Hot Spots

Some cities have recognized the need to connect with residents outside of the traditional police officer-civilian interaction. To do so, they:

- Create a unit to reach at-risk populations by collaborating with community residents
- Work with these residents to identify problems and creatively develop solutions
- Engage with these residents to organize community and law enforcement events and address neighborhood-level issues

The CNA Spotlight on the Albany Police Department includes information on implementing a neighborhood engagement unit.

[CLICK HERE TO SEE THE REPORT](#)

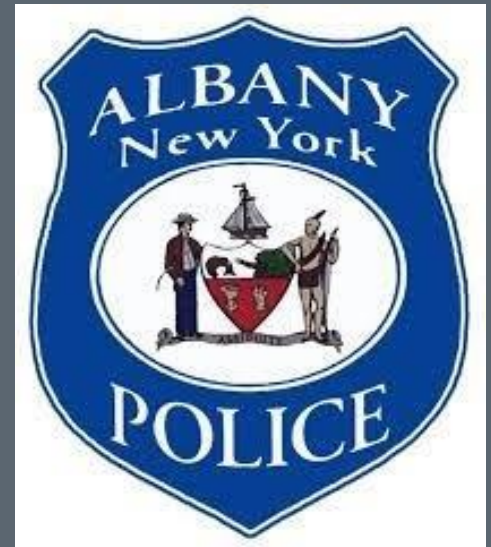
The COPS Office provides a guide on reducing crime through problem-solving partnerships.

[CLICK HERE TO SEE THE GUIDE](#)

[GO BACK TO HOT SPOT POLICING](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Albany (NY) Neighborhood Engagement Units.

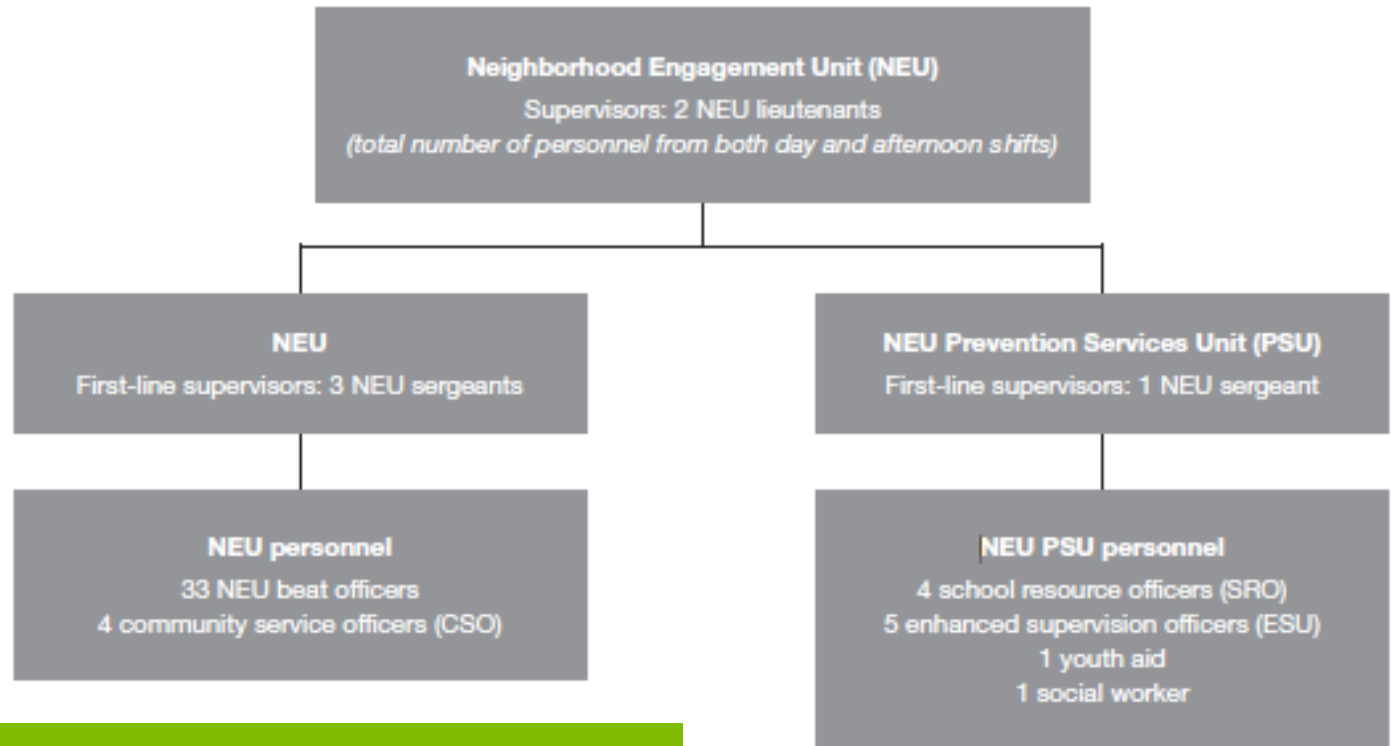


Spotlight: Albany, NY, Police Department

The Albany (NY) Police Department created the Neighborhood Engagement Unit in 2010. The NEU's mission is to promote a "problem-solving partnership with the community to best enhance the quality of life while reducing social harms and the fear of crimes within the city's neighborhoods."



NEU Organizational Chart



GO BACK TO PROBLEM ORIENTED POLICING

Devote Resources to Repeat Locations of Domestic Violence

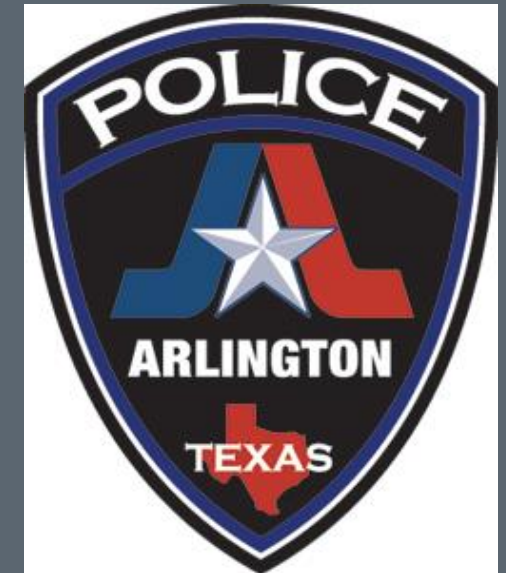
Jurisdictions that receive frequent calls for domestic violence can consider the following activities:

- Devote resource hours to domestic violence calls for service and responses to repeat locations
- Create a multidisciplinary team with representatives from social service agencies, the community, and criminal justice agencies
- Meet monthly to discuss cases and offer services to repeat victims of domestic violence
 - Detectives should attend the meetings at the request of the counselors to provide case updates and prioritize case assignments and investigations
- This COPS Office report has more information on police-community partnerships to address domestic violence

[CLICK HERE TO SEE THE REPORT](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Arlington (TX) PD Project RAISE.



Spotlight: Arlington, TX, Police Department

In August 2015, the APD initiated a pilot program that focused on reducing family violence cases, resource hours devoted to domestic violence calls for service, and responses to repeat locations. The pilot program operated from August to December 2015 and saw significant reductions in repeat domestic violence service calls. Because of this success, the project gained the status of a fully implemented program—Project Risk Assessment Intervention Safety Engagement (RAISE).

Project RAISE supports repeat victims of family violence by providing a support system to help develop a safe and healthy climate for them. The project's multidisciplinary team consists of representatives from 10 social service, community, and criminal justice agencies. Project RAISE saves time and streamlines processes while documenting and tracking repeat domestic violence service calls and domestic assault offense investigations.

Key components of the program include more effective documentation and analysis of repeat domestic violence call locations. On a monthly basis, the multidisciplinary team discusses cases and offers services to repeat domestic violence victims. Detectives also attend the meetings at the request of the counselors to provide case updates and prioritize case assignments and investigations. Additionally, investigators provide arrest warrants to the fugitive unit and coordinate protective order follow-ups on repeat locations and case dispositions with the Tarrant County Criminal District Attorney's Office.

Arrests alone do not deter repeat cycles of family violence. When law enforcement agencies are aware of these situations, they can intervene before further violence occurs and create an environment where families can receive multiple layers of assistance. With support from the many participating social service organizations, families can muster adequate resources to prevent repeat occurrences of domestic violence. In the end, families, the community, and the police department—which saw a reduction of more than 80 percent in repeat service calls in 2017—have all benefited from Project RAISE.



Establish a Real-Time Crime Center

Real-Time Crime Centers (RTCCs) can help law enforcement agencies capitalize on a wide and expanding range of technologies for efficient and effective policing. RTCCs can:

- Help officers respond quickly to crimes in progress
- Provide improved operational intelligence
- Direct the attention of resources to high-crime areas
- Learn more about RTCCs here:

RTCCs often integrate camera feeds, satellite imaging, GIS software, and other analytic capabilities.

[CLICK HERE TO LEARN MORE](#)

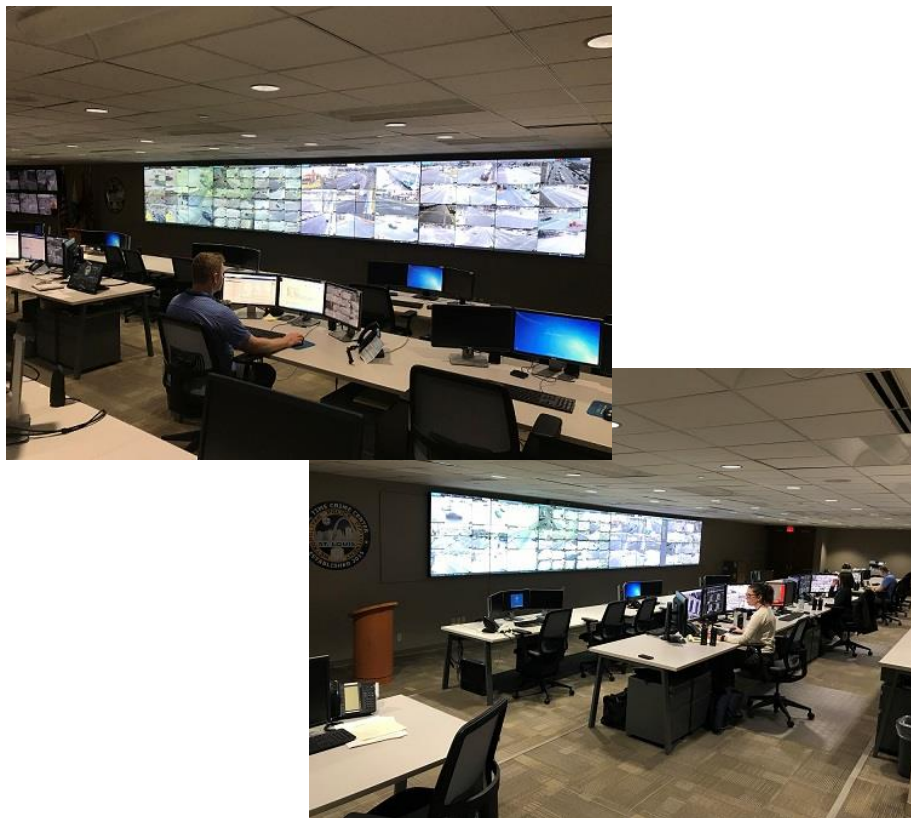
[GO BACK TO HOT SPOT POLICING](#)

PROJECT HIGHLIGHT

Click on the badge to learn about the Louisville Metropolitan Police Department's One Louisville Initiative.



PPI Spotlight: Louisville, KY, Metropolitan Police Department



Between 2009 and 2014, Louisville experienced 1,320 violent deaths—deaths due to homicide, suicide, or drug overdose. Recognizing the sheer number of these cases in Louisville and their impact on the community, Mayor Greg Fischer developed the Office for Safe and Healthy Neighborhoods (OSHN) to address this issue in a collaborative way across Louisville metro departments, residents, and community organizations. As the guiding framework for this initiative, participants have a common agenda, shared management, continuous communication, and a backbone organization (the OSHN) coordinating activities across the entities.

Under this initiative, called One Love Louisville, the LMPD supported the prevention of homicide within the city. As a result of the One Love Louisville initiative, the LMPD has enhanced its crime-fighting capabilities by creating a real-time crime center and adding enhanced camera systems in key areas around the city.

Focus Enforcement Activities on Hot Spot Areas

Law enforcement agencies use data to identify hot spots for crime and focus enforcement on these areas.

- For targeted success, cities will often create intelligence-based multidisciplinary task forces focused on specific robbery offenses and offenders
 - Patrol officers assigned to this task force will also perform their normally assigned district operations under assigned commanders to increase collaboration among regional and federal partners, helping address offenders crossing jurisdictional boundaries
- The CNA Spotlight Report on the Arlington Police Department offers additional information on their approach

[CLICK HERE TO SEE THE REPORT](#)

PROJECT HIGHLIGHT






Click the badge to learn about the Arlington (TX) Violent Crime Reduction Program.

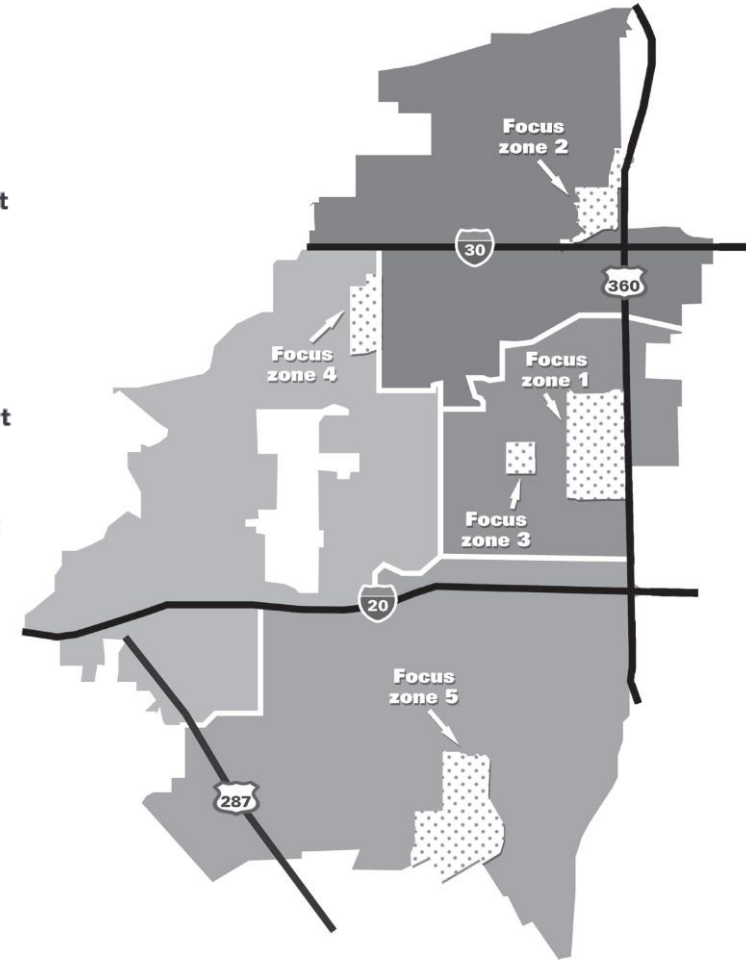


[GO BACK TO HOT SPOT POLICING](#)

Spotlight: Arlington, TX, Police Department

The Arlington (TX) Police Department implemented the Violent Crime Reduction program in five zones, or hot spots for violent crime. As a result of the program, APD made over 2,500 traffic stops, made 295 arrests, issued 1,045 citations, and seized 22 firearms and a large amount of illicit drugs in the targeted zones. The department also saw an 11.2% reduction in violent crime, a 3.9% reduction in robberies, and a 12.9% reduction in aggravated assaults.

-  Focus zone
-  North police district
-  East police district
-  South police district
-  West police district



Reducing Violent Crime

Law Enforcement Collaboration

WORK WITH LOCAL, FEDERAL & STATE PARTNERS

DEVELOP AN INTERAGENCY FUSION CENTER

The left side of this slide shows examples of program activities implemented by participating law enforcement agencies.

This list is not meant to be exhaustive; it provides a selection of promising practices identified through COPS programs.

Click on a grey program activity box to learn more.

Establish a Collaborative Model Between Local, State, and Federal Partners

To effectively reduce violent crime, local, state, and federal partners must work together to address regional issues. Some of the steps agencies have taken to accomplish this objective are:

- Create a multi-agency task force to utilize every available resource
- Regularly convene local and federal law enforcement partners to share intelligence, review cases, progress and priorities, and divide up tasks related to cases
- CNA Spotlight Reports on the Louisville and Camden County Police Departments offer additional information on building a multi-agency task force and regularly convening local and federal partners, respectively

[CLICK HERE TO SEE THE LOUISVILLE REPORT](#)

[CLICK HERE TO SEE THE CAMDEN COUNTY REPORT](#)

[GO BACK TO LAW ENFORCEMENT COLLABORATION](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Camden (NJ) County Crime Coalition (C4).



Spotlight: Camden County, NJ, Police Department

The Camden County Crime Coalition (C4) collaborates with law enforcement agency partners to fight crime. C4 focuses on violent criminals, guns, and drug trafficking organizations through targeted deterrence. Information sharing through C4 has resulted in identifying and locating high-risk serious offenders more efficiently than if the agencies were working in isolation.



C4 members include:

- CCPD's homicide and narcotics investigation divisions
- Camden County Prosecutor's Office
- US Drug Enforcement Agency (DEA)
- US Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
- US Marshals Service
- Federal Bureau of Investigation (FBI)
- US Attorney's Office
- Sheriff's department
- Probation and parole departments
- Surrounding suburban police departments

Develop an Interagency Fusion Center

Fusion centers can be a source of collaboration for regional law enforcement agencies for intelligence gathering, information sharing, and analysis. They can:

- Include fusion center personnel on relevant task forces to manage violent crime
- House regional partner agencies at the fusion center to share information
- The summary of the CNA Executive Session on Policing: Innovative Approaches to Addressing Violent Crime: Technology, Intelligence, and Analytics provides additional information about fusion centers and collaboration

[CLICK HERE TO SEE THE REPORT](#)

PROJECT HIGHLIGHT

Click the badge to learn about the San Antonio (TX) Southwest Texas Fusion Center (SWTFC).



Spotlight: San Antonio, TX, Police Department

The San Antonio (TX) Police Department (SAPD) sponsored the development of a major area urban fusion center, the Southwest Texas Fusion Center (SWTFC). The SWTFC is recognized as a level 2 fusion center by the State of Texas and the US Department of Homeland Security. It is managed by the SAPD.



Reducing Violent Crime

Targeting Violent Offenders

UTILIZE RISK ASSESSMENT TOOLS

The left side of this slide shows examples of program activities implemented by participating law enforcement agencies.

This list is not meant to be exhaustive; it provides a selection of promising practices identified through COPS programs.

Click on a grey program activity box to learn more.

GO BACK TO REDUCING VIOLENT CRIME

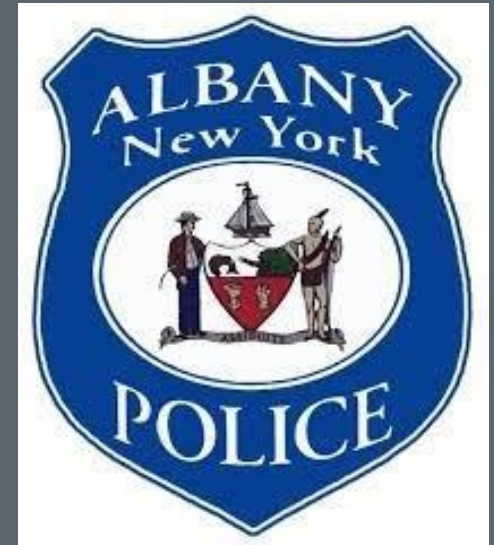
Utilize Risk Assessment Tools

In an effort to address gun violence, some cities have begun to use computer-based risk assessment tools.

- A computer-based risk assessment tool is designed to identify people who are in imminent danger of being involved in a shooting incident
 - The tool's algorithm uses shooting data to create categories which are then aggregated into weighted scores to produce a risk-based hierarchy for each individual
 - These scores are then compared with street-level intelligence and are used to create a list of those at risk
 - The individuals on this list may be offered one of two approaches: enforcement or prevention services
 - Law enforcement stakeholders meet for a strategy session to examine approaches and coordinate enforcement and engagement efforts for those on the list
- The CNA Spotlight Report on the Albany Police Department offers more information: [CLICK HERE TO SEE THE REPORT](#)

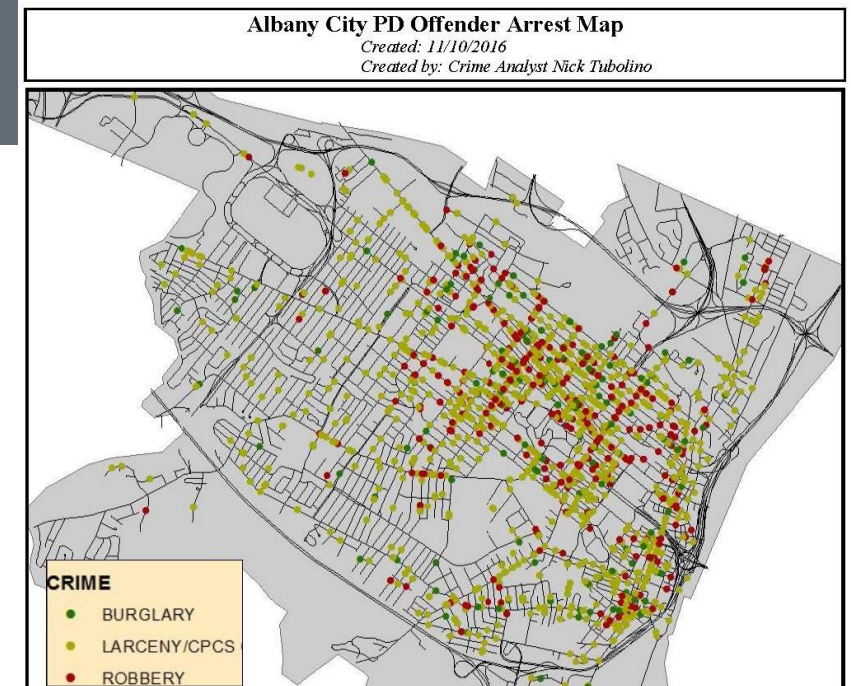
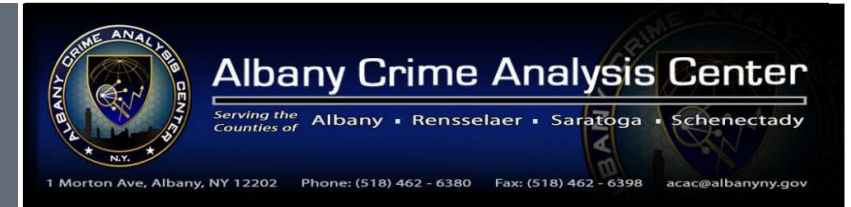
PROJECT HIGHLIGHT

Click the badge to learn about the Albany (NY) Violent Offender Identification Directive (VOID).



Spotlight: Albany, NY, Police Department

The Albany (NY) Police Department's Violent Offender Identification Directive (VOID) is overseen by an anti-violence coordinator. It utilizes an algorithm based on four years of shooting data derived from Albany Police Department's Records Management System. These data are used to create scores for individuals based on 120 categories, including arrests, status as a suspect in a case, prior involvement in shots fired, and truancy. These scores are then compared with street-level intelligence and are used to create a monthly Top 10 In Crisis list.



Establishing Productive Partnerships

Building **positive relationships with community members and partnerships with community agencies** help innovative solutions to thrive. Good communication and social media strategies can help further meaningful and productive partnerships.

This checklist can help you assess your agency's programs.



Police agencies participating in the PPI and other COPS programs implemented partnership activities in the following areas:

COMMUNITY ENGAGEMENT

YOUTH OUTREACH

MULTI-SECTOR COLLABORATION

Click on a button above to view activities in that topic area.

Establishing Productive Partnerships

Community Engagement

IMPLEMENT A CITIZEN PATROL PROGRAM

DEVELOP A TECHNOLOGY-BASED COMMUNITY WATCH

START A CITIZEN POLICE ACADEMY

CREATE PARTNERSHIPS WITH COMMUNITY ORGANIZATIONS

ADMINISTER A SURVEY TO GATHER COMMUNITY INPUT

CONDUCT OUTREACH TO IMMIGRANT COMMUNITIES

The left side of this slide shows examples of program activities implemented by participating law enforcement agencies.

This list is not meant to be exhaustive; it provides a selection of promising practices identified through COPS programs.

Click on a grey program activity box to learn more.

Implement a Citizen Patrol Program

Civilian patrol programs consist of volunteers trained to support police functions.

- Civilian patrol members serve as force multipliers for the police by reporting crimes in progress, suspicious activities, and dangerous conditions
- Citizen patrol members may be issued special equipment or uniforms or have access to city vehicles to conduct duties
- Citizen patrol members can provide extra support during special and large-scale events
- The National Council to Prevent Crime provides a strategy summary on using citizen volunteers to prevent crime: [CLICK HERE TO SEE THE WEBSITE](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Arlington (TX) Citizens on Patrol.



Spotlight: Arlington, TX, Police Department



[CLICK HERE TO LEARN ABOUT CITIZENS ON PATROL](#)

The APD launched the Citizens on Patrol (COP) program in the 1980s. This program empowers citizens to actively patrol their neighborhoods. The mission of COP members is to reduce crime in their patrol areas through teamwork with citizens and cooperation with the APD. Currently, more than 200 community members play an active role in the COP program.

In 2012, APD expanded the program to launch the COP Mobile program. COP Mobile members are provided with a city vehicle and directed to contact police immediately if they see suspicious activity, a crime in progress, or even a medical emergency. The goal of the COP Mobile program is to reduce property crimes such as auto and residential burglaries by directing strategic patrols to areas in need of a visible presence. Community members who participate in this program must pass a background check and undergo training that includes a 12-hour Citizens on Patrol course and 12 hours of field training.

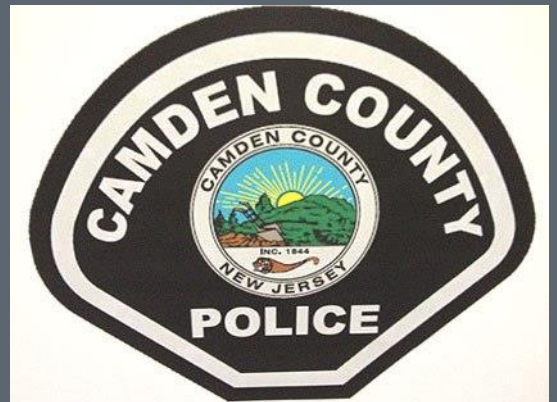
Develop a Technology-Based Community Watch Program

Technology-based community watch programs allow citizens to anonymously monitor and report crime in their neighborhood through technology.

- Citizens may have access to city cameras and have discretion to point them toward crime that may be in progress
- Another common approach is to have citizens register private security cameras that the law enforcement agency has permission to access in case of a crime
- National Neighborhood Watch provides a summary of how technology can play a role in neighborhood watch programs: [CLICK HERE TO SEE THE SUMMARY](#)

PROJECT HIGHLIGHT

Click the badge to learn more about the Camden County (NJ) Interactive Community Alert Network (I-CAN).



Spotlight: Camden County, NJ, Police Department



*i*nteractive
community
*a*lert
network

The Camden County Police Departments' Interactive Community Alert Network (ICAN) is a technology-based community watch program that allows residents to anonymously report and monitor crime activity in their neighborhoods. Thus, residents are able to contribute to crime reduction and co-produce public safety in real time. ICAN is a web-based system. Any member of the public may create an account once they complete the online registration. Through their account, individuals can access 360-degree views from "Eye in the Sky" (EIS) cameras placed throughout the city and orient them toward incidents in progress. The identity of those who report crimes or other issues is strictly confidential to protect community members and officers. CCPD officers continuously monitor ICAN accounts to address community members' concerns and collect information about ongoing investigations.

Start a Citizen Police Academy

Citizen police academies give members of the public who are not familiar with policing an overview of a law enforcement agency's operations.

- Programs are designed to strengthen relationships between citizens and the law enforcement agency
- Topics vary by agency, but may include:
 - Department organization and ethics
 - Tour of the departmental headquarters
 - Evidence collection
 - Crime scene investigation
 - Firearms and use-of-force policies
 - Training and the academy
 - Recruitment
 - Outreach to diverse communities

PROJECT HIGHLIGHT

Click on the badge to learn about the Hennepin County (MN) Citizen Law Enforcement Academy.



Spotlight: Hennepin County, MN, Sheriff's Office



This program welcomes:

- Business leaders
- Political leaders
- Teachers
- Community leaders
- Those who work with law enforcement
- Anyone who wants to understand how the criminal justice system works

Applicants must be at least 18 years old. Due to the nature of the material presented, all applicants will be screened for criminal backgrounds.

Twice a year, the Hennepin County Sheriff's Office hosts a seven-week-long Citizen Law Enforcement Academy (CLEA) that is open to the public. The program encourages participation from business leaders, political leaders, and teachers. CLEA classes are free of charge and include a combination of lectures, question-and-answer sessions, demonstrations, participation, and tours. Specific topics include an overview of sheriff's office and jail operations, court procedures, the 911 dispatch center, criminal investigations, and use-of-force policies.

Establish Partnerships with Faith-Based and Community Organizations, and Businesses

Partnerships with faith-based organizations, community organizations, and businesses allow those partners to develop a shared sense of responsibility for public safety.

- Cooperative relationships with community organizations promote increased public trust in law enforcement
- Such relationships allow law enforcement to work collaboratively with community partners to solve mutual problems
- The COPS Office at the US Department of Justice developed the Collaboration Toolkit for Law Enforcement: Effective Strategies to Partner with the Community [CLICK HERE TO SEE THE TOOLKIT](#)

Community-based officers can help prevent crime by becoming familiar with the area they police, including building relationships with community organizations.

PROJECT HIGHLIGHT

Click the badge to learn about the Arlington (TX) Clergy and Police Partnership (ACAPP).



Spotlight: Arlington, TX, Police Department



The Arlington Clergy and Police Partnership (ACAPP) is a coalition of clergy from many faiths and denominations who partner with the APD. ACAPP members and their organizations are called to pray for the police department members, build relationships with police officers and other governmental officials, and be available for various situations involving the community. Members of ACAPP receive training to increase their knowledge of the police department. The training covers topics such as patrol procedures, critical incidents, gangs, and crimes against children. As of 2017, more than 33 community members were participating in ACAPP.

Administer a Survey to Gather Community Member Input

Community surveys provide police with reliable feedback on perceptions of police performance. They can also provide input on:

- Views on crime
- Criminal victimization
- Partnerships between police and the community
- Likelihood of reporting a crime

Surveys can help police departments analyze performance and reallocate resources as needed

- Colorado Springs conducts city-wide and neighborhood surveys

[CLICK HERE TO SEE A SURVEY](#)

The COPS Office provides a guide for conducting law enforcement community surveys.

[CLICK HERE TO SEE THE GUIDE](#)

[GO BACK TO COMMUNITY ENGAGEMENT](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Indio (CA) Community Survey.



Spotlight: Indio Police, CA, Department



[CLICK HERE TO SEE THE SURVEY](#)

[CLICK HERE TO SEE THE REPORT](#)

Concern category	n	%
Social disorder	98	17.7%
Police presence/response	83	15.0%
Physical disorder	74	13.4%
Traffic	68	12.3%
Other	67	12.1%
Property crime	50	9.0%
Vehicle-related	41	7.4%
Drugs	26	4.7%
Gangs	20	3.6%
None	15	2.7%
Violent crime	11	2.0%

Physical disorder question	None		One or Two		Many	
	92201	92203	92201	92203	92201	92203
Places where graffiti is a problem (n = 155, 103)	49.7%	68.9%	35.5%	28.2%	14.8%	2.9%
Abandoned cars (n = 155, 103)	61.9%	82.5%	32.3%	16.5%	5.8%	1.0%
Places where litter or trash is a problem (n = 155, 103)	46.5%	66.0%	36.8%	23.3%	16.8%	10.7%
Places where the sidewalk is broken or missing (n = 152, 102)	50.7%	71.6%	33.6%	19.6%	15.8%	8.8%

Conducted in 2017 in partnership with Arizona State University, the Indio Police Department Community Survey included questions on a variety of topics, including perceptions of neighborhood safety, perceptions of physical disorder, perceptions of social disorder, fear of victimization, and perceptions of neighborhood cohesion. It also asked general questions about views of the Indio Police Department, as well as more specific questions for those who had face-to-face encounters with the police in the past year. These questions focused on issues related to procedural justice and police legitimacy.

GO BACK TO ESTABLISHING PRODUCTIVE PARTNERSHIPS

Immigrant Community Outreach

Outreach with the immigrant populations in your city will help build trust and increase reporting of crime. Potential activities include:

- Create a diverse and multilingual team of officers who engage with the community without investigatory or intelligence-gathering requirements
- Ensure that the department has officers available who are fluent in the languages of the surrounding populations. to create trust and ensure adequate and accurate reporting
- Hold orientations for recent immigrants to inform them of the various units within the police department, how to report a crime, laws within the country, and victim's rights
- Create an outreach program geared toward English-as-a-second-language speakers in the community, where they can gather to learn about state and local laws, get crime tips, and discuss quality-of-life issues
- Identify creative ways to engage the immigrant population, such as through translated social media

Learn about the San Diego Police Department's Multi-Cultural Community Relations Office:

[CLICK HERE TO SEE THE WEBSITE](#)

PROJECT HIGHLIGHT

Click the badge to learn about the San Leandro (CA) Chinese Engagement Initiative.



Spotlight: San Leandro, CA, Police Department

Through the Chinese Engagement Initiative, SLPD aimed to expand community outreach and collect data on the impact of social media engagement, specifically with the Asian population. SLPD sought to quantify and gauge their social media efforts, collect data on the impact of community policing engagement with this population, and identify best practices for involving this unique demographic. The social media communication platform was designed through “Weibo” and was intended to enhance police trust and legitimacy and to provide messaging that the Asian community should call the police when needed.

The project was extremely successful, and SLPD not only plans to sustain the approach but is looking at how to expand it. The discussions around expanding have generated City Council dialogue as well, including funding a permanent part-time position for Weibo outreach.



Establishing Productive Partnerships

Multi-Sector Collaboration to Address Community Problems

ADDRESS HOMELESSNESS

DEVELOP PUBLIC HEALTH AWARENESS CAMPAIGNS

START A MENTAL HEALTH UNIT OR CO-RESPONSE MODEL

The left side of this slide shows examples of program activities implemented by participating law enforcement agencies.

This list is not meant to be exhaustive; it provides a selection of promising practices identified through COPS programs.

Click on a grey program activity box to learn more.

Establish a Collaboration to Address Homelessness

Together, police and community agencies can offer assistance to homeless people and reduce disorder calls for service. Activities include:

- Work with local community partners to assist and provide short- or long-term housing options and other services to the unhoused population
 - For example, the Atlanta Police Department's policy on its approach to the homeless population outlines its community partners
- Hire a team of civilian case workers and clinical social workers to serve as liaisons between frontline police work, the community, service providers, and individuals/families who are homeless and/or in crisis
 - The Salt Lake City Police Department does so through its Community Connection Center
- Train officers to engage with the unhoused population through less traditional methods, focus on identifying specific needs, guide them to success
- Establish a collaborative approach between criminal justice agencies, county services, and nonprofit agencies to reintegrate individuals and resolve disorder problems

[CLICK HERE TO SEE THE POLICY](#)

[CLICK HERE TO LEARN MORE](#)

[GO BACK TO MULTI-SECTOR COLLABORATION](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Indio Police Department's collaborative approach.



Spotlight: Indio, CA, Police Department

In 2012, disorder calls began increasing in areas of Indio where members of the homeless population were concentrated. The Indio Police Department responded with a collaborative approach called the Community Outreach Resource Program or CORP. The department brought together an array of community stakeholders, including criminal justice agencies (courts, prosecutor, probation, public defender); county services (social services, behavioral health, workforce development); and several nonprofit agencies to implement a two-pronged approach that involved (1) reintegrating individuals who are chronically homeless; and (2) resolving disorder problems. Two full-time quality-of-life police officers target disorder hotspots, minimizing use of arrest as a tool and identifying those who are eligible to become clients in a homeless court. An individualized treatment program is developed for each client (involving education, job training, drug treatment, and mental health services), which must be completed in 90 days. Graduating clients have their court fines and charges dismissed. A research partner from Arizona State University collects data to assess the program and suggest improvements.

[CLICK HERE TO LEARN MORE](#)



Develop Public Health Awareness Campaigns

Law enforcement agencies can work with healthcare providers and community-based organizations to develop public awareness campaigns on health issues that affect public safety, including addiction and domestic violence.

- Specific outreach strategies can include:
 - Billboards and signs
 - Social media outreach
 - Information tables at large community events
 - Programming at schools, community-based organizations, and community meetings organized by the law enforcement agency
- Learn more about health communication through the Health Communication Gateway from the Centers for Disease Control

[CLICK HERE TO SEE THE SITE](#)

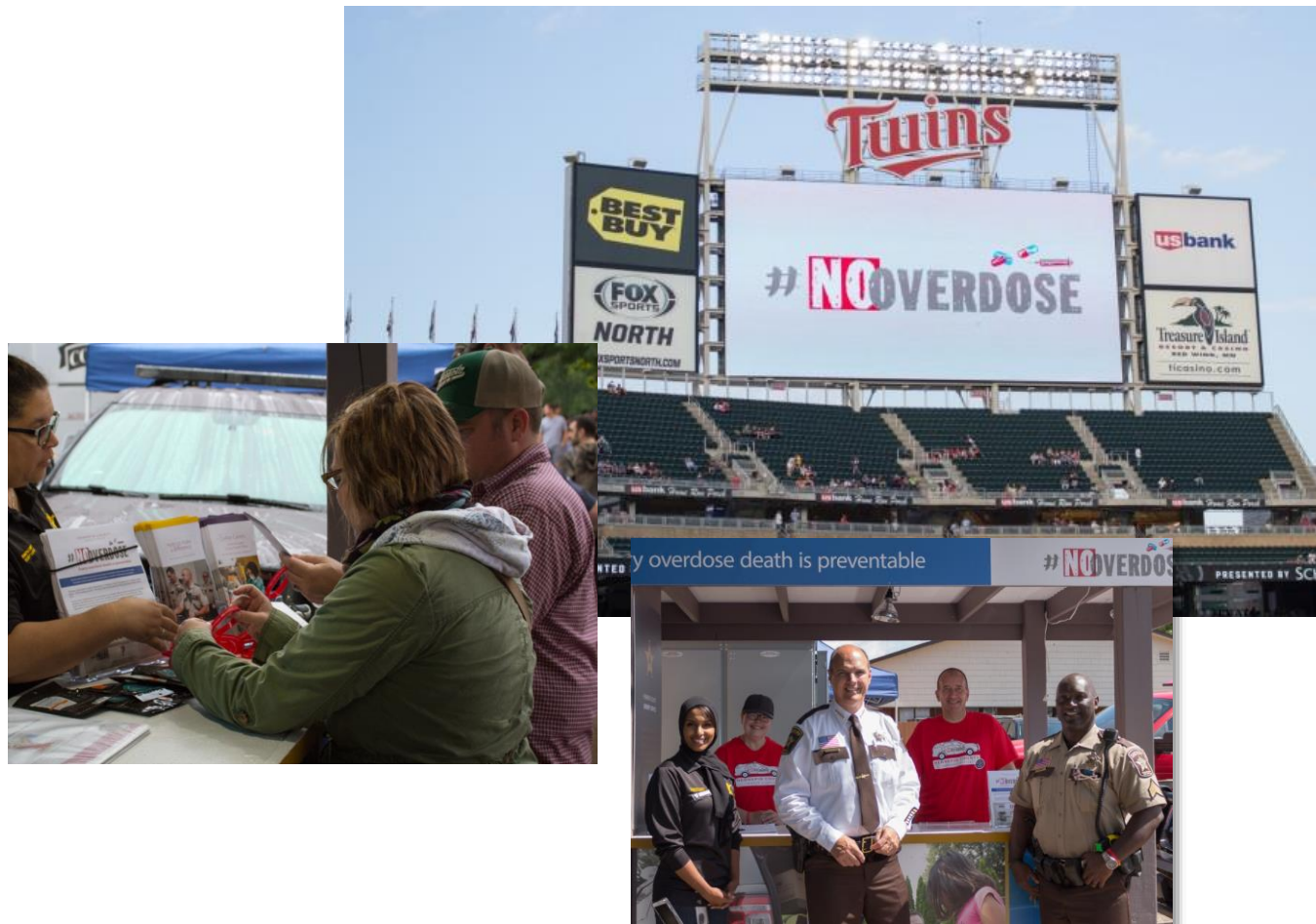
PROJECT HIGHLIGHT

Click the badge to learn about the Hennepin County (MN) #NOverse Campaign.



Spotlight: Hennepin County, MN, Sheriff's Office

The Hennepin County Sheriff's Office (HCSO) supported "#NOOverdose," a department-wide public awareness campaign. In 2017, the HCSO conducted 129 #NOOverdose events, including staffing a booth for 10 days at the Minnesota State Fair. #NOOverdose partnered with schools, parents, law enforcement agencies, elected officials, businesses, sports teams, and community organizations to assist with education on and awareness of the opioid crisis.



Establish a Mental Health Unit or Co-Response Model

Mental health units often join police officers with mental health professionals for a more effective response.

- Dedicate a team of officers to respond exclusively to mental health calls for service and provide them with additional training to ensure that they have the capacity to do so effectively
- Consider hiring a full-time clinician to review policies and procedures related to responses to mental health calls and strategize with officers about how to effectively respond to mental health calls for service
- Consider implementing a co-response model in which mental health providers assist the police during incidents, either at the scene or remotely from a control room or other central location
- The Bureau of Justice Assistance has developed a Police-Mental Health Collaboration Toolkit [CLICK HERE TO SEE THE TOOLKIT](#)

PROJECT HIGHLIGHT

Click the badge to learn about the San Antonio (TX) Mental Health Unit.



Spotlight: San Antonio, TX, Police Department



The San Antonio Police Department Mental Health Unit is composed of six officers, who undergo 14 training sessions totaling 3,020 hours of training before joining the unit. This unit delivers the 40-hour block of SAPD Cadet Crisis Intervention Training and provides training to other public safety agencies in the region. The unit also partners with local mental health stakeholders to better serve the needs of the community. These partnerships enable the unit to be aware of the resources available and promote them to community members dealing with a mental health crisis.



Establishing Productive Partnerships

Youth Outreach

INCREASE RAPPORT BETWEEN OFFICERS AND YOUTH

CREATE PROGRAMS FOR AT-RISK YOUTH

IMPLEMENT DIVERSION PROGRAMS

ESTABLISH A PROGRAM FOR JUVENILE OFFENDERS

The left side of this slide shows examples of program activities implemented by participating law enforcement agencies.

This list is not meant to be exhaustive; it provides a selection of promising practices identified through COPS programs.

Click on a grey program activity box to learn more.

Increase Rapport Between Officers and Youth

There are many ways to promote engagement between youth and police officers. Examples include:

- Youth leadership forums or workshops to identify issues that either strengthen or damage youth perceptions of law enforcement, help youth understand why their behaviors can have long-reaching consequences for the future, and allow officers to share their own youth experiences
- High school instruction on the proper procedures during a traffic stop from an officer's perspective
 - Access a Police-Youth Dialogue Toolkit created by the COPS Office designed to facilitate conversations that build trust [CLICK HERE TO SEE THE TOOLKIT](#)
- High school mentoring programs that pair youths with police officers

PROJECT HIGHLIGHT

Click the badge to learn about the Columbia (SC) Young Ambassadors for Justice Roundtable.



Spotlight: Columbia, SC, Police Department



The Young Ambassadors for Justice Roundtable is an annual series of forums offered to high school students in Columbia. The department invites 10 to 15 high school students to participate in bimonthly meetings to promote mutual respect between law enforcement officers and high school students through engaging in dialogue and discussion. Each series of meetings allows the students to directly discuss topics relevant to them with members of the police department. Most discussions aim to identify issues that either strengthen or damage the students' perceptions of law enforcement. Officers openly share experiences from their own youth and the results of the choices they have made. The underlying goal of these stories is to reduce risky behavior and promote positive youth development.

Create Programs for At-Risk Youth

Extracurricular programs can help youth develop life skills, form friendships and connections with mentors, and provide police agencies with a pool of prospective officers. Examples include:

- Sporting activities such as recreational teams, basketball tournaments, and fishing competitions
 - Providing extracurricular opportunities such as these can help curb delinquency
- Youth academies for high school students, often called “explorers programs”
 - Typical activities include training, summer camps, ride-alongs, and service activities
- School-based programs
 - 360 Blueprint is a program in Reno, Nevada, that focuses on the critical needs of at-risk youth and families [CLICK HERE TO SEE THE HANDBOOK](#)
 - The TAPS Academy is an after-school program in El Paso, Texas, that targets at-risk youth and aims to improve police-youth rapport

[TAPS PRE-TEST ENGLISH](#)

[TAPS PRE-TEST SPANISH](#)

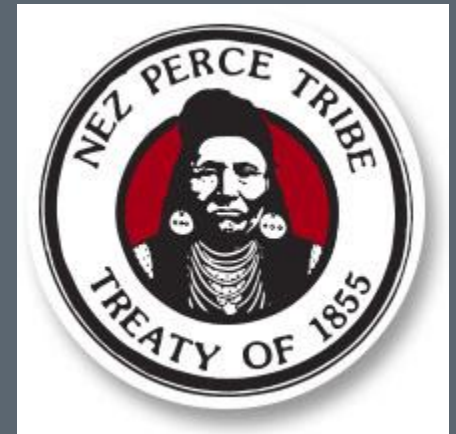
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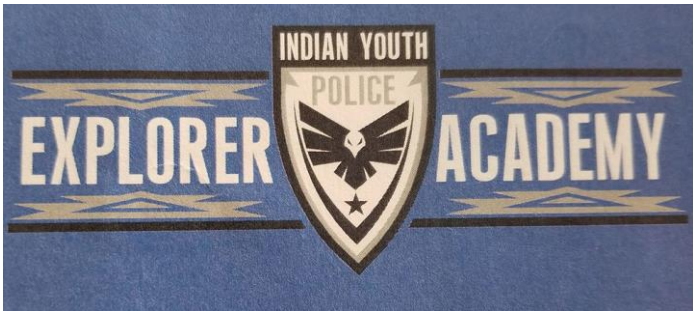
[GO BACK TO YOUTH OUTREACH](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Nez Perce Tribe (ID) Indian Youth Explorers Academy.



Spotlight: Nez Perce Tribe



The Nez Perce Tribe developed the Indian Youth Explorers Police Academy (IYEPA) to help introduce Native American youth to the profession of law enforcement and, additionally, help them learn how to maintain a culturally rich and healthy lifestyle.

The IYEPA was a week-long police academy for youths ages 14 – 18 years old. Two sessions of the academy were held, one in 2016 and one in 2017. Youth from on or around neighboring Indian reservations were invited to participate. To help run the academy, the Nez Perce Tribal Police Department was provided with support from the National Law Enforcement Explorers Program; local Nez Perce Tribal Police Department Officers; Lewiston Police Department; Lewis-Clark State College; and federal partners, including the Bureau of Indian Affairs (BIA), Federal Bureau of Investigation (FBI), and the US Drug Enforcement Administration (DEA).

The objectives of the project were to (1) teach attending youth the basic principles of law enforcement and incorporate Native American culture and wellness into the curriculum; (2) make a difference in the lives of tribal youth; and (3) motivate tribal youth to start their own youth explorers program at their local agency.

Implement Diversion Programs

A diversion program directs low-level offenders into social services or programs rather than into the criminal justice system and ensures that clients have access to services to reduce recidivism. Examples of diversion programs include:

- Partnerships with local agencies to open a community center where police and community partners can focus their efforts and provide
 - Centralized resources for diversion, intervention, and prevention
 - Training programs for parents with out-of-control adolescents
- Youth courts in which youth sentence their peers for crimes and other violations
 - The court may handle cases that would otherwise be brought before juvenile court, traffic court, or school disciplinary procedures [CLICK HERE FOR A REPORT](#)
- Case managers who work directly with families and manage the referral processes for social services
- School-based diversion programs
 - Learn more about the Richmond LIFE program [CLICK HERE TO SEE THE REPORT](#)
 - Learn more about the Chicago Gang School Safety Team [CLICK HERE FOR THE BRIEF](#)
- This Model Programs Guide is focused on diversion [CLICK HERE TO SEE THE GUIDE](#)

[GO BACK TO YOUTH OUTREACH](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Indio (CA) Parent Project.



Spotlight: Indio, CA, Police Department

ALCOHOL & OTHER DRUGS

ABC Recovery Center	760-342-6616
Al-Anon In The Desert	915-497-2899
Betty Ford Center	760-773-4100
Jewish Family Services	760-325-4088
Riv.Co Substance Use Program (includes Gambling)	760-347-0754
Safe House	888-343-4660
Smoking Help Lines	800-NO-BUTTS
Student Assistance Program	760-238-9770

INDIO PARENT PROJECT

The Parent Project is a parenting training program developed in direct response to the questions and challenges parents say they are facing with their strong-willed teenager.

Parents: Do you feel your teenager is out of control, involved in drugs, alcohol or other self-destructive behaviors? The Parent Project may be a solution to your worry and frustration.

What is it?

- A 10 week parent training program designed specifically for parents of strong-willed or out-of-control adolescent children.
- The curriculum teaches concrete identification, prevention, and intervention strategies for the most destructive of adolescent behaviors (poor attendance and performance, alcohol and other drug use, gangs, runaways, and violent teens).

How Does it work?

- Parents attend and learn, in a classroom setting, to manage teen behavior problems at home.
- An activity-based workbook, "A Parent's Guide to Changing Destructive Adolescent Behavior," is available only to program participants
- Parents meet one time per week, two to three hours per session, for 10 weeks.
- Parents support groups are formed using the UCLA, Self-Help Support Group model.
- The focus of the program is to help parents learn specific ways to help change negative behavior.

Why the Parent Project?

- The Parent Project is the only course of its kind. It was developed in direct response to the questions and challenges parents say they are facing with their strong-willed teenager.

REGISTRATION IS REQUIRED PRIOR TO THE FIRST CLASS SESSION

SPACE IS LIMITED

TO REGISTER PLEASE CONTACT THE INDIO POLICE DEPARTMENT



Quick List Youth Resource Guide



Our Community... Our Commitment

Indio Police Department

46-800 Jackson Street
Indio, CA 92201
Phone: 760-391-4057
www.indiopd.org

This training program with the Indio Police Department (IPD) is specifically designed for parents with out-of-control adolescents. It gives parents the tools needed to prevent and intervene when faced with destructive adolescent behavior, including drug use, gangs, truancy, poor grades, and running away. Parent Project classes are offered to Indio families year round at the Indio Teen Center, local churches, and other community-based locations. IPD facilitators have trained more than 120 families.



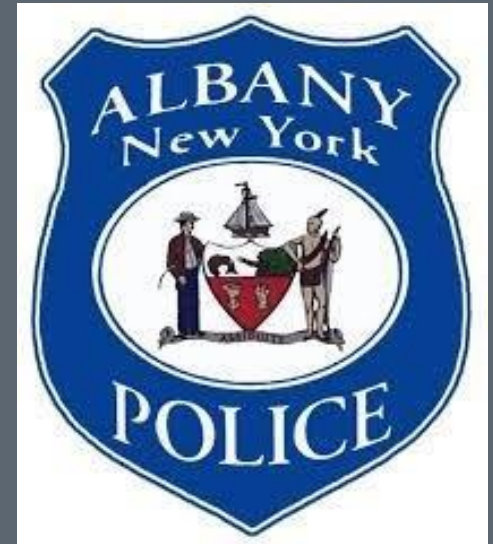
Establish Juvenile Intervention Programs

Successful juvenile intervention programs may include the following characteristics:

- Multiple stakeholders, such as the police department, school district, service providers, family members, and probation officers can refer youth to the program
- Those providing services adopt a case management approach to engagement and support
 - An at-risk youth is assigned to an officer who can provide them with mentoring and access to support services as needed
 - After conducting a needs assessment of the youth, the officer presents the case to a multi-disciplinary team, or a group that identifies and provides appropriate support services
- See *Implementing Effective Case Management Strategies: A Guide for Probation Administrators* [CLICK HERE TO SEE THE GUIDE](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Albany (NY) To Reach and Connect program.



Spotlight: Albany, NY, Police Department



The Albany (NY) Police Department's To Reach and Connect (TRaC) concentrates on children aged 12 to 16 and acts as an early intervention system. The mission of TRaC is to reduce youth violence in Albany by identifying at-risk youth, connecting them with needed services, and providing alternatives to negative behavior. The APD, the school district, service providers, family members, and probation officers can refer youth to this program. APD officers take a case management approach to conducting outreach to at-risk youth, providing them with mentoring and access to support services as needed. Officers conduct home visits and schedule biweekly meetings with participating youth. In 2015, the John Finn Institute for Public Safety in Albany found that the TRaC program had a 77% success rate on deterring individuals from repeat criminality.

Promoting Strategic Communications

Precision policing encourages law enforcement agencies to have in place strategic communications protocols that encourage community members to share information with law enforcement and promote positive perceptions of police.

This checklist can help you assess your agency's programs.



Police agencies participating in the PPI and other COPS programs implemented strategic activities in the following areas:

LEVERAGE MEDIA

STRENGTHENING PUBLIC TRUST

Click on a button above to view activities in that topic area.

Promoting Strategic Communications

Leverage Media

LEVERAGE SOCIAL MEDIA WITH SOCIAL MEDIA OFFICERS

USE MEDIA STRATEGICALLY

The left side of this slide shows examples of program activities implemented by participating law enforcement agencies.

This list is not meant to be exhaustive; it provides a selection of promising practices identified through COPS programs.

Click on a grey program activity box to learn more.

Leverage Social Media through Social Media Officers and Website Integration

Many police departments are expanding community and public outreach through more active use of social media, such as Facebook, Twitter, Instagram, LinkedIn, and YouTube.

- A dedicated social media officer or team is often charged with creating specific content, such as:
 - Critical incident updates
 - Event notifications and announcements
 - Videos
- The Precision Policing Initiative Fast Track report on Louisville, KY, includes more information about the role of their social media officer [CLICK HERE TO SEE THE REPORT](#)
- Integrating live social media feeds with police department websites is another way to make websites more dynamic and up-to-date
 - The Indio Police Department's website integrates feeds from Twitter and Facebook [CLICK HERE TO SEE THE WEBSITE](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Louisville (KY) Police Department.



Spotlight: Louisville, KY, Metro Police Department

In 2016, the LMPD added a dedicated social media officer to assist with transparent community communications. The officer actively manages pages on Facebook, Twitter, Instagram, LinkedIn, and YouTube. The LMPD uses these platforms for proactive outreach to the community as well as timely and accurate communication during critical incidents, modeling Boston's practices after the marathon bombing in 2013. Within six months of implementation, the social media unit had amassed 32,000 Facebook followers. In 2018, the LMPD focused its SNPPI efforts on redesigning its website to better provide the community with vital police services. The new website design aims to make it easier for citizens to connect with the police in emergency and non-emergency situations, examine crime trends throughout the city, and identify police resources available to the community. The LMPD's social media and online efforts are aimed at linking community members with LMPD support when needed.



Use Media Strategically

Strategic use of media can help inform citizens on the good work of police officers

- Five criteria for releasing information to the media:
 - Is there a threat to public safety?
 - Does it inform citizens of how officers are improving their safety?
 - Does it motivate citizens to get involved?
 - Does it help catch a bad guy?
 - Does it improve the morale of officers or employees?
- See Laura McElroy's presentation on media strategy

[CLICK HERE TO SEE THE BRIEF](#)



Sharing Your Success

Media 101
Media Launch
Take it Social
Share with Your Community

*Laura McElroy
Communication Strategist*



Promoting Strategic Communications

Strengthening Public Trust

DEVELOP A MEDIATION PROGRAM FOR COMPLAINTS

CREATE A COMMUNITY REVIEW BOARD

The left side of this slide shows examples of program activities implemented by participating law enforcement agencies.

This list is not meant to be exhaustive; it provides a selection of promising practices identified through COPS programs.

Click on a grey program activity box to learn more.

Develop a Mediation Program to Address Complaints

To better address and resolve complaints of police bias, some departments are adopting a mediation approach.

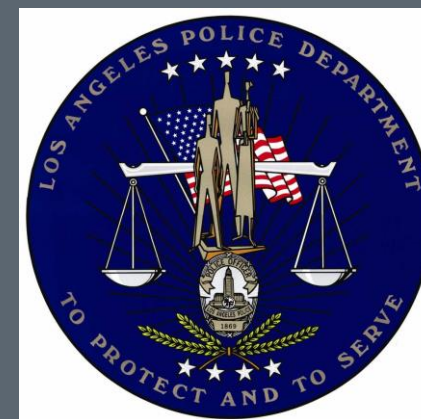
- This helps individuals feel heard, ensures that each party is satisfied with the outcome, and strengthens the functioning of communities by addressing conflicts involving race

The following publications can help agencies incorporate procedural justice and principles of responsiveness into mediation programs.

- The Los Angeles City Attorney's website provides readily available resources for public safety mediation [CLICK HERE TO SEE THE WEBSITE](#)
- The New Orleans Community-Police Mediation Program provides an overview of the mediation approach [CLICK HERE TO SEE THE WEBSITE](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Los Angeles (CA) Police Department's Leveraging Innovative Solutions to Enhance Neighborhoods (LISTEN).



Spotlight: Los Angeles, CA, Police Department

The Los Angeles (CA) Police Department, in joint efforts with the Los Angeles City Attorney's (LACA's) Office and the University of Southern California, piloted a "smart" mediation approach to complaints of police bias involving communities of color. The program was built on LACA's award-winning community-mediation model called LISTEN. It is built upon evidence-based, data-driven strategies to incorporate procedural justice and responsiveness screenings to ensure effective, efficient, and economical resolution to complaints of police bias through community mediation.

PURPOSE

The Los Angeles Police Department is implementing a 36-month pilot program to mediate selected complaints of Biased Policing and Discourtesy as an alternative to the traditional, adversary-oriented complaint investigation procedure.

The program was developed to mediate complaints against police personnel, improve relations and build a better understanding between the police department and communities it serves.

With the assistance of an impartial mediator, the complainant and employee meet face-to-face and discuss the alleged misconduct with the goal of arriving at a mutually agreeable resolution. This may result in an agreement or an agreement to disagree. The participants are not required to reach a formal resolution.

Confidentiality is an essential element of the mediation process. All communication and documents prepared in the course of mediation are confidential in accordance with the provisions related to the confidentiality of law enforcement personnel records.

Participation is also voluntary and may be withdrawn by any of the involved parties.

BENEFITS OF MEDIATION

More satisfying than the traditional complaint process.

Impacts participants' attitudes, understandings and behavior.

Provides valuable input for police personnel regarding their conduct and communication skills.

Improves relations between communities and police personnel.

Officers have the opportunity to learn how their conduct affects community members.

Requires less time and resources than traditional complaint investigation procedures.

ELIGIBLE COMPLAINTS

Biased Policing and Discourtesy complaints.

Complaints of Biased Policing and Discourtesy with additional allegations of minor misconduct may also be considered for mediation.

Generally, complaints involving allegations of more serious misconduct will not be considered for mediation.



Create a Review Board to Strengthen Agency-Wide Transparency and Accountability

Issues of mistrust can significantly impede a law enforcement agency's ability to solve crime. In order to maintain a level of trust with the residents, some departments have taken the following steps:

- Establish a board of diverse individuals to meet with senior leadership of the department to review a range of topics. Examples of these topics include:
 - Disciplinary actions
 - Revisions to policies and procedures
 - Body-worn camera and dash camera recordings of potentially high profile incidents
- Instruct the board to raise important issues with the constituents they represent, such as:
 - Police misconduct
 - Investigations of community complaints
 - Community observations of certain police actions
- The National Association for Civilian Oversight of Law Enforcement provides a *Guidebook for the Implementation of New or Revitalized Police Oversight*

[CLICK HERE TO SEE THE GUIDE](#)

PROJECT HIGHLIGHT

Click the badge to learn about the Columbia (SC) Police Department's Command Review Board.



Spotlight: Columbia, SC, Police Department



The CPD took to steps to strengthen agency-wide transparency and accountability by establishing a Citizen Advisory Council (CAC) in 2015. The 10-member group comprises a cross-section of individuals who reflect the diversity of the city. The Columbia (SC) Police Department established a Command Review Board (CRB) in 2017, composed of members of its Citizen Advisory Council (CAC). Members of the CAC attend disciplinary CRBs on a rolling basis; these take place when administrative investigations result in a recommendation of officer discipline at a level of written reprimand or higher. In 2017, CAC members attended 13 CRBs, which demonstrated to them and their communities the high level of accountability to which the officers are held at the CPD. The group met with the chief six times in 2017 to review a range of topics, including disciplinary actions, revisions to policies and procedures, and body-worn camera and dash camera recordings of potentially high profile incidents.

[GO BACK TO REVIEW BOARD](#)



Checklists

Officer Wellness Checklist

The following items represent expert recommendations. Check those that your agency has implemented. Note any unchecked boxes: they might represent potential gaps in policies, training, and other programs.

Officer Safety and Wellness Programs

- Ensure that officer safety and wellness programs target personnel at all ranks and positions
- Include content in officer safety and wellness programs about mental and emotional health, and suicide prevention and awareness
- Ensure that officer safety offerings associated with physical health and mental and emotional health are confidential
- Partner with community and social services agencies to develop safety and wellness programs
- Put in place formal mechanisms to evaluate and solicit feedback from officers on safety and wellness programs

Officer Safety-Related Training

- Develop and offer officer training on first aid
- Develop and offer officer training on vehicular safety, including the use of seatbelts
- Develop and offer officer training on safety equipment (including ballistic vests)
- Develop and offer officer training on crisis intervention and interacting with individuals who have mental health problems
- Develop and offer officer training on addiction as a disease, which addresses how to identify and help individuals suffering from the disease of addiction

Officer Input on Departmental Strategies and Policies

- Develop formal processes within the agency for officers to help develop and evaluate policies and strategies
- Develop informal channels for officers to provide input on policies and strategies

Officer Safety Policies

- Develop a policy to discourage or prohibit high-speed vehicular pursuits
- Require officers to use seat belts
- Require officers to wear ballistic vests
- If not in place, develop policies outlining the consequences of failing to adhere to officer safety policies

Personal Safety Equipment

- Issue first aid kits to all officers as required equipment
- Issue ballistic vests to all patrol officers as required equipment; consider whether to require vests to be worn at all times for all personnel, at all times for some personnel, or situationally

Innovative Technology Checklist

The following items represent expert recommendations. Check those that your agency has implemented. Note any unchecked boxes: they might represent potential gaps in policies, training, and other programs.

Community Input

- Develop and implement a process for the public to review policies for new technology

Assessment and Evaluation of Technology

- Develop and implement an assessment/evaluation process to understand the effectiveness of new technology prior to, during, or after implementation
- Consider incorporating the following strategies into the assessment/evaluation process for new technology:
 - Conduct a formal pilot phase for new technology
 - Create a process for departmental personnel to provide input on the effectiveness of technology through formal and informal channels
 - Encourage staff from all relevant ranks and positions within the department to provide input during the technology assessment/evaluation process
 - Create an advisory group

Assessment and Evaluation of Technology (continued)

- Solicit input from other stakeholders during the technology assessment/evaluation process, including:
 - Prosecutor's office
 - Parole and probation
 - Local government
 - The community
- Develop a report or other written deliverable to document the results of the technology evaluation/assessment
- Ensure that the results from the technology assessment/evaluation process are available to the public

Crime Reduction Checklist

The following items represent expert recommendations. Check those that your agency has implemented. Note any unchecked boxes: they might represent potential gaps in policies, training, and other programs.

Training on Crime Reduction

- Offer agency training on de-escalation methods
- Offer training on tactical retreat skills

Community Collaboration on Crime Reduction

- When developing and implementing crime-fighting strategies, consider the impact on public trust
- Develop a formal process for considering the impact of crime-fighting strategies on public trust
- Collaborate with community members to develop strategies for addressing crime in disproportionately impacted areas

Youth Crime Reduction, Prevention, and Reentry Policies

- Develop and implement policies related to youth crime
- Ensure that policies related to youth crime address alternatives to justice system involvement, such as diversion programs, treatment programs, and other non-punitive options
- Develop policies on youth crime in partnership with the local school system
- Ensure that policies include restorative justice practices as a method for addressing youth crime
- Develop and implement policies and procedures related to reintegrating youth after they have been involved in the justice system

Productive Partnerships Checklist

The following items represent expert recommendations. Check those that your agency has implemented. Note any unchecked boxes: they might represent potential gaps in policies, training, and other programs.

Policies Related to Community Policing

- Ensure the agency's written policies reflect principles of community policing
- Engage members of the public in developing and evaluating policies and strategies
- Develop agency dispatch policies that explicitly allow officers to perform community policing activities (i.e., activities not directly related to calls for service)
- Develop written policies related to respectful engagement with community members
- Incorporate guidance on the use of appropriate language into agency policies about respectful engagement with community members
- Incorporate guidance on avoidance of derogatory terms during suspect encounters into agency policies about respectful engagement with community members
- Develop written policies for the agency that prohibit profiling and discrimination
- Ensure that policies prohibiting profiling and discrimination specifically address race, ethnicity, national origin, religion, gender, gender identity/expression, sexual orientation, disability, housing status, occupation, and language fluency
- Develop agency policies to ensure reasonable and equitable access for non-English-speaking persons who have encounters with the police or who enter the criminal justice system
- Develop written policies for policing mass demonstrations
- Ensure that policies for policing mass demonstrations prioritize de-escalation and a guardian mindset
- Ensure that policies for policing mass demonstrations promote procedurally just methods for handling demonstrators
- Ensure that policies for policing mass demonstrations include plans for implementing a layered response to demonstrations
- Ensure that policies for policing mass demonstrations describe methods for extracting officers from response who are at risk of losing their professional demeanor
- Develop and implement policies and procedures related to supporting the economic well-being of the community

Productive Partnerships Checklist (continued)

The following items represent expert recommendations. Check those that your agency has implemented. Note any unchecked boxes: they might represent potential gaps in policies, training, and other programs.

Community Advisory and Oversight Boards

- Consider implementing the following oversight/advisory boards:
 - Community oversight board
 - Community advisory board
 - Combined community oversight & advisory board
 - Professional standards and accountability board (PSAB)
- Ensure that each type of committee meets regularly
- Develop a process for selecting members for each type of committee
- Consider including the following individuals as members of each type of committee: community members, local government representatives, and police personnel

Community Input and Review of Agency Policies

- Develop opportunities for individual community members to provide input on policies and strategies other than through a board (or boards)
- Provide opportunities for the public to review agency policies
- Provide opportunities for the public to review use-of-force policies through the agency's website, upon direct request, and through community meetings

Officer Training on Community Relations and Diversity

- Offer training for officers and other staff on cultural diversity
- Engage advocacy groups and other stakeholders in the development/selection and delivery of cultural diversity training
- Ensure that cultural diversity training specifically addresses race, sexual orientation and gender identity, religion, non-English-speaking individuals
- Ensure that cultural diversity training covers the prevention of sexual misconduct and harassment

Community Member Knowledge of and Input on Training

- Develop formal processes for community members to learn about training activities
- Provide opportunities for community members to learn about the following types of training: academy, standard in-service, and special and ad hoc training
- Allow community members to observe training
- Allow community members to participate in some training activities
- Develop opportunities for community members to evaluate and provide feedback and training
- Ensure that the agency's community advisory board provides input on training

Productive Partnerships Checklist (continued)

The following items represent expert recommendations. Check those that your agency has implemented. Note any unchecked boxes: they might represent potential gaps in policies, training, and other programs.

Joint Training and Citizen Academies

- Engage with community members to conduct joint training activities
- Hold regular citizen police academies
- Allow community members to participate in ride-alongs
- Publicize that community members can participate in ride-alongs

Residency Incentive Programs

- Develop and implement a residency incentive program for personnel
- Permit all personnel to participate in the residency incentive program
- Develop a process for evaluating the residency incentive program

Workforce and Officer Diversity

- Develop strategies for recruiting or otherwise creating a workforce that is more diverse in terms of race, gender, life experience, primary language spoken, and cultural background

Community Meetings and Forums

- Hold regular forums and meetings that are open to community members
- Allow and encourage community members to participate actively in community forums and meetings

- Include an “open comment” portion during forums and meetings for community members to bring up new issues or concerns
- Hold community forums and meetings in neutral locations, such as community centers or libraries
- Hold community forums and meetings in decentralized locations throughout the jurisdiction
- Include public transit access as a factor in determining where community forums and meetings will be held
- Address the following topics during community forums or meetings: crime trends and incidents, current agency policies and procedures, policies and procedures under development, new policies or procedures, deployment of new technology and equipment, and community concerns

Community Engagement Teams and Programs

- Assign patrol officers to the same geographic areas consistently
- Conduct regular, ongoing programs and activities intended to build relationships between officers and the community
- Implement a Coffee with a Cop program
- Implement a police athletic league

Productive Partnerships Checklist (continued)

The following items represent expert recommendations. Check those that your agency has implemented. Note any unchecked boxes: they might represent potential gaps in policies, training, and other programs.

- Make specific attempts to encourage engagement with community members belonging to demographic groups that typically have high rates of investigative and enforcement involvement with police
 - Support or encourage police-community engagement teams, such as joint problem-solving teams, community action teams, and quality-of-life teams
 - Publicize beneficial outcomes from police-community engagement teams
 - Make time available for patrol officers to help develop or participate in community programs through one of the following approaches: overtime allowances, dedicated time on shifts, or discretionary time on shifts without calls-for-service response responsibilities
 - Track how often and to what degree officers engage in community policing activities
- Youth Engagement**
- Develop programs and activities aimed at building relationships between officers and youths, such as in-school programs and a police-youth athletic league
 - Conduct regular, ongoing programs and activities intended to build relationships between officers and youths in the community
 - Conduct ad hoc and/or one-time activities intended to build relationships between officers and youths in the community
- Ensure that joint training activities between your agency and the community include specific components for engaging with youth
 - Conduct or participate in youth training programs intended to develop leadership and life skills
 - Hold specific youth citizen police academies
 - Apply evidence-based solutions to problems involving youth (e.g., truancy, loitering)
 - Develop a formal relationship with the local school system
 - Provide school resource officers to local schools, who conduct at least some activities that are not enforcement-oriented
 - Provide agency input into the school system's disciplinary process at an administrative level, including having a representative on relevant committees or oversight bodies
 - Help ensure that school disciplinary policies:
 - Include alternatives to expulsions and suspensions
 - Include strategies to engage youth in disciplinary decision-making, such as youth courts, restorative justice, and peer interventions
 - Discourage or prohibit corporal punishment for youth
 - Discourage or prohibit electronic control devices for youth
 - Ensure that the agency creates opportunities in schools for positive, non-enforcement interactions with the police

Productive Partnerships Checklist (continued)

The following items represent expert recommendations. Check those that your agency has implemented. Note any unchecked boxes: they might represent potential gaps in policies, training, and other programs.

Community Multiagency Teams and Task Forces

- Lead or participate in any multidisciplinary, multiagency community teams or task forces focused on these topics/addressing community problems, such as: mental health, homelessness, substance abuse, domestic violence, human trafficking, and child abuse
- Publicize beneficial outcomes from multidisciplinary, multiagency community teams and task forces

Partnerships with Community Service Providers, Community Leaders, and Businesses

- Develop formal relationships with community service providers
- Formally document relationships with community service providers in written policies and memoranda of understanding
- Develop and formalize relationships with community service providers that offer diversion program services, mental health services, and drug treatment services
- Develop relationships with community leaders, including elected government officials, business owners, community leaders, religious leaders, and nongovernmental organizations
- Encourage patrol officers to engage with and develop relationships with neighborhood residents, faith leaders, and business leaders

- Encourage patrol officers to develop or participate in community programs with residents and community leaders
- Establish partnerships and work closely with local business associations
- Establish partnerships with homeless services organizations
- Build working partnerships with faith-based communities

Partnerships with other Law Enforcement and Government Agencies

- Share data and information with neighboring law enforcement agencies
- Establish mutual aid agreements with neighboring jurisdictions to address emergencies
- Participate in regional task forces
- Coordinate crime reduction efforts with local prosecutors and other state and county justice agencies

Partnerships with Citizen Groups

- Establish a Crime Watch/Neighborhood Watch program
- Collaborate with homeowners and neighborhood associations
- Conduct outreach to apartment managers and residence councils

Productive Partnerships Checklist (continued)

The following items represent expert recommendations. Check those that your agency has implemented. Note any unchecked boxes: they might represent potential gaps in policies, training, and other programs.

Problem-Oriented Policing Strategies and Problem-Solving Activities

- Encourage officers to engage in problem-solving activities, including “SARA” problem-oriented policing strategies
- Make time available for officers to participate in problem-solving activities through one of the following approaches:
 - Overtime allowances
 - Dedicated time on shifts
 - Discretionary time on shifts without calls-for-service response responsibilities
- Encourage or require officers to involve neighborhood residents in problem-solving activities

Strategic Communications Checklist

The following items represent expert recommendations. Check those that your agency has implemented. Note any unchecked boxes: they might represent potential gaps in policies, training, and other programs.

Messaging about Serious Incidents

- Develop formal policies requiring and regarding communication with the public following serious incidents
- Communicate to the public about serious incidents quickly, within 24 hours
- Formalize procedures to ensure that communication to the public about serious incidents is open and neutral in tone
- Use the following methods to communicate with the public about serious incidents: press conference, local news interviews, notices posted to agency website, and public information releases

Assessment of Public Trust

- Develop and implement methods to track the community's level of trust in the police
- Consider tracking the community's level of trust through community surveys, focus groups, informal mechanisms
- Track the community's level of trust in the police differentially by demographic groups
- Measure the community's level of trust in the police on a regular basis (e.g., monthly, quarterly)
- Make the results from assessments of the community's level of trust in the police public

Strategies for Building Public Trust

- Consider using facilitated conversation strategies (such as restorative circles and other techniques) to build trust with the community

- Develop case studies intended to acknowledge past injustices and address them in a manner to build community trust
- Release statements acknowledging past law enforcement involvement in discrimination and injustice

Law Enforcement Data Collection, Dissemination, and Analysis

- Collect and store data on law enforcement and crime
- Collect and store data on stops, summonses, arrests, crimes, complaints, and use of force
- Make the following types of data publically available: stops, summonses, arrests, crimes, complaints, and use of force
- Update data on law enforcement and crime on a regular basis (e.g., daily, weekly)
- Collect and store demographic data on detentions, including stops, frisks, summons, and arrests
- Maintain an in-house agency database on detentions
- Indicate whether detention entries are school-based versus non-school-based
- Analyze data about detentions
- Make data on detentions publicly available
- Collect demographic data on departmental personnel about race, gender, and age
- Make data on departmental personnel publicly available

Strategic Communications Checklist (continued)

The following items represent expert recommendations. Check those that your agency has implemented. Note any unchecked boxes: they might represent potential gaps in policies, training, and other programs.

Crisis Communications

- Develop communications protocols for officer-involved shootings and other criminal incidents
- Provide comprehensive training to public information officers and spokespersons
- Maintain and regularly update a media contact list

Published Materials

- Develop and publicize a mission statement capturing the role of policing
- Post annual reports, monthly crime data, and other special reports

Direct Communication with the Community

- Host regularly scheduled and well-advertised community meetings to share information
- Hold regular meetings with community stakeholder groups and organizations

Communication with other Public Agencies

- Coordinate meetings with other city and county public agencies
- Hold regular coordination meetings with regional law enforcement agencies