Law Enforcement Solutions By the Field, For the Field

COLLABORATIVE REFORM THIRD ANNUAL REVIEW

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

CRI★TAC
Collaborative Reform Initiative
TECHNICAL ASSISTANCE CENTER

Law Enforcement Solutions By the Field, For the Field

COLLABORATIVE REFORM THIRD ANNUAL REVIEW

Contents

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

Colleagues:

The successful partnership between the COPS Office, the International Association of Chiefs of Police (IACP), and a cohort of leading law enforcement partners—FBI National Academy Associates Inc. (FBINAA), the Fraternal Order of Police (FOP), the International Association of Campus Law Enforcement Administrators (IACLEA), the International Association of Directors of Law Enforcement Standards and Training (IADLEST), the Major County Sheriffs of America (MCSA), the National Association of Women Law Enforcement Executives (NAWLEE), the National Organization of Black Law Enforcement Executives (NOBLE), the National Sheriffs' Association (NSA), and the National Tactical Officers Association (NTOA)—continues to provide critical technical assistance resources to law enforcement agencies through the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC). Since we launched CRI-TAC in 2018, we have fielded more than 450 technical assistance requests for assistance on critical issues like community engagement; active shooter response; de-escalation; mass demonstrations; school safety; crime analysis; crisis intervention; and recruitment, hiring, and retention. We deliver tailored technical assistance that meets the needs of state, local, territorial, tribal, and campus law enforcement agencies in a "by the field, for the field" approach.

We're proud to provide tailored, timely, field-driven technical assistance to agencies in a way that minimizes the burden to the officers, deputies, and civilians on the front line while focusing on the needs of both law enforcement and the communities they serve. Our work is furthered by a strong collaboration among one another that not only enhances our technical assistance deliveries but also prepares us to respond to critical, emerging issues like the challenges in 2020 of policing during a pandemic.

This report on CRI-TAC's third year demonstrates how the center has supported law enforcement agencies in their efforts to ensure public safety in their communities. It includes performance metrics, case studies, and testimonials on the efficient and responsible delivery of "by the field, for the field" assistance to campus, local, county, tribal, territorial, and state agencies and highlights plans to do more of the same in 2021. We will

continue to provide strong and effective assistance for the good of the field, the communities served, and the country. Thanks to the field and to the dedicated staff at the COPS Office and across all of the partners for making this a successful and service-oriented program.

Sincerely,

Robert E. Chapman
Acting Director
Office of Community Oriented Policing Services

Vincent Talucci
Executive Director
International Association of Chiefs of Police

Kimberly Wagner
Executive Director
Major County Sheriffs of America

Howard Cook
Executive Director
FBI National Academy Associates Inc.

Kym Craven
Executive Director
National Association of Women Law Enforcement Executives

Patrick Yoes
National President
Fraternal Order of Police

Dwayne Crawford
Executive Director
National Organization of Black Law Enforcement Executives

John Bernhards
Executive Director
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Jonathan Thompson
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National Sheriffs' Association

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

Thor Eells
Executive Director
National Tactical Officers Association

Acknowledgments

By modeling the importance and strength of partnerships, CRI-TAC continues to advance the philosophy of community policing and the mission of the COPS Office. It is vital that the countless individuals and organizations who have contributed to the success of CRI-TAC in its third year be acknowledged.

First and foremost, we offer our appreciation to agency leaders that requested assistance; became engaged partners; and provided the vision, goals, and objectives they wanted to achieve to take their agencies to the next level. The leadership decision to reach out for assistance is commendable because these leaders are striving to better serve their employees and communities. We also offer appreciation to the innumerable law enforcement professionals from the requesting agencies who have worked hand in hand with CRI-TAC for the betterment of their agencies and the communities they serve.

Gratitude is also due to the staff at the International Association of Chiefs of Police (IACP) and partner organizations that are the administrative backbone needed to ensure CRI-TAC truly represents the field. The 10 partner organizations are actively engaged in assisting the field in moving forward in a progressive, community-oriented approach.

Finally, none of this could be possible without the numerous and diverse subject matter experts (SME) who have provided the technical assistance needed to ensure CRI-TAC meets the needs of the field. The SMEs are the heart and mind of CRI-TAC and ensure that the technical assistance is responsive, innovative, effective, and efficient. Without their professionalism, dedication, and commitment, this report would not be possible. We are extremely thankful.

COPS Office staff

- Robert E. Chapman, Acting Director
- Matthew Scheider, Assistant Director, Community Policing Advancement
- Shelley S. Hyland, Supervisory Program Specialist, Community Policing Advancement
- Nazmia E.A. Comrie, Senior Program Specialist, Community Policing Advancement
- George Fachner, Senior Program Specialist, Community Policing Advancement
- Matt Lysakowski, Senior Advisor for Tribal Affairs, Community Policing Advancement

IACP staff

- Vincent Talucci, CAE, Executive Director / Chief Executive Officer
- Terrence M. Cunningham, Deputy Executive Director / Chief Operating Officer
- Domingo Herraiz, Director

- Sarah Horn, Assistant Director

- Rosemary DeMenno, Senior Program Manager

- Laura Wilt, Program Manager

- Hilary Burgess, Project Manager

- Emily Kuhn, Project Manager

- Stephanie Lash, Project Manager

- Brittney Stoerzinger, Project Manager

- Dominique Burton, Project Coordinator

- Raynell Hankerson, Project Coordinator

- Alana Richardson, Project Assistant / Project Coordinator

Partners staff

FBI National Academy Associates, Inc.

- Joseph Hellebrand, President

- Howard Cook, Executive Director

- John Kennedy, Director, Education and Training

- Korri Roper, Chief Financial Officer

Fraternal Order of Police

- James Pasco, Executive Director

- Tim Richardson, Senior Legislative Liaison

- Keith Turney, National Sergeant at Arms

- Michelle Mason, Administrative Assistant

International Association of Campus Law Enforcement Administrators

- John Bernhards, Executive Director

- Josh Bronson, Director of Training

- Deana Burke, Director of Finance and Administration

- Gwen Fitzgerald, Director of Communications

- Altmann Pannell, Director of Government Relations

- O'Neil Singleton, Program Associate

International Association of Directors of Law Enforcement Standards and Training

- Mike Becar, Executive Director
- Pam Cammarata, Project Manager
- Mark Damitio, Crime Analysis Project Manager
- Yvonne Pfeifer, Director of Operations
- Peggy Schaefer, Project Manager

Major County Sheriffs of America

- Kimberly Wagner, Executive Director
- Donna Stark, Chief Administrative Officer

National Association of Women Law Enforcement Executives

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

National Organization of Black Law Enforcement Executives

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

National Sheriffs' Association

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

National Tactical Officers Association

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

Executive Summary

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

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

CRI-TAC brings together an unprecedented coalition of leading law enforcement organizations: IACP, FBI National Academy Associates Inc., Fraternal Order of Police, International Association of Campus Law Enforcement Administrators, International Association of Directors of Law Enforcement Standards and Training, Major County Sheriffs of America, National Association of Women Law Enforcement Executives, National Organization of Black Law Enforcement Executives, National Sheriffs' Association, and the National Tactical Officers Association. This collaboration ensures that CRI-TAC delivers tailored technical assistance that meets the needs of state, local, territorial, tribal, and campus law enforcement agencies in a "by the field, for the field" approach.

Since we launched CRI-TAC, the COPS Office has fielded more than 450 technical assistance requests from law enforcement agencies across the country. The center has delivered technical assistance on a range of diverse topics through various means including strategy consultation, policy assistance, training, and informational briefings by subject matter experts.

Most agencies participating in Collaborative Reform, like most agencies nationally, were local municipal police departments (63.7 percent). Sheriffs' offices make up 14.8 percent of technical assistance participants, while campus agencies make up 12.6 percent, tribal 16 percent, and state agencies 4.5 percent. As is the case nationally, most CRI-TAC agencies (50.8 percent) have fewer than 50 sworn personnel. Mid-size and large agencies with 100 to 499 sworn personnel represent the second-greatest number of those receiving technical assistance from CRI-TAC at 21.6 percent.

Through survey data, 94 percent of agencies stated that the training provided through CRI-TAC was effective in meeting the goals and objectives of the course. Of particular note with respect to the training data, participants selected whether their knowledge, skills, and abilities in the training subject were advanced, intermediate,

basic, little, or no skills before and after the training. Of 335 training participants, all but five improved their knowledge, skills, and abilities in at least one level or stayed the same. Forty-eight percent moved up one level, while 10 percent moved up two levels, and 1 percent moved up three levels.

In addition to the training data, CRI-TAC collects customer satisfaction data, which have shown that the vast majority of responding agencies strongly agree or agree that the technical assistance provided met their agency expectations, was relevant to their identified problem and relevant to their agency, and helped their agency address the problem. Analysis of client satisfaction composite scores indicates that we are meeting the needs of our customers.

This report highlights the work of CRI-TAC since the release of the second annual report[1] in May 2020. In this report, the reader will find a breakdown of program performance metrics as well as eight case studies highlighting diverse topics and agency size, type, and geography. The report provides testimonials on the impact of the technical assistance and a description of the intake process. The report also highlights a special initiative in 2020 focused on COVID-19. It concludes with an overview of activities taking place in 2021 including work with tribal law enforcement and the development of community engagement resources and trainings in the topics of de-escalation, hate crimes, and peer intervention.

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

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

1.   COPS Office, *Law Enforcement Solutions By the Field, For the Field: Collaborative Reform Second Annual Review* (Washington, DC: Office of Community Oriented Policing Services, 2020), https://cops.usdoj.gov/RIC/ric.php?page=detail&tid=COPS-W0897.

Introduction

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

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

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

"Throughout a challenging year for the policing profession, the IACP is proud to have led the effort and work alongside our CRI-TAC partners to provide continuous support during a critical time of need. Our dynamic approach allowed us to rapidly retool to create tailored COVID-19 resources, swiftly adapt to virtual training and technical assistance, and add new topic areas of assistance such as use of force. We look forward to continuing to deliver services in high impact areas of need, helping law enforcement and the communities they serve."

—*Cynthia Renaud, President, IACP*

CRI-TAC benefits from the expertise of an impressive coalition of law enforcement organizations including the following (see figure 1; see "About the CRI-TAC Partners" on page 49 for summaries of each of the partners):

Figure 1. Coalition of CRI–TAC partners

The COPS Office provides support, resources, and assistance to law enforcement agencies nationwide by using this "by the field, for the field" model. Solutions are designed by IACP, partners, and subject matter experts (SME) from the field in a collaborative manner with the agency to address their unique needs. Customizing the technical assistance for each agency ensures that the assistance is timely, relevant, and field-driven. The program is a public service and offered at no cost to the requesting agency.

Introducing Major County Sheriffs of America

In September of 2020, the COPS Office announced the addition of the Major County Sheriffs of America (MCSA) to the CRI-TAC partnership. MCSA represents the largest elected sheriffs' offices in the United States. Since the association's engagement, it has played a major role in supporting the development of technical assistance solutions to law enforcement, corrections, and communities across the country.

CRI-TAC brings together the collective leadership, expertise, and resources from these partnering organizations and their more than 420,000 members[2] to ensure it is meeting the complex and varying needs of the field.

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2.   U.S. Department of Justice, "Attorney General Sessions Provides Further Support for Local Law Enforcement with Launch of New Collaborative Reform Initiative Technical Assistance Center," press release, March 15, 2018, https://www.justice.gov/opa/pr/attorney-general-sessions-provides-further-support-local-law-enforcement-launch-new.

"Most recently, professional law enforcement has been challenged as never before. Social unrest combined with a pandemic has stressed our resources to its limit. The mechanisms already put in place by the CRI-TAC initiative allowed us all to pivot in a timely manner to address these challenges with collaborative solutions. It was the best way for labor and management to collaborate on positive solutions to some of the most difficult issues facing law enforcement today."

— Patrick Yoes, National President, FOP

Technical assistance services

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

- **Resource referral.** Provide requestor with guides, documentation, toolkits, reports, and other relevant publications on selected topics.

- **Web-based training.** Provide pre-recorded webinars, live online training, and virtual information briefings.

- **In-person training.** Deliver live direct training or train-the-trainer courses, customized for the needs of the agency.

- **Virtual coaching and consultation.** Facilitate peer-to-peer exchanges with leading experts to share information and promising practices via telephone, videoconference, and web-based meeting spaces.

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

- **Policy assistance.** Assist in reviewing current or developing new policies.

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

"Law enforcement deserves highly trained personnel equipped with the decision-making skills required to handle the increasingly complex calls for service that officers face nationwide. Through CRI-TAC, we are able to meet this demand by assisting law enforcement leaders with implementing a science-based approach to training and education."

— Mike Becar, Executive Director, IADLEST

64 subject-matter experts engaged in 2020

CRI-TAC staff, partner organizations, and SMEs stand ready to deliver on a broad range of technical assistance topics. The example topics in the following list were designed to cover the spectrum of policy, training, operational, strategic, administrative, managerial, and leadership needs for the field to continue advancing the policing profession. As needed, we will continue to refine and add to this list. Agencies may request assistance in any of the pre-identified topics or reach out to CRI-TAC to explore additional topics of assistance that may not fit neatly into a distinct category.

- Active Shooter Response
- Animal Crimes
- Community Engagement
- Crime Analysis
- Crisis Intervention
- De-escalation
- Domestic Violence Reduction and Prevention
- Drug Abuse Prevention
- Drug and Human Trafficking Interdictions Team
- Drug-related Crime
- Elder Abuse

- Focused Deterrence

- Gangs

- Gun Violence Reduction and Prevention

- Hate Crimes

- Homeless Populations

- Human Trafficking

- Intelligence and Information Sharing

- Interpersonal Violence

- Leadership

- Management and Supervision

- Mass Casualty Response

- Mass Demonstration Response

- Modern Police Performance Management (e.g. CompStat)

- Officer Safety and Wellness

- Private Sector Coordination and Partnerships

- Proactive Policing

- Problem Solving Techniques

- Prosecution Coordination and Partnerships

- Public Sector Coordination and Partnerships

- Recruitment, Hiring, and Retention

- School Safety

- Shared Service Models

- Traffic Safety

- Unmanned Aerial Systems

- Use of Force

- Violent Crime Reduction and Prevention

- Youth Engagement

Evolving to Meet the Needs of the Field on Use of Force

In 2020, CRI-TAC expanded its technical assistance offerings to include the topic of use of force. In response to requests from the field, use of force joined other highly requested topics including community engagement, de-escalation, mass demonstration response, officer safety and wellness, and school safety. Technical assistance on use of force includes the following:

- Offering training and awareness on best and promising practices, including offering peer-to-peer exchanges to share those practices

- Reviewing and providing tailored guidance on an agency's policies, procedures, and training

- Training and guidance on how to conduct use of force investigations

- Developing a calibrated use of force investigation process tailored to the type and size of the agency

- Addressing how to handle complaints as well as how to follow-up complaints to ensure investigations are safe and accountable

"The National Organization of Black Law Enforcement Executives (NOBLE) applauds the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) program in serving more than 450 law enforcement agencies since 2018. World class technical assistance has been provided in areas such as community engagement, de-escalation, recruitment/retention, and a host of other topics. It has been NOBLE's honor and privilege to be an integral part of CRI-TAC in delivering cost-effective resources to the field."

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

In recognition of the unique challenges tribal law enforcement must address to provide their communities with public safety services, CRI-TAC continues to provide tribal-specific assistance in addition to the general topics:

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

Targeted Outreach to Tribal Communities

Throughout 2020, CRI-TAC made a special effort to provide targeted outreach to tribal communities through virtual presentations, newsletters, and email blasts. COPS Office and CRI-TAC staff and partners included the following presentations:

- On November 4, 2020, CRI-TAC provided an overview of CRI-TAC and tribal-specific offerings to the Missing and Murdered Indigenous Persons (MMIP) coordinators through the U.S. Attorneys' Offices.
- On December 8, 2020, DOJ held an orientation for the Coordinated Tribal Assistance Solicitation (CTAS) award recipients during which CRI-TAC representatives introduced CRI-TAC and its offerings.

Moving into 2021, CRI-TAC will continue to provide targeted outreach to tribal communities, especially with the launch of the trainings to address missing persons cases (see "Translating training to address tribal missing persons cases" section on page 46).

"At every level and for every agency, CRI-TAC delivers on its unique 'by the field, for the field' commitment to serving diverse law enforcement agencies across the country. The Major County Sheriffs of America is proud to collaborate as a partner in the important effort to connect recipients with the customized training needed to improve public safety in communities large and small."

— *Kimberly Wagner, Executive Director, MCSA*

As with tribal policing, CRI-TAC partners NSA and MCSA are integral to understanding the challenges that sheriffs face. Sheriffs can access assistance on any of the general example topics as well as the following sheriff-specific topics:

- Analytics
- Border Security
- Civil Process
- Corrections/Jail Operations
- Court Security
- Interdiction Teams
- Prisoner Transport
- Technology

"This will help in our community partnerships in the rural areas. There is a collegial approach in supporting the small law enforcement agencies, especially when they have miles of roadways and an inability to travel to the incident due to the long distance. Our agency partners with rural law enforcement agencies in training, grant writing, and other special services that the rural agencies cannot afford. The training offered perspectives as well as contacts if the rural agencies are interested in contacting one of the presenting agencies."

— *Training feedback from Colorado State Patrol*

About this report

This report highlights the work of CRI-TAC since the release of the second annual report[3] in May of 2020. In the following sections, the reader will find program performance metrics, case studies, and testimonials on the impact of CRI-TAC. The report provides a description of the intake process and concludes with an overview of activities taking place in 2021. The report also highlights a special initiative in 2020 focused on COVID-19.

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

"During these trying times, the CRI-TAC project provides state, local, and tribal law enforcement agencies an invaluable source of outstanding consultation, education, and training. These offerings, provided by nationally known subject matter experts, provide cutting-edge technical services that benefit not only their departments but their communities as well."

— *Howard Cook, Executive Director, FBI National Academy Associates, Inc.*

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

Program Performance

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

> "The training and technical assistance services made possible through CRI-TAC are of great benefit to campus law enforcement agencies and IACLEA members throughout the United States. IACLEA is proud to work with its peer police member associations and to serve as a partner on CRI-TAC."
>
> — *John Bernhards, Executive Director, IACLEA*

Technical assistance facts and figures

CRI-TAC has fielded a total of 465 inquires since the program's inception, accounting for both primary requests and peer agency additions.[4] CRI-TAC has delivered on 446 (95.9 percent) of the total requests for technical assistance. Among the requesting agencies that did not receive assistance, 12 withdrew their requests based on local circumstances, six were referred to other resources that could better meet their needs, and one was declined because the request was outside the scope of the program. As of February 1, 2021, 307 law enforcement agencies (66.0 percent of requests) had completed technical assistance engagements.[5] We are currently working with 90 agencies (19.4 percent of requests) and have engagements pending with an additional 49 agencies (10.5 percent of requests). Figure 2 on page 14 illustrates the status of all requests fielded since the program's inception.

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4.   A **primary requestor** is an agency that initially contacts CRI-TAC and requests assistance, and a **peer agency addition** is an agency that did not initially contact CRI-TAC but participated in the technical assistance by invitation of the primary requestor, CRI-TAC staff, or other law enforcement partners such as U.S. Attorneys' Offices. Peer agency additions have greatly increased the number of agencies we have been able to assist, primarily through multiagency training engagements.
5.   Throughout this report, "agencies" refers specifically to requesting agencies, counting each request separately, regardless of whether it comes from a new agency.

"The benefit of the CRI-TAC program to the policing profession cannot be overstated. The direct and customized technical assistance helps agencies of all sizes enhance services to the community. The flexibility of CRI-TAC to address a pressing issue allows police leadership to identify and act upon areas of self-identified gaps contributing to improved performance. This proactive approach helps to build relationship within the community. NAWLEE is certainly proud to contribute to this innovation."

— *Kym Craven, Executive Director, NAWLEE*

Figure 2. Status of technical assistance requests
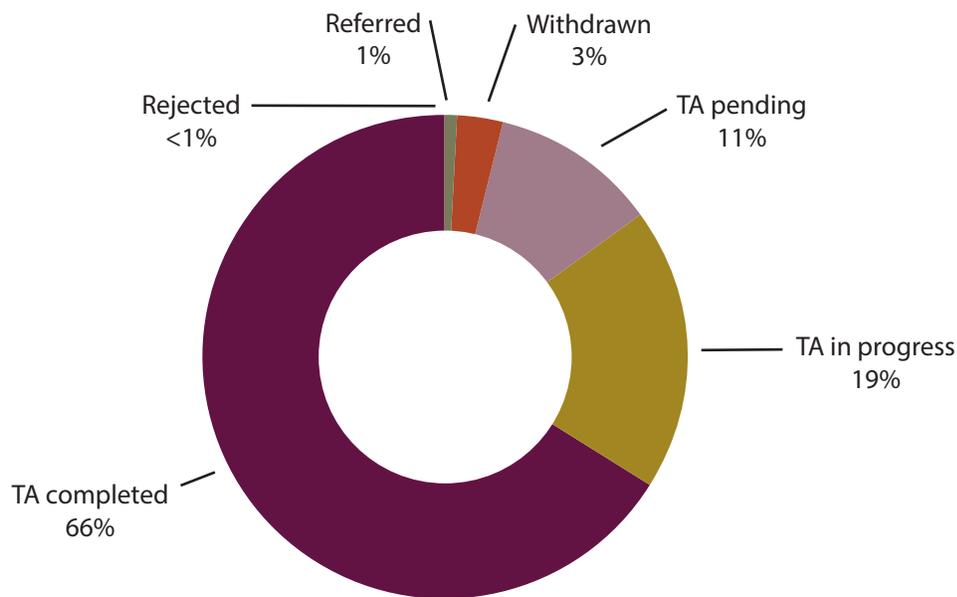
Overall, the five most popular topics which agencies have sought to address through Collaborative Reform are as follows:

1. De-escalation

2. Active Shooter Response

3. Recruitment, Hiring, and Retention

4. Community Engagement

5. Officer Safety and Wellness

"The CRI-TAC project is a great opportunity for law enforcement agencies. They can access some exceptional training from a variety of exemplary partner organizations through collaboration with the COPS Office. The technical assistance is tailored for each agency, which ensures their specific needs are met. This is a unique benefit for the requesting agency. The National Tactical Officer's Association is proud to be associated with the CRI-TAC program."

— Buck Rogers, Training Program Manager, NTOA

We deliver services to the field through a multifaceted and collaborative method. Most technical assistance engagements involve more than one type of service. Despite the national pandemic, CRI-TAC held 57 technical assistance events (virtually or in person) across all active sites in 2020. Throughout the challenges of COVID-19, CRI-TAC rapidly and seamlessly shifted to a virtual approach to ensure effective support to meet the needs of the field.

Figure 3. Types of agencies participating in collaborative reform

Other 3%
Sheriff 15%
State 4%
Tribal 2%
Campus 12%
Local 62%
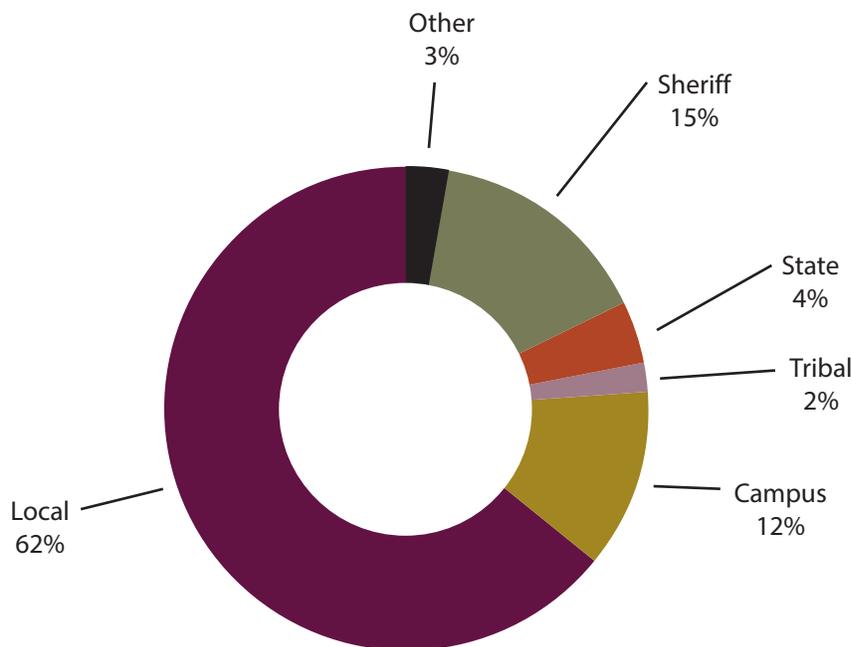
Law enforcement agencies of diverse types, sizes, and geographies have participated in the program. Many of the agencies had never received technical assistance from the DOJ prior to their involvement in this initiative. Most agencies participating in Collaborative Reform, like most agencies nationally, were local municipal police departments (63.7 percent). Sheriffs' offices make up 14.8 percent of TA participants, while campus agencies make up 12.6 percent, tribal 16 percent, and state agencies 4.5 percent (see figure 3 on page 15).[6]

Figure 4. Size of agencies participating in collaborative reform
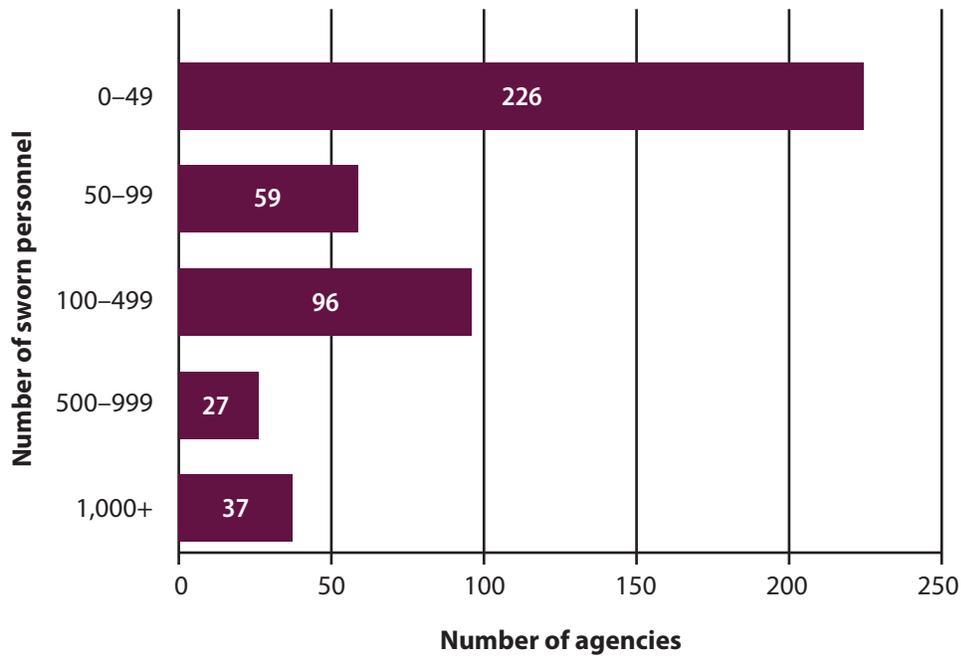
The size of agencies receiving technical assistance from CRI-TAC ranges from those with just one or two sworn personnel to large agencies with 500 or more. As is the case nationally, most CRI-TAC agencies (50.8 percent) have fewer than 50 sworn personnel. Mid-size and large agencies with 100 to 499 sworn personnel represent the second-greatest number of those receiving technical assistance from CRI-TAC at 21.6 percent. Figure 4 shows a complete breakdown of agency size. In all, agencies participating in CRI-TAC boast a combined force size of more than 307,000 officers and deputies serving a population of more than 385,540,000 in communities throughout the United States.[7] Participating agencies cover 47 states and territories including Washington, D.C., Puerto Rico, and Guam (see figure 5 for the top 20 states).

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6.   Thirteen agencies are categorized as "other" agency type; they are transit/airport, investigative, and probation agencies.
7.   This population figure exceeds the current estimated U.S. population because it includes territories and because many individuals are served by more than one law enforcement agency.

Figure 5. Top 20 states by participating agencies
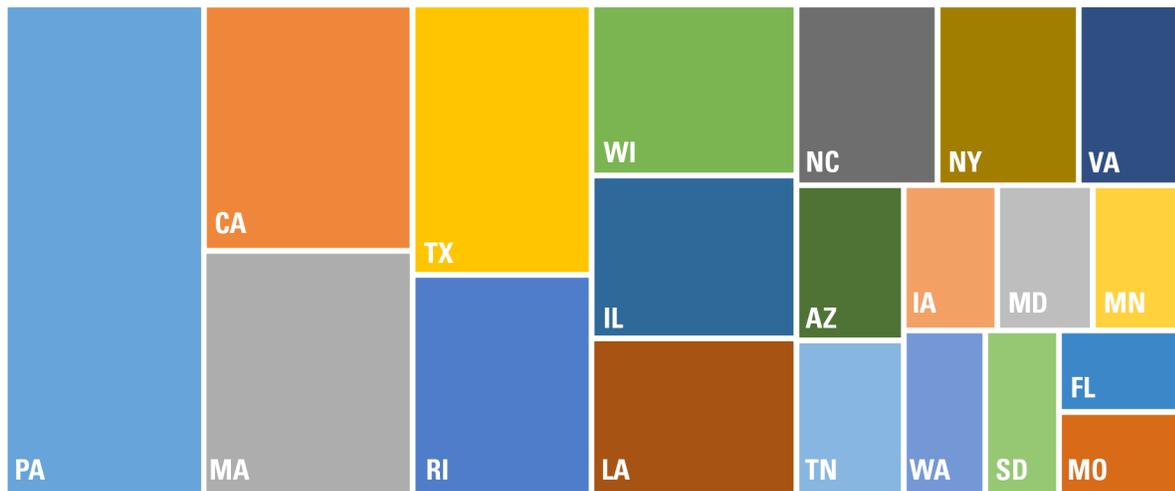
CRI-TAC consistently collects data to measure effectiveness of and participants' satisfaction with the delivery of services. All training and webinar participants receive a survey about their CRI-TAC training experience and provide voluntary feedback. As illustrated in figure 6 on page 18, performance of the instructor(s) met the needs and expectations of agencies 93 percent of the time (70 percent strongly agree and 23 percent agree). The course met the agency needs and expectations 91 percent of the time (58 percent strongly agree and 33 percent agree) (see figure 7 on page 18). Figure 8 on page 19 shows that 94 percent of agencies (58 percent strongly agree and 34 percent agree) stated that the training was effective in meeting the goals and objectives of the course. To date, CRI-TAC has provided training to 1,945 agency personnel, of whom 335 (17 percent) have responded to the training survey.

"All instructors were well versed in all aspects of analytics and data in the field of law enforcement. All had valuable institutional knowledge in the field, were very well prepared, encouraged participation, and clearly relayed all training objectives to the class, based on experience, which is a plus."

— *Feedback from an IADLEST Building Analytics Training Participant*

Figure 6. CRI–TAC training evaluation: Overall, the performance of the instructor(s) met my needs and expectations

Strongly disagree 1%
Disagree 1%
Neutral 5%
Agree 23%
Strongly agree 70%
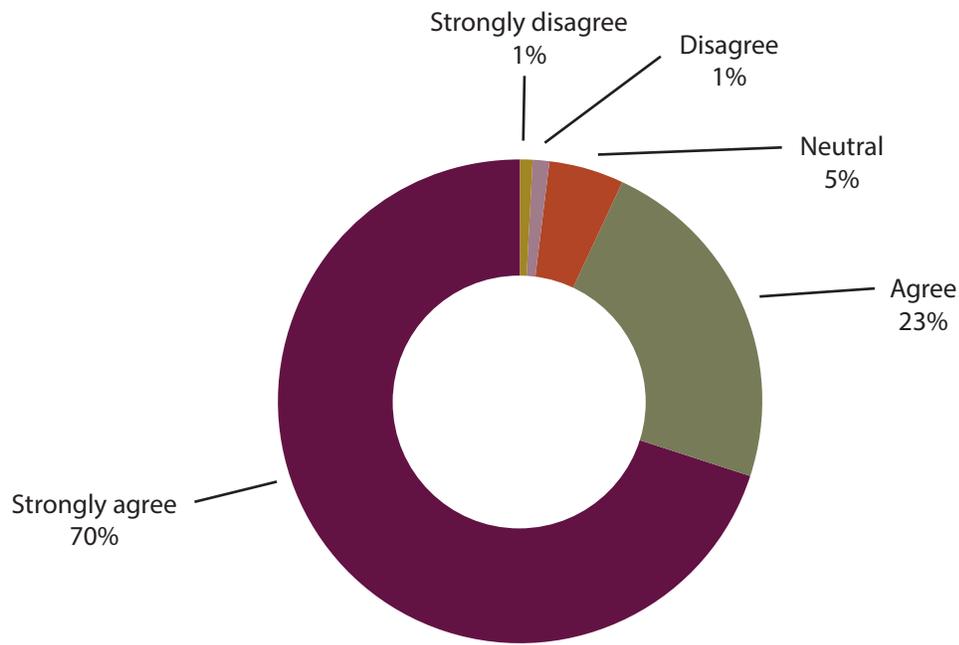
Figure 7. CRI–TAC Training Evaluation: Overall, the course met my needs and expectations

Strongly disagree 1%
Disagree 2%
Neutral 10%
Agree 33%
Strongly agree 54%
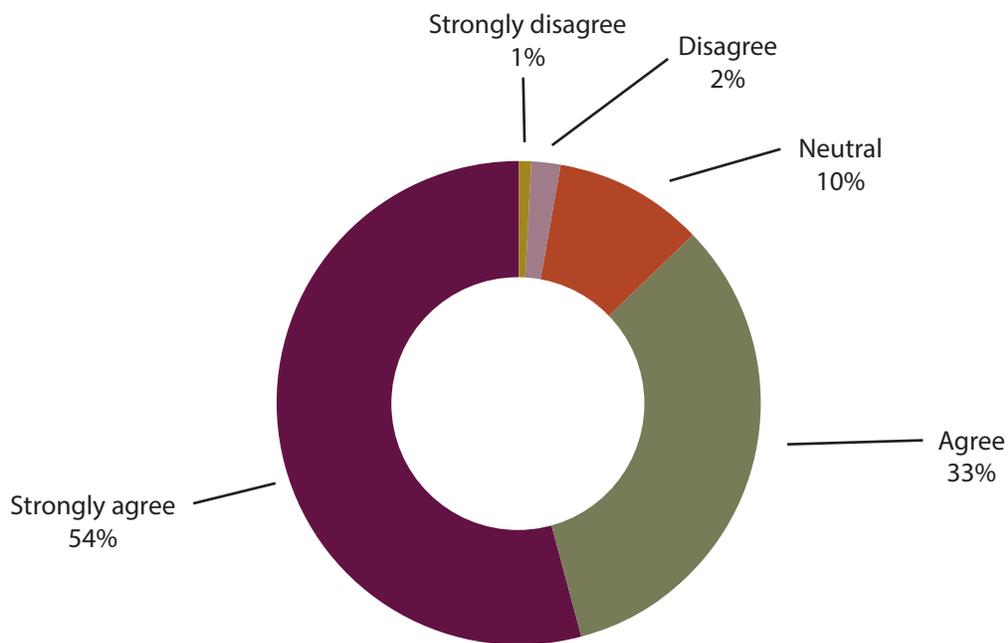
Figure 8. CRI–TAC training evaluation: Overall, the course is effective in meeting its goals and objec-tives
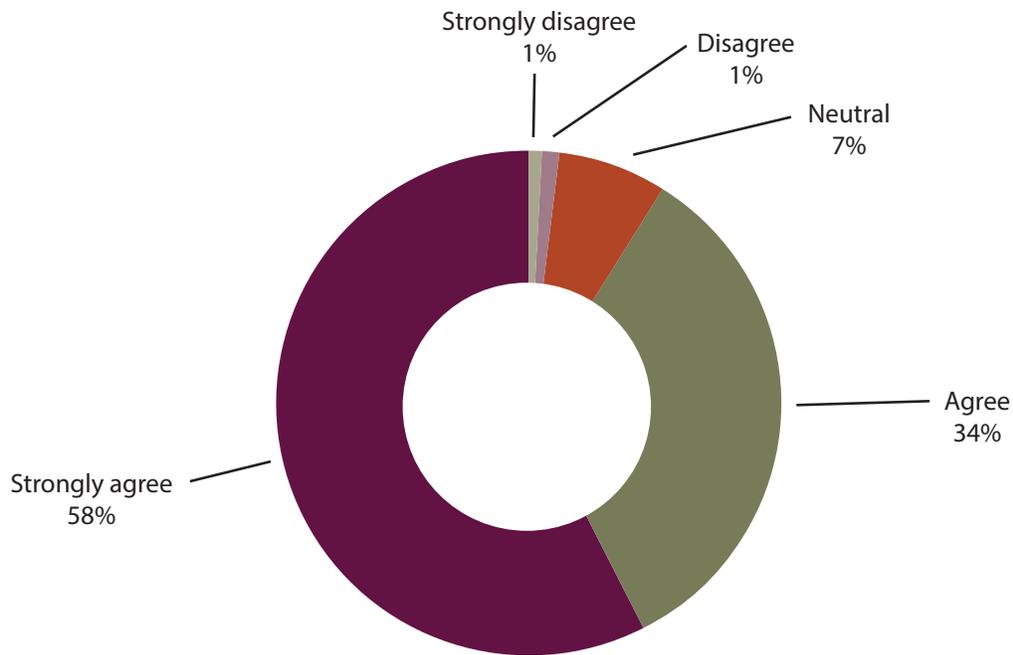
Trainees also selected whether their knowledge, skills, and abilities (KSA) in the training subject is advanced, intermediate, basic, little, or no skills before and after the training. Of 335 participants providing a training evaluation, a majority reported moving up one or more KSA level (see figure 9 on page 20). Forty-eight percent (n = 160) moved up one level, while 9 percent (n = 31) moved up two levels, and 1 percent (n = 4) moved up three levels. Forty-one percent (n = 137) reported no change in their KSAs after completing the training. And fewer than 1 percent (n = 3) reported moving down 1 KSA level.

Figure 9. CRI–TAC training evaluation: Change in KSA
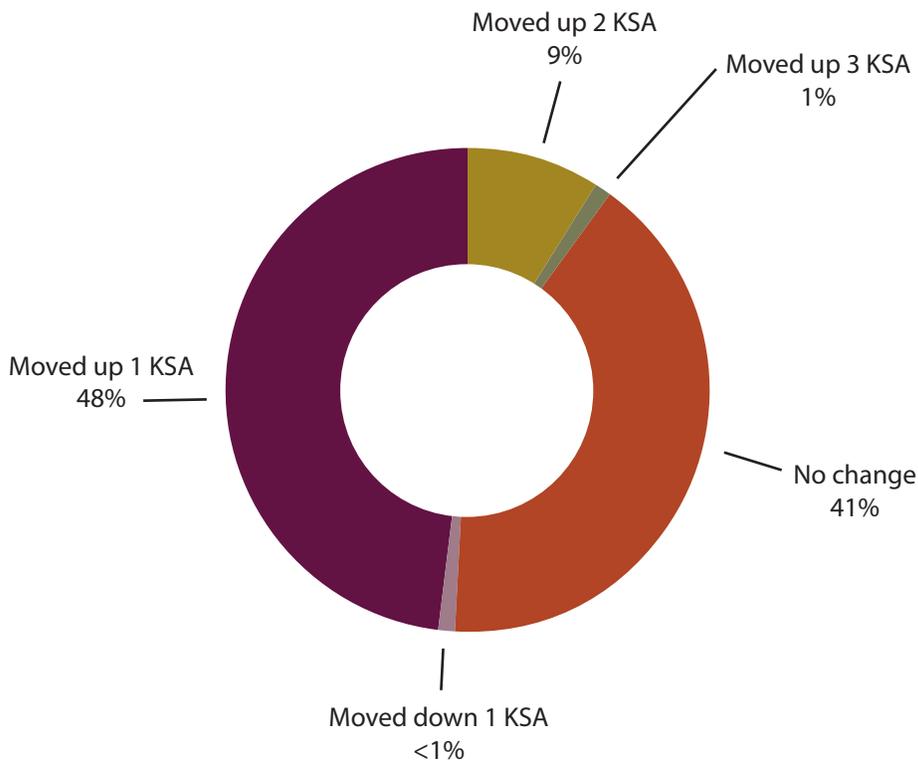
CRI-TAC sends a customer satisfaction survey link to all closed-out primary requesting agencies to gather information about their knowledge, perceptions, and outlooks relating to the receipt of CRI-TAC services. Like the training survey, this voluntary information helps CRI-TAC continually assess the delivery of technical assistance. A total of 28 participants, representing 26 TA recipient agencies, have responded to the survey at the time of this report's production. As illustrated in figure 10 on page 21, the majority of responding agencies strongly agree or agree that the technical assistance provided met their agency expectations, was relevant to their identified problem and relevant to their agency, and helped their agency address the problem. None of the responding agencies selected disagree or strongly disagree.

Figure 10. Overall results from the CRI–TAC customer satisfaction survey
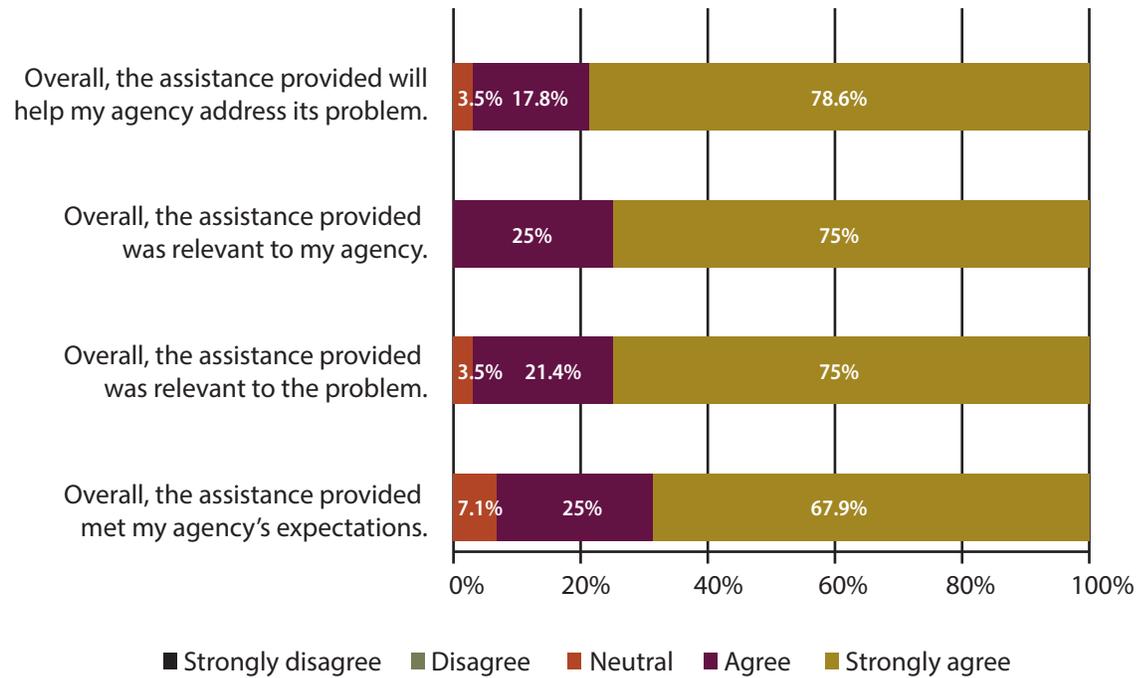
The client satisfaction survey also asks a series of questions regarding the TA recipient's experience with CRI-TAC. Responses to each question are provided in the appendix. Here, we provide composite scores of the domains listed. The scores represent the total responses to all survey questions that fall within each domain (see figure 11 on page 22):

1. Process – measures whether the technical assistance is timely, easy to navigate, and a minimal burden to the agency

2. Informational Resources – measures whether the informational resources provided to the agency were high quality, relevant to the problem and agency, and useful

3. CRI-TAC Staff – measures whether the CRI-TAC staff met agency expectations and were informed about the process, responsive, well organized, and prepared

4. Subject Matter Experts – measures whether the SMEs met agency expectations, had experience and expertise relevant to the problem and the agency, and were well organized and prepared

5. Technical Assistance Provided – measures whether the technical assistance met the agency's expectations, was relevant to the problem and agency, and helped address the problem

Figure 11. Customer satisfaction composite scores

	Process composite score	Informational resources composite score	CRI-TAC staff composite score	Subject matter expert composite score	Technical assistance provided composite score
■ Not applicable	0%	4%	0%	0%	0%
■ Strongly disagree	0%	0%	0%	0%	0%
■ Disagree	0%	0%	0%	0%	0%
■ Neutral	4%	4%	4%	5%	4%
■ Agree	18%	31%	19%	23%	22%
■ Strongly agree	78%	62%	77%	73%	77%

■ Not applicable   ■ Strongly disagree   ■ Disagree   ■ Neutral   ■ Agree   ■ Strongly agree

Finally, CRI-TAC sends a long-term impact survey link to all closed-out primary requesting agencies six months after the initial customer satisfaction survey. The goal is to better understand the lasting impact of the technical assistance on their knowledge, perceptions, and outlooks. One of the pillars of community policing is organizational transformation, so it is important to the COPS Office to determine whether the technical assistance contributes to culture change. Like the previous surveys, this voluntary information helps CRI-TAC continually assess the delivery of technical assistance. However, to date, just 12 respondents from 10 TA recipient agencies have responded to the survey. At this time, the limited data available are not a sufficient barometer for overall program impact.

Overall, agencies generally agree or strongly agree that CRI-TAC assistance has enabled them to meet several long-term impact goals:

- Greater capacity to address the problem
- Greater knowledge to address the problem
- Improved policies
- Improved practices
- Improved training
- Improvements are sustained

Figure 12 provides the responses to the long-term post impact survey.

Figure 12. Long-term impact survey responses

Question	Not applicable	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The improvements made as a result of the technical assistance have been sustained	17%			25%	33%	25%
My agency has greater capacity to address the problem	17%			17%	58%	8%
My agency has greater knowledge to address the problem	17%				67%	17%
My agency has improved its overall effectiveness in addressing the problem	17%			17%	58%	8%
My agency has improved its training as a result of the technical assistance provided	25%			25%	33%	17%
My agency has improved its practices as a result of the technical assistance provided	17%			17%	50%	17%
My agency has improved its policies as a result of the technical assistance provided	25%		8%	17%	50%	

CRI-TAC map of completed technical assistance sites
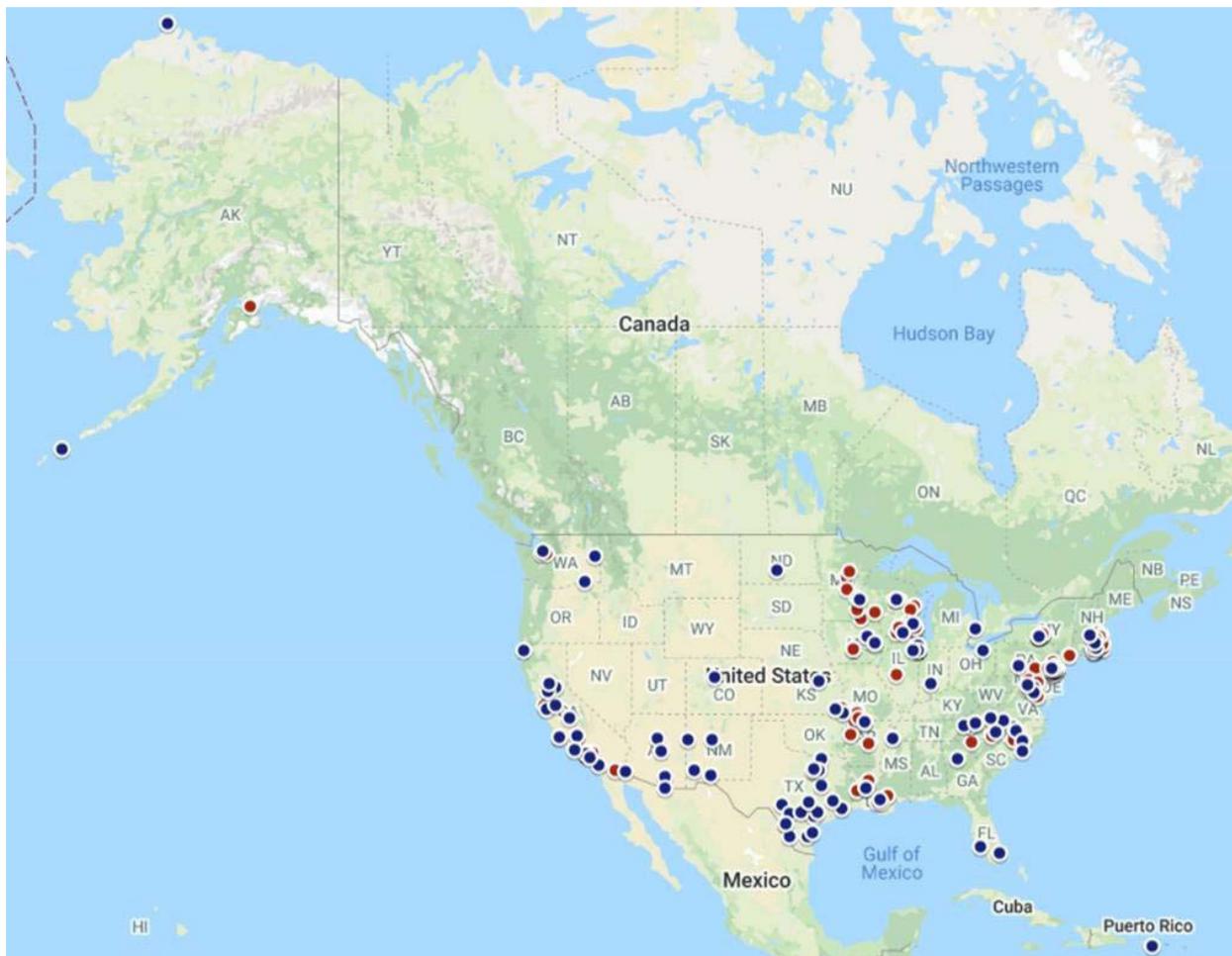
- ■ Primary Requestor – an agency that initially contacts CRI-TAC and requests assistance
- ■ Peer Agency Addition – an agency that did not initially contact CRI-TAC but participated in the technical assistance by invitation of the primary requestor, CRI-TAC staff, or other law enforcement partners such as U.S. Attorneys' Offices

Technical assistance summaries

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

Enhancing crime analysis capabilities to improve predictive policing

1. CRI-TAC profile: Corpus Christi (Texas) Police Department

Agency size: 446 sworn

Population served (est.): 440,000

Topic(s): Crime Analysis

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

Status: Complete

The Corpus Christi (Texas) Police Department (CCPD) approached the CRI-TAC for guidance on improving its crime analysis capabilities with the goal of making better use of its predictive policing capabilities as well enhancing their data output processes to provide real-time information to patrol officers.

One SME conducted virtual consultations with the agency's three analysts to perform a task analysis to determine what their day-to-day duties and workflow include, the technology they use, and how they disseminate their work product. The virtual consultation was followed by an on-site visit during which the SME and CRI-TAC partner IADLEST further reviewed the analysts' work products, discussed common issues and challenges in crime analysis for the agency, and identified areas for enhancement.

> "Ultimately, because of the technical assistance provided, patrol officers will be able to work more effectively using crime analysis to better serve the Corpus Christi community."
>
> — *Mark Schauer, Assistant Chief, Corpus Christi (TX) Police Department*

As requested by the CCPD, the SME constructed an agency deliverable that included considerations for current and future CCPD leaders to implement promising practices to enhance the crime analysis function, increase communication within the agency, and provide actionable intelligence products.

Finally, to enhance the technical assistance, the CRI-TAC sponsored one CCPD analyst to attend the International Association of Crime Analysts conference. The conference allowed the CCPD to explore diverse training tracks offering investigative analysis; social media; research and methodology; crime mapping; and tactical, strategic, administrative, and intelligence analysis. The CCPD took away new knowledge on tactics and strategies for improved success at the individual analyst and organization level. The CCPD analyst networked with peers from other agencies receiving CRI-TAC data analysis technical assistance during daily debriefs on site.

CRI-TAC SME assisting CCPD on analytics

Advancing a strategic plan to improve community engagement

2. CRI-TAC profile: Parsons (Kansas) Police Department

Agency size: 26 sworn

Population served (est.): 12,000

Topic(s): Community policing, community engagement

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

Status: Complete

In support of the Parsons (Kansas) Police Department (PPD) mission statement, the department requested assistance to build upon its current community policing efforts by developing a strategic plan encompassing stakeholder input and best practices for community engagement. PPD Chief Robert Spinks sought to establish a culture of transparency and accountability while working with community residents to identify problems and collaborate on implementing solutions that produce meaningful results.

PPD all–hands meeting

The CRI-TAC assigned two SMEs to remotely review the PPD's current efforts and activities to identify potential gaps that diverged from the desired agency outcomes. One SME then worked alongside Chief Spinks to conduct an on-site SWOT (strengths, weaknesses, opportunities, and threats) analysis with agency staff and a separate SWOT analysis during a community working group to focus on external factors. Through these sessions, the PPD established relationships with the community and identified strategies for demonstrating transparency.

Using the information gathered during the review phase and on site, both SMEs (including a survey methodologist) provided sample community surveys and survey guidance to assist with the development of a community survey for the department. The outcome was a formatted survey that included questions related to the identification of community concerns, community safety, community engagement, perceptions of police effectiveness, perceptions of police activities, and overall satisfaction with police. The survey was tailored and customized to the PPD's specific needs, and the agency planned to disseminate the survey to the Parsons community following the technical assistance.

"Although already on track to improve the agency, the technical assistance helped validate the direction PPD was taking and the programs being implemented. As a smaller agency, the validation paved the way to obtain support from the community and local officials."

— *Robert Spinks, Chief, Parsons (KS) Police Department*

As requested by the PPD, the SMEs constructed an agency deliverable that included considerations for current and future PPD leaders to implement promising practices for enriching the community engagement initiatives of the agency. Chief Spinks used the agency deliverable as a reference for creating the PPD's community policing strategic plan that commenced January 2021.

Building analytical capacity for a Real-Time Crime Center

3. CRI-TAC profile: Charles County (Maryland) Sheriff's Office

Agency size: 310 sworn

Population served (est.): 160,000

Topic(s): Crime analysis, modern police performance management

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

Status: Complete

The Charles County (Maryland) Sheriff's Office (CCSO) created a five-year plan to develop a Real-Time Crime Center (RTCC) and reached out to the CRI-TAC for assistance in building up its analytical capacity. The CRI-TAC coordinated the *Building Analytical Capacity: A Workshop for Law Enforcement Executives* training from CRI-TAC partner IADLEST. This training was provided to 31 total participants from four surrounding agencies in the southern Maryland region.

Following the workshop, one SME provided remote consultation on constructing a roadmap as a model framework for developing an RTCC, including considerations for personnel skills, training, and structure; assignment breakdown; professional organizations and networks for mentoring and problem solving; technology requirements and planning; strategic camera system approach; facility design features; regional information sharing; agency strategic input; and future needs.

Since the delivery of the customized technical assistance, the CCSO has used the roadmap throughout the development of the RTCC to build out the physical space and obtain the necessary technology. The agency also continues to use the roadmap as the RTCC is staffed and the work product grows. The RTCC has become the hub of the organization, and agency leadership employs the information learned through the CRI-TAC to inform next steps and decision-making—all resulting in positive outcomes.

Formalizing a mentoring program to promote inclusiveness

4. CRI-TAC profile: North Richland Hills (Texas) Police Department

Agency size: 114 sworn

Population served (est.): 70,441

Topic(s): Leadership, officer safety and wellness

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

Status: Complete

The North Richland Hills (Texas) Police Department (NRHPD) requested guidance to formalize its employee mentoring program to include information on program parameters, policies, and selection of and training for mentors. Formalizing NRHPD's existing informal employee mentoring program would provide all employees the opportunity and benefit of mentoring while promoting loyalty and inclusiveness within the organization.

CRI-TAC partner NAWLEE provided its formal mentor program training course, which includes identifying goals, creating structure and procedures, and defining roles and responsibilities. Using the NAWLEE training program as a foundation, the CRI-TAC assigned two SMEs to guide NRHPD in the development and implementation of their mentor program. The SMEs hosted a webinar presentation to address important topics of mentoring, including transitioning from an informal mentoring program to a formal program; recruiting members to join the mentoring team; properly matching mentees with mentors, both internally and externally; specified roles according to the needs of those within the agency; tracking metrics; and identifying challenges and successes.

At the same time, to address the officer safety and wellness (OSW) request, the CRI-TAC sponsored one individual from NRHPD to attend the IACP's OSW Symposium in Miami, Florida, from February 27–29, 2020. Throughout the conference, the attendee learned about promising practices in OSW through exposure to national and international trends and elevated the vision of enhanced support for OSW in the NRHPD. The individual participated in the CRI-TAC and Law Enforcement Mental Health and Wellness Act (LEMHWA) National Peer Exchange with 25 other agencies that included facilitated tabletop discussions about employee assistance programs, family wellness, peer support, and suicide prevention.

Facilitating a rapid peer exchange to assist in the preparation for mass demonstrations

5. CRI-TAC profile: Rochester (New York) Police Department

Agency size: 722 sworn

Population served (est.): 209,000

Topic(s): Mass demonstrations

Technical assistance: Agency peer exchange

Status: In progress

The Rochester (New York) Police Department (RPD) requested rapid assistance with response plans for mass demonstrations and counterdemonstrations. The CRI-TAC assigned one facilitator and three peer agency personnel to participate in a phone call with RPD leadership and command staff. This approach was identified and adopted within a two-week timeframe because of the RPD's need for rapid technical assistance. The virtual peer-to-peer agency exchange provided information sharing and considerations for promising practices to the RPD to prepare for anticipated demonstrations and counterdemonstrations from colleagues with lived experience. Since the peer exchange, CRI-TAC is preparing to assist the agency in another requested topic: leadership development.

"Knowledge gained from the expertise during the virtual peer exchange was extraordinary. CRI-TAC moved so quickly to get things in place to assist the Rochester Police Department."

— *Andre C. Anderson, Executive Deputy Chief, Rochester (NY) Police Department*

Developing strong community engagement practices to strengthen campus community

6. CRI-TAC profile: University of California, Berkeley Police Department

Agency size: 50 sworn

Population served (est.): 60,000

Topic(s): Community engagement

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

Status: In progress

The University of California, Berkeley Police Department (UCPD) reached out to CRI-TAC for assistance in strengthening its relationships with the campus community. Specifically, the UCPD wanted a review of department policies and protocols on engagement while also seeking guidance in developing and enhancing community engagement practices and strategies.

The CRI-TAC assigned one SME to assist the UCPD in implementing promising practices for community engagement. The SME reviewed current agency policies and procedures related to community engagement; discussed promising practices for building trust within the community, both the campus community and the surrounding community; and discussed a path toward enhancing engagement strategies.

As part of the technical assistance, the SME and UCPD command staff facilitated virtual meetings with a multicultural stakeholder group and the Independent Advisory Board (IAB). Virtual meetings also occurred between CRI-TAC and the Community Engagement Unit (CEU), the UCPD command staff, and the UCPD sergeants. These meetings addressed questions about the UCPD's legitimacy, community engagement, and recommendations for the UCPD's future.

The virtual facilitated meetings with the UCPD command staff, personnel, and CEU conveyed a clear picture of the overall philosophy of community policing within UCPD. The meetings with the IAB and the multicultural stakeholder group assisted the CRI-TAC in better understanding how the UCPD is positioned within the campus and community environments. The information gathered throughout the technical assistance will aid in the development of written considerations based on national standards and procedures to enhance UCPD community engagement efforts.

Strengthening investigative techniques to improve domestic violence response

7. CRI-TAC profile: San Antonio (Texas) Police Department

Agency size: 2,463 sworn

Population served (est.): 1.5 million

Topic(s): Community engagement, domestic violence reduction and prevention, public sector coordination and partnerships, violent crime reduction and prevention

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

Status: In progress

The San Antonio (Texas) Police Department (SAPD) prioritized addressing domestic violence and requested technical assistance to enhance its ability to effectively prevent, identify, and investigate incidents of domestic violence. Through a multitier approach, the CRI-TAC is equipping front-line and specialty unit personnel with training and providing resources to ensure efficient and effective delivery of service in line with best practice models.

The CRI-TAC assigned three SMEs with trauma-informed expertise in domestic violence response, prevention, and prosecution. Leveraging the SMEs' knowledge, the CRI-TAC is providing a review of current domestic violence reduction efforts, policies, training modules, and materials from the SAPD. Special emphasis is placed on reviewing policies and tools used with victims and community-based advocacy partnerships that impact the response and investigation of domestic violence-related incidents. The review is focusing on identifying gaps and considerations for enhancement, ensuring the existing tools encompass appropriate and updated evidence-based practices for effective usability by responding personnel. To date, the SMEs have provided virtual presentations to SAPD personnel about liability, policy, and language.

The CRI-TAC has also assisted the SAPD in the development of learning objectives and customized in-service training for all SAPD sworn personnel. Once developed, the SMEs conducted a virtual *Predominant Aggressor Training* for command representatives, specialty unit supervisors, and representatives from the District Attorney's Office. Goals of this training included ensuring collaboration and proficiency for SAPD instructors to deliver customized in-service training content on this topic to SAPD personnel.

Moving forward, the SMEs will deliver a customized two-day training to the Special Victims Unit and Crisis Response Team. The training for specialty units is designed to strengthen their interactions with victims and develop skills when responding to crimes of domestic and family violence. Finally, the SMEs will deliver the IACP's National Law Enforcement First Line Supervisor Training on Violence Against Women for SAPD first-line supervisors. The training will focus on individuals who oversee first responders to explore current approaches to responding to and investigating crimes of domestic violence.

Increasing recruitment, hiring, and retention efforts to expand diversity

8. CRI-TAC profile: Washington State Patrol

Agency size: 1,100 sworn

Population served (est.): 7.536 million

Topic(s): Recruitment, hiring, and retention

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

Status: In progress

To better represent the communities in Washington State, the Washington State Patrol (WSP) requested assistance with increasing diversity in its recruitment, hiring, and retention practices. The WSP's goal was to learn promising practices and strategies from other statewide agencies that have had success in this area.

The CRI-TAC assigned two SMEs to work with the agency in a remote-consultation capacity to understand the hiring and retention history of the agency and its current efforts, policies, and goals pertaining to increasing diversity. The SMEs used state and national police policy models and best practice solutions to identify successes and potential gaps.

After a review of the WSP's current recruitment policies and procedures, the SMEs compiled a resource guidebook of practitioner-based literature about diversity in recruitment and retention. This guidebook provided a variety of model policies and best practices, functioning as the foundation of a resource library for WSP. In addition, the guidebook will be modified to fit a general audience and will be made available to the field as a broader deliverable.

Upon completion of the remote consultation, the SMEs will provide a briefing presentation for agency leadership and recruiting and hiring personnel. The presentation will provide lessons for the agency, analysis of the literature from the guidebook, and guidance and considerations that will aid in enhancing the WSP's outreach efforts to reach a more diverse and qualified applicant pool.

"CRI-TAC connects law enforcement agencies and their support associations in a collaborative environment to solve today's most complex policing challenges. CRI-TAC and its partners were instrumental in supporting the Washington State Patrol's innovative recruitment and retention goals in underserved communities across the state leading to the most diverse recruit class in agency history."

— Jason L. Ashley, Captain, Washington State Patrol

Responding to COVID-19

In early 2020, the United States began responding to the person-to person spread of respiratory illness caused by a novel coronavirus: coronavirus disease 2019 (COVID-19), which quickly evolved into a pandemic.[8] The COPS Office recognized that law enforcement needed rapid assistance and resources to address COVID-19, and by mid-March, the CRI-TAC had mobilized to provide this support. At the time of this publication, CRI-TAC has responded and will continue to respond to the needs of agencies during the COVID-19 crisis throughout 2021 by providing direct technical assistance, facilitating information sharing, developing resources, hosting remote agency exchanges, and tracking and reporting on the pandemic's impact on law enforcement.

Information sharing

Throughout the pandemic, especially in the spring of 2020, CRI-TAC partners actively worked with the Centers for Disease Control and Prevention (CDC) on guidance and information, especially regarding jails.

Through CRI-TAC, the NSA immediately provided resources and assistance to sheriffs and jail administrators on COVID-19. Through this work, the NSA established a team of SMEs (COVID-19 Communication Cell) that developed a COVID-19 information clearinghouse on the NSA website[9] of all pertinent resources as well as facilitating conference calls and hosting webinars to promote information sharing with the field. The NSA created numerous resources on topics such as jail mitigation, scams/fraud, and personal protective equipment for wide dissemination.

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8. "Coronavirus Disease 2019 (COVID-19)," Centers for Disease Control and Prevention, last modified April 7, 2020, https://www.cdc.gov/coronavirus/2019-ncov/cases-updates/summary.html.
9. "Coronavirus (COVID-19) Information," National Sheriffs' Association, accessed February 25, 2021, https://www.sheriffs.org/coronavirus.

Example of a scam alert developed by NSA for law enforcement agencies

From March 6 to July 15, 2020, the COVID-19 Communication Cell provided updates to the 42 state sheriffs' associations with actionable information and relevant news clips, including 257 real-time email updates and scam alert infographics. To further the information sharing, on March 25, 2020, NSA began hosting weekly conference calls with the state sheriffs' associations with the goal to provide information from SMEs and highlight specific states for virus response updates (ended on July 15, 2020).

18 state executive calls hosted by NSA

5 law enforcement webinars hosted by CRI-TAC for a total of 795 participants

"I want to send a heartfelt thanks for putting this webinar together as it filled the gaps of many questions that we needed answered. The webinar was very thorough and well organized."

— Feedback from Stafford Act Webinar Participant

In 2020, CRI-TAC hosted the following COVID-19–specific webinars:

- On April 15, NSA led *The Stafford Act and Other COVID-19 Funding Resources*. The webinar focused on providing information and guidance on the federal grant process.[10]

- On July 28, IACLEA and IACP led a discussion on the pathway to dealing with the "new normal" on campuses through *The Return to Campus and the New Normal*[11]

- On October 19, NSA took the lead on hosting *Maintaining Morale During a Public Health Crisis*, which focused on what sheriffs and other law enforcement leaders can do to help maintain and improve morale of personnel—both sworn and civilian—during a crisis.[12]

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10. "The Stafford Act & Other COVID-19 Funding Resources," webinar, National Sheriffs' Association, accessed February 25, 2021, https://sheriffs.org/ICYMI-COVID-19-Webinar-Recording.
11. "The Return to Campus and the New Normal," webinar, International Association of Chiefs of Police, accessed February 25, 2021, https://www.myiacp.org/COVID19resourcedetails?id=a3M3s000000hjNZEAY.
12. NSA (National Sheriffs' Association), "Maintaining Morale during a Public Health Crisis," webinar, International Association of Chiefs of Police, accessed February 25, 2021, https://www.myiacp.org/COVID19resourcedetails?id=a3M3s000000hkn2EAA.

- On October 27, *How to Prevent a Global Crisis from Becoming a Personal One: Stress Management in High-Stress Times* offered realistic practices and tips for first responders and their families to help address and manage stressors during a pandemic. This webinar was led by NSA with engagement from CRI-TAC partners IACP and FOP.[13]

- On December 3, *Pandemic in the Prairies* discussed the impact of COVID-19 on rural and small agencies' operations, including patrol, jail operations, and court security. This webinar was hosted by NSA in partnership with IACP.[14]

> "... I was pleasantly surprised by the passion with which he spoke
> and his excitement with the accomplishments. As this pandemic has
> continued and weighed on folks the sheriff was positive and energetic in
> presentation which in turn gave me some motivation!"
>
> — *Feedback from Maintaining Morale During a Public Health Crisis Webinar Participant*

Resource development

In addition to the information sharing, CRI-TAC identified gaps in resources and rapidly developed eight guidance documents for law enforcement agencies:

- *Considerations for Law Enforcement Encountering COVID-19–Related Deaths* provides guidance to prepare law enforcement for the unfortunate situation of encountering a COVID-19–related unattended death.[15]

- *HIPAA Considerations for Law Enforcement during the COVID-19 Pandemic* breaks down the important information you need to know regarding the proper and legal disclosure to law enforcement of protected health information.[16]

- *Law Enforcement and COVID-19* is a 28-page supplemental guide to the May 2020 issue of *Police Chief* magazine that provides a snapshot of officer safety and wellness resources related to COVID-19.[17]

- *Law Enforcement Officer Exposure to COVID-19* provides guidance in the event law enforcement are exposed to COVID-19.[18]

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13.   NSA, "How to Prevent a Global Crisis from Becoming a Personal One," webinar, International Association of Chiefs of Police, accessed February 25, 2021, https://www.myiacp.org/COVID19resourcedetails?id=a3M3s000000hkmxEAA.

14.   NSA, "Pandemic in the Prairies," webinar, International Association of Chiefs of Police, accessed February 25, 2021, https://www.myiacp.org/COVID19resourcedetails?id=a3M3s000000hlAREAY.

15.   CRI-TAC (Collaborative Reform Initiative Technical Assistance Center), *Considerations for Law Enforcement Encountering COVID-19–Related Deaths* (Washington, DC: Office of Community Oriented Policing Services, 2020), https://cops.usdoj.gov/RIC/ric.php?page=detail&tid=COPS-W0908.

16.   CRI-TAC, *HIPAA Considerations for Law Enforcement during the COVID-19 Pandemic* (Washington, DC: Office of Community Oriented Policing Services, 2020), https://cops.usdoj.gov/RIC/ric.php?page=detail&tid=COPS-W0907.

17.   IACP (International Association of Chiefs of Police), *Law Enforcement and COVID-19* (Washington, DC: Office of Community Oriented Policing Services, 2020), https://cops.usdoj.gov/RIC/ric.php?page=detail&tid=COPS-W0905.

18.   CRI-TAC, *Law Enforcement Officer Exposure to COVID-19* (Washington, DC: Office of Community Oriented Policing Services, 2020), https://cops.usdoj.gov/RIC/ric.php?page=detail&tid=COPS-W0906.

- *Law Enforcement Officer Sickness with COVID-19* provides guidance in the event law enforcement contract COVID-19.[19]

- *Line of Duty Deaths Due to COVID-19* provides a brief analysis of line of duty of deaths in 2020, specific to COVID-19.[20]

- *Officer Wellness and Resiliency During the COVID-19 Pandemic* provides guidance on officer mental and physical wellness.[21]

- *Weekly Webinar and Innovations Summary* provides weekly trainings, webinars, on-demand trainings, and innovations from the field available on COVID-19.[22]

Partnering with the National Police Foundation

On September 8, 2020, the COPS Office announced a CRI-TAC partnership with the National Police Foundation (NPF) to develop and share resources with the law enforcement community based on the continued impact of COVID-19. Using data from the real-time COVID-19 Law Enforcement Impact Dashboard* as well as through direct outreach with law enforcement and publicly available data, the NPF is creating a series of analysis briefs.

The first brief, *Line of Duty Deaths Due to COVID-19,*[†] focused on an analysis of COVID-19 line-of-duty deaths paired with officer safety and wellness resources for law enforcement. The analysis found that COVID-19 was the leading cause of line-of-duty deaths for law enforcement from March through July 2020 and underscored the importance of monitoring COVID-19–related safety implications for law enforcement. Moving into 2021, the NPF will be delving into analysis of domestic violence and recruitment, hiring, and retention data.

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* "COVID-19 Law Enforcement Impact Dashboard," National Police Foundation, accessed February 25, 2021, https://experience.arcgis.com/experience/783fae2f8c0c4759a3ae1ccb7ef51668/page/page_0/.

† CRI-TAC, Line of Duty Deaths Due to COVID-19 (see note 20).

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19.   CRI-TAC, *Law Enforcement Officer Sickness with COVID-19* (Washington, DC: Office of Community Oriented Policing Services, 2020), https://cops.usdoj.gov/RIC/ric.php?page=detail&tid=COPS-W0909.
20.   CRI-TAC, *Line of Duty Deaths Due to COVID-19* (Washington, DC: Office of Community Oriented Policing Services, 2020), https://cops.usdoj.gov/RIC/ric.php?page=detail&tid=COPS-W0902.
21.   CRI-TAC, *Officer Wellness and Resiliency during the COVID-19 Pandemic* (Washington, DC: Office of Community Oriented Policing Services, 2020), https://cops.usdoj.gov/RIC/ric.php?page=detail&tid=COPS-W0910.
22.   CRI-TAC, COVID-19: *Upcoming Training and Webinars for Law Enforcement June 1–June 12, 2020* (Alexandria, VA: International Association of Chiefs of Police, 2020), https://www.theiacp.org/sites/default/files/COVID19/COVID19_Training_for_Law_Enforcement.pdf?_ga=2.47221543.1821539476.1588188316-1327331693.1534889205.

COVID-19 Library of Resources and App

To assist law enforcement agencies with the overload of information on COVID-19, CRI-TAC launched the COVID-19 Library of Resources[23] on March 23, 2020. More than 300 materials are available in this searchable library of agency policies, standard operating procedures, fact sheets, press releases, special orders, training documents, and other COVID-19–related materials. The library includes CRI-TAC–developed resources (see previous section) and federal guidance, agency created documentation, and relevant resources from other criminal justice stakeholders. This tool allows law enforcement to seek and share important guidance with one another on issues such as risk mitigation, communication, and officer safety.

COVID-19 Library of Resources (metrics to date):

305 resources

21,514 page views

In addition, CRI-TAC launched the COVID-19 resource app,[24] which provides access to the latest COVID-19 resources, including the COVID-19 Library of Resources. From May to December 2020, there were 5,763 downloads of the app.

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23.   CRI-TAC, "COVID-19 Library of Resources," International Association of Chiefs of Police, accessed February 25, 2021, https://www.myiacp.org/COVID19libraryofresources.
24.   IACP, "IACP App," accessed February 25, 2021, https://www.theiacp.org/iacp-app.

"The CRITAC Library has been a good resource during this pandemic to help answer many questions."

— *Darrell B. Basco, Deputy Chief, Pineville (LA) Police Department and LA FOP State President*

National COVID-19 impact surveillance and associated deliverables

The goal of this national COVID-19 impact surveillance effort is to establish a broad understanding of the distinct impacts on law enforcement necessary to extract valuable lessons learned, identify innovative solutions in responding to crime and meeting the needs of communities, and document overall public safety trends to provide a unique national perspective of law enforcement operations during the COVID-19 pandemic. To accomplish this goal, the CRI-TAC has engaged in impact surveillance by actively collecting information from all facets of the field on the impact of the virus on law enforcement, including areas of crime, officer safety, officer wellness, equipment needs, and other important public safety topics.

The CRI-TAC developed 12 interim reports that build upon existing themes and synthesize new themes that emerge to build a comprehensive picture of the response by law enforcement to COVID-19. Information contained in these reports is collected through a diverse array of formal and informal spaces including personal conversations and accounts, meetings, webinars, news articles, surveys, websites, project-related intersections, and other active sourcing of law enforcement impacts specific to COVID-19.

1,100 entries in the impact surveillance tracker

The CRI-TAC is developing a public report that will be forthcoming in the spring of 2021. In addition to this public summary report, CRI-TAC is developing a series of deliverables focused on increasing education; sharing innovative adaptation by law enforcement surrounding policy, protocol, or operations; and highlighting lessons learned. The *CRI-TAC COVID-19 Field Features* series includes a compilation of innovative practices implemented by the field to enhance operations while maintaining public safety and the safety and wellness of an agency during the COVID-19 pandemic. The first two, *Pivoting to COVID-19 Response in the Greater Houston Region*[25] and *Keeping Montana Officers Trained During a Pandemic*,[26] were released on March 2, 2021.

25.   George Buenik and Jack Hanagriff, *Pivoting to a COVID-19 Response in the Greater Houston Region*, COVID-19 Field Feature (Washington, DC: Office of Community Oriented Policing Services, 2021), https://cops.usdoj.gov/RIC/ric. php?page=detail&tid=COPS-W0936.

26.   Bryan Lockerby, *Keeping Montana Officers Trained during a Pandemic*, COVID-19 Field Feature (Washington, DC: Office of Community Oriented Policing Services, 2021), https://cops.usdoj.gov/RIC/ric.php?page=detail&tid=COPS-W0937.

How to Request Technical Assistance

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

21,955 website hits across the COPS Office and CRI-TAC partner web pages in 2020

Step 1. Inquiry

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

Step 2. Intake call

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

80 intake calls in 2020

Step 3. Technical assistance request

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

Step 4. Technical assistance work plan

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

"The SME's guidance, mentorship, and expertise around mass demonstrations has been invaluable as the department developed its operational strategy."

— *Chris Buttice, Captain, Walla Walla (WA) Police Department*

Step 5. Technical assistance delivery

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

"The subject matter experts were the best in the nation! Fantastic instructors, flexible and responsive. They bring years of experience to the table and were fantastic resources."

— *Minnesota State Colleges and Universities Public Safety and Compliance Customer Satisfaction Survey*

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

Simple, low-burden process

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

"It already has helped us in concrete ways. We are doing business in a more effective way today than when we started the program."

— *Charles County (MD) Sheriff's Office Customer Satisfaction Survey*

On Deck in 2021

Opportunities abound in the CRI-TAC's fourth year. In addition to our continued technical assistance to law enforcement agencies and COVID-19 response efforts, CRI-TAC is developing and implementing various training initiatives and tailored resources.

> "CRI-TAC continues to fill a void created by limited funding in a time where the needs of the public we all serve continue to evolve."
>
> — *Mike Brown, Director of Professional Development, NSA*

Furthering active bystander techniques

CRI-TAC partner IADLEST is revising two trainings (direct and train-the-trainer) that will provide law enforcement with the knowledge and skills necessary to be active bystanders and intervene or allow an intervention when necessary to prevent misconduct or unethical behavior. CRI-TAC will pilot the training in late summer of 2021, with a full implementation roll-out in late 2021.

Addressing community engagement

In January 2021, CRI-TAC launched a virtual multipart Community Engagement Mini-Series dedicated to bringing innovative community engagement practices to the field. The initial webinars are incorporating COVID-19 practices, but this mini-series will broaden to include other aspects of community engagement. The first webinar, *Maintaining Campus Community Relations During a Pandemic*, was hosted for 86 attendees on January 12 and focused on important community engagement elements on campuses. Forthcoming webinars include youth engagement at various levels and broader programming by agencies.

Supporting de-escalation training

As referenced in the second annual report, de-escalation training is highly requested by CRI-TAC sites. To meet the high demand, CRI-TAC partnered with the Law Enforcement Innovation Center (LEIC) at the University of Tennessee Institute for Public Service to develop an *Applied De-escalation Tactics* training program. The training will provide law enforcement personnel the necessary tools and skills to de-escalate a situation. Training participants will learn the foundations of de-escalation and apply skills through practice scenario-based situations either in a simulator or through role play. This training program will incorporate a two-day direct training followed by a one-day train-the-trainer. CRI-TAC will pilot the training in spring of 2021, with a full implementation roll-out in summer of 2021.

Translating training to address tribal missing persons cases

CRI-TAC continues to expand outreach to tribes and tribal law enforcement agencies through efforts such as partnering with the DOJ Tribal Access Program and the Operation Lady Justice Task Force—the Presidential Task Force on Missing and Murdered American Indians and Alaska Natives. Operation Lady Justice has been empowered to review Indian country cold cases; to strengthen law enforcement protocols; and to work with tribes to improve investigations, information sharing, and a more seamless response to missing persons investigations.

CRI-TAC is currently piloting the *Introduction for Leadership: Volunteer Engagement for American Indian and Alaska Native Missing Persons Cases* and *Volunteer Engagement for American Indian and Alaska Native Missing Persons Cases* trainings with Confederated Salish and Kootenai Tribes of the Flathead Reservation in Montana and the Confederated Tribes and Bands of the Yakama Nation in Washington. These two trainings developed in partnership with the Executive Office for United States Attorneys and Operation Lady Justice Task Force provide an introduction to Indian Country Criminal Jurisdiction and victim service considerations as they pertain to missing person cases. In addition, the trainings introduce the basic elements and practices for creating a volunteer engagement program to support missing person cases.

Collaborating to develop national hate crimes training

As announced in October 2019,[27] CRI-TAC, led by CRI-TAC partner IADLEST, is collaborating with the Arlington (Texas) Police Department (APD) to develop a national in-person hate crimes training curriculum as part of a larger suite of training options on the subject. This training suite will build the capacity and competency of law enforcement to recognize, investigate, and accurately report hate crimes while strengthening trust with the community. CRI-TAC will pilot the training in the spring of 2021, with a full implementation roll-out in summer of 2021.

Continuing service to the field

As demonstrated by the volume of requests received in the first three years, the field's interest in technical assistance through the COPS Office and our partners in CRI-TAC is strong. During the fourth year, we will continue working diligently with key partners, SMEs, and the field to ensure our nation's law enforcement get the assistance, training, support, and resources they need to protect the communities they serve.

> "As a small agency, Walla Walla Police Department had never had access to this level of expertise and appreciated the CRI-TAC experience."
>
> — *Kevin Braman, Captain, Walla Walla (WA) Police Department*

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

Appendix. Client Satisfaction Survey Responses

	Strongly Disagree % (N)	Disagree % (N)	Neutral % (N)	Agree % (N)	Strongly Agree % (N)	Not Applicable % (N)	Response Total N
SATISFACTION WITH REQUEST PROCESS							
My agency received assistance in a timely manner.	0% (0)	0% (0)	7% (2)	14% (4)	79% (22)	0% (0)	28
The process for requesting assistance was easy to navigate.	0% (0)	0% (0)	0% (0)	26% (7)	75% (21)	0% (0)	28
The burden placed on my agency while receiving technical assistance was minimal.	0% (0)	0% (0)	4% (1)	15% (4)	81% (22)	0% (0)	27
SATISFACTION WITH INFORMATIONAL RESOURCES PROVIDED							
Informational resources provided to my agency were high quality.	0% (0)	0% (0)	7% (2)	29% (8)	61% (17)	4% (1)	28
Informational resources provided to my agency were relevant to my problem.	0% (0)	0% (0)	4% (1)	29% (8)	64% (18)	4% (1)	28
Informational resources provided to my agency were relevant to my agency.	0% (0)	0% (0)	0% (0)	29% (8)	68% (19)	4% (1)	28
Informational resources provided to my agency were useful.	0% (0)	0% (0)	4% (1)	37% (10)	54% (15)	4% (1)	27
SATISFACTION WITH CRI–TAC STAFF							
CRI-TAC staff met our expectations.	0% (0)	0% (0)	4% (1)	18% (5)	79% (22)	0% (0)	28
CRI-TAC staff were well informed about the process.	0% (0)	0% (0)	4% (1)	21% (6)	75% (21)	0% (0)	28
CRI-TAC staff were responsive throughout the process.	0% (0)	0% (0)	4% (1)	18% (5)	79% (22)	0% (0)	28
CRI-TAC staff were well-organized and prepared throughout the process.	0% (0)	0% (0)	7% (2)	18% (5)	75% (21)	0% (0)	28

	Strongly Disagree % (N)	Disagree % (N)	Neutral % (N)	Agree % (N)	Strongly Agree % (N)	Not Applicable % (N)	Response Total N
SATISFACTION WITH CRI–TAC SUBJECT MATTER EXPERTS							
CRI-TAC subject matter expert(s) met our expectations.	0% (0)	0% (0)	7% (2)	14% (4)	79% (22)	0% (0)	28
CRI-TAC subject matter expert(s) had experience relevant to our problem.	0% (0)	0% (0)	0% (0)	30% (6)	70% (14)	0% (0)	20
CRI-TAC subject matter expert(s) had expertise relevant to our problem.	0% (0)	0% (0)	7% (2)	22% (6)	70% (19)	0% (0)	27
CRI-TAC subject matter expert(s) had experience relevant to our agency.	0% (0)	0% (0)	5% (1)	25% (5)	70% (14)	0% (0)	20
CRI-TAC subject matter expert(s) had expertise relevant to our agency.	0% (0)	0% (0)	4% (1)	26% (7)	71% (20)	0% (0)	28
CRI-TAC subject matter expert(s) were well-organized and prepared throughout the process.	0% (0)	0% (0)	4% (1)	21% (6)	75% (21)	0% (0)	28
SATISFACTION WITH OVERALL TECHNICAL ASSISTANCE DELIVERY							
Overall, the assistance provided met my agency's expectations.	0% (0)	0% (0)	7% (2)	26% (7)	68% (19)	0% (0)	28
Overall, the assistance provided was relevant to the problem.	0% (0)	0% (0)	4% (1)	21% (6)	75% (21)	0% (0)	28
Overall, the assistance provided was relevant to my agency.	0% (0)	0% (0)	0% (0)	26% (7)	75% (21)	0% (0)	28
Overall, the assistance provided will help my agency address its problem.	0% (0)	0% (0)	4% (1)	18% (5)	79% (22)	0% (0)	28

About the CRI-TAC Partners

International Association of Chiefs of Police (IACP)

The IACP is the world's largest and most influential professional association for police leaders. With more than 31,000 members in 165 countries, the IACP is a recognized leader in global policing, known for its commitment to enhancing community safety by shaping the future of the police profession. Through timely research, programming, and unparalleled training opportunities, the IACP is preparing current and emerging police leaders—and the agencies and communities they serve—to succeed in addressing the most pressing issues, threats, and challenges of the day.

FBI National Academy Associates (FBINAA) Inc.

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

Fraternal Order of Police (FOP)

The FOP is the world's largest organization of sworn law enforcement officers, with more than 354,000 members in more than 2,100 lodges. We are the voice of those who dedicate their lives to protecting and serving our communities. We are committed to improving the working conditions of law enforcement officers and the safety of those we serve through education, legislation, information, community involvement, and employee representation.

International Association of Campus Law Enforcement Administrators (IACLEA)

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

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

IADLEST's mission is to support the innovative development of professional standards in public safety through research, development, collaboration and sharing of information, to assist states and international partners with establishing effective and defensible standards for the employment and training of public safety personnel.

Major County Sheriffs of America (MCSA)

MCSA is a professional law enforcement association of the largest elected sheriffs' offices representing counties or parishes with populations of 500,000 or more. We are dedicated to preserving the highest integrity in law enforcement and the elected Office of the Sheriff. Our membership represents more than 120 million citizens.

National Association of Women Law Enforcement Executives (NAWLEE)

NAWLEE is the first organization established to address the unique needs of women holding senior management positions in law enforcement. NAWLEE's mission is to serve and further the interests of women executives and those who aspire to be executives in law enforcement. Membership is open to women and men in municipal, campus, tribal, state, and federal law enforcement agencies or employed in a profession related to law enforcement who support diversity in the profession.

National Organization of Black Law Enforcement Executives (NOBLE)

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

National Sheriffs' Association (NSA)

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

National Tactical Officers Association (NTOA)

The mission of the NTOA is to enhance the performance and professional status of law enforcement personnel by providing a credible and proven training resource as well as a forum for the development of tactics and information exchange.

About the COPS Office

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

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

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

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

- To date, the COPS Office has funded the hiring of approximately 130,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.

- Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office–funded training organizations.

- Almost 500 agencies have received customized advice and peer-led technical assistance through the COPS Office Collaborative Reform Initiative Technical Assistance Center.

- To date, the COPS Office has distributed more than eight million topic-specific publications, training curricula, white papers, and resource CDs and flash drives.

- The COPS Office also sponsors conferences, round tables, and other forums focused on issues critical to law enforcement.

COPS Office information resources, covering a wide range of community policing topics such as school and campus safety, violent crime, and officer safety and wellness, can be downloaded via the COPS Office's home page, https://cops.usdoj.gov.

The Collaborative Reform Initiative Technical Assistance Center is a partnership between the COPS Office and many professional law enforcement organizations throughout the field to provide technical assistance to law enforcement agencies on request. In its first three years, the center fielded more than 450 requests for assistance from campus, local, county, and state agencies on critical issues like community engagement; active shooter response; de-escalation; crime analysis; mass demonstrations; school safety; and recruitment, hiring, and retention. This report shows how the center has supported agencies in their efforts to ensure public safety in their communities. The COPS Office is committed to continue working diligently with our partners to provide high-quality, relevant, and timely assistance by the field, for the field.