National Policing Institute

Annual Report
2022

Pursuing Excellence Through Science and Innovation

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Our Mission

The National Policing Institute, formerly known as the National Police Foundation, was established in 1970 as a non-partisan, non-profit, research and policy organization dedicated to advancing policing through innovation and scientific research.

Our Vision

At the National Policing Institute, we envision police and communities working together to implement best practices informed or supported by research, resulting in safe, healthy, economically thriving, and mutually trusting communities.

NPT's BEST NONPROFITS TO WORK FOR ★2022★
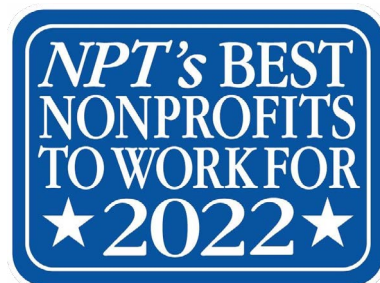
The Institute has been recognized as one of the 2022 Best Nonprofits to Work For, based primarily on employee feedback. See BestNonprofitstoWorkFor.com for more information.

From the President

Reflecting on 2022 reminds us of our mission's importance and highlights the many reasons we have to be grateful and honored to do this work.

At the beginning of 2022, the National Police Foundation rebranded as the National Policing Institute. While the core of what we do remains the same, our new name better reflects the purpose of our organization and takes us into the next phase of our distinguished history.

This year was also punctuated by several significant developments for us as an organization.

The National Policing Institute (the Institute) was humbled and honored to receive a generous $6 million gift made possible by philanthropist MacKenzie Scott. With this funding, we will more aggressively take on the complex and divisive challenges that face the policing profession and our communities alike, challenge the status quo, create new and bold approaches, and share innovations that can bring communities and policing together.

In 2022, the Institute was named one of the best nonprofits to work for by the Nonprofit Times and Best Companies Group. Earning a spot on this list is an honor established only through our staff's input. It represents the beginning of our journey toward fostering our shared growth and building a supportive and diverse organization that thrives together to pursue excellence in our work.

Building this organization in a way that supports the needs of the field requires us to curate a staff of world-class experts and top-notch professionals. As part of that effort, in 2022 we brought on nationally known and highly respected social scientist Dr. Robin Engel as Senior Vice President. Dr. Engel brings valuable expertise, strategy, and thought leadership to the Institute, further enabling us to provide positive and evidence-informed changes and improvements to policing and public safety.

Throughout this annual report, you will see a snapshot of the impactful work completed last year and sneak peeks of what we have planned for this year. The Institute continues to move the needle on some of the most critical issues facing police leaders and communities across the United States and worldwide.

But our work is far from done. The motivation to continue our mission comes from you and those we impact. Police leaders, community members, academic researchers, and lawmakers look to us to provide them with guidance and support that is both innovative and research-based.

Thank you to all who have supported and engaged with our work throughout 2022 and continue to join us through our future initiatives. We look forward to another great year as we pursue excellence in policing through innovation and science.

Sincerely,

James Burch, President of the National Policing Institute

Board Member Perspective

As a relatively new board member of the National Policing Institute, I am pleased to join our President, Jim Burch, and my fellow board members in the presentation of our annual report. As one who values strong police-community relations, I recognize that many ingredients lead to a safer community. The Institute is critical in providing public safety professionals with the best research, training, and education. We also create a bridge to address the most poignant aspects of community concerns.

To say this work is challenging is an understatement. But the success of the Institute is not just a testament to the importance of the organization's mission, but an opportunity to collaborate in creating just communities. This work requires the willingness of all involved to look introspectively and see public safety from others' vantage points. It also requires us to see past the silos and issues that divide us.

As one who has considered creating a safe community from the perspective of a judge, deputy prosecutor, public defender, elected official, and victim of violent crime, I understand the complexity of addressing the needs of all involved. How do we ensure the wellness of police personnel? How do we help communities value the overwhelming majority of guardian police who honor the badges they wear? How do we encourage everyone to expose those police officers who behave in a way that is not consistent with the community's best interests? What are the best strategies to strengthen police-community relations?

Recently in public safety, we have had more questions than answers. Not because we lack research or best practices, but because personal opinions and biases enter this arena in a very damaging way. We can assure you that the National Policing Institute is committed to facilitating productive conversations and collaborating with all involved to provide research, education, and resources to support the creation of just communities everywhere. It is my honor to play a role, working with dedicated Institute colleagues towards this goal.

Sincerely,

Karen Freeman-Wilson, Board Member of the National Policing Institute; President and CEO of the Chicago Urban League; Former Mayor of Gary, Indiana and Former Attorney General of Indiana

Our Work & Impact

This section provides a snapshot of the impactful and innovative work undertaken by the Institute in 2022.

60 In-Person Training Events

106 Virtual Training Events

191 Technical Assistance Requests

2,456 Agencies Served

9,535 Individuals Trained

22,351 Resource Downloads

" **Probably one of the best courses I've taken in my career.**

TRAIN-THE-TRAINER WORKSHOP ATTENDEE

SAFETY & WELLNESS

The Institute takes a holistic and systemic approach to safety and wellness. This approach is the most effective in fostering healthy organizations, officers and nonsworn staff, and communities.

PILLAR 1: SAFETY & WELLNESS

National Law Enforcement Roadway Safety Program (NLERSP)

FUNDER

U.S. Department of Justice, Bureau of Justice Assistance (BJA)

ABOUT THE PROGRAM

The NLERSP aims to continue functioning as a catalyst for safety improvements to reduce the number of law enforcement officers seriously injured and killed on the nation's roadways.

IMPACT ON THE FIELD

The program training has reached 1,600 officers across more than 500 agencies. Based on course evaluations, participants indicated that the training provided them with critical reminders to mitigate safety risks during roadway operations. Many participants expressed their desire to modify their behaviors or change agency policy or training to improve safety after completing the NLERSP training.

NEW RESOURCES

In addition to ongoing training, webinars, and workshops, the program team developed nine roadway safety messaging posters were created in various sizes and formats.
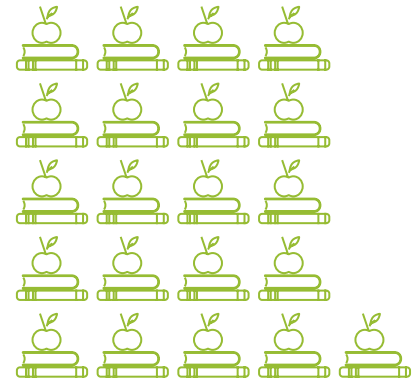
WHAT PEOPLE ARE SAYING

"Hadn't really thought about this topic (building safety culture) in the way this training explained it. It makes more sense, and hopefully I can make a difference in the culture of my agency as it relates to the enhancement of roadside safety."
– Executive Training Attendee

21 Training Deliveries

550+
Agencies Reached

8 National & State-level Conference Presentations

1,450+
Law Enforcement Professionals Impacted

> **"**
> **This training made me more comfortable with speaking to other officers about roadway safety.**
>
> *TRAIN-THE-TRAINER WORKSHOP ATTENDEE*

PILLAR 1: SAFETY & WELLNESS

21st Century Protest Response: Promoting Democracy and Advancing Community and Officer Safety

FUNDER

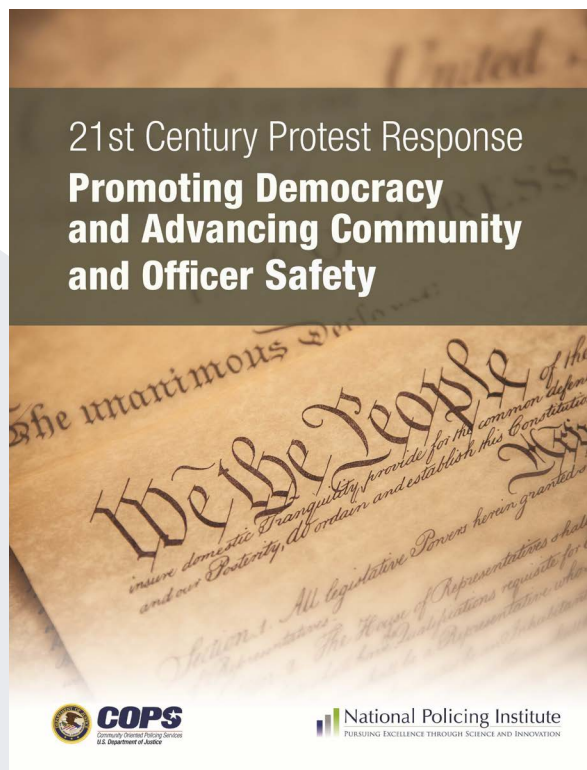U.S. Department of Justice, Office of Community Oriented Policing Services (COPS Office)

ABOUT THE PROGRAM

This guidebook contributes to what should be an ongoing assessment of and dialogue about best practices concerning protests and mass demonstrations. The recommendations are meant to guide state, local, tribal, and territorial law enforcement agencies in responding to mass protests. The purpose of this guidance is to assist law enforcement agencies with protecting constitutional rights while prioritizing community and officer safety.

IMPACT ON THE FIELD

The value of this project lies not only in the guide itself, but also in the process used to develop it. The project team held two virtual town hall-style convenings of law enforcement representatives whose agencies responded to mass protests and demonstrations following the murder of George Floyd. Based on information collected during those convenings, the team then hosted series of seven smaller virtual focus groups that included individuals from law enforcement, academia, community, advocacy, mental health, communications, and other stakeholder groups to discuss specific challenges in responding to protests and demonstrations. Together, these convenings and conversations provided an opportunity for those responding to protests and those impacted by protests to collaborate and share information from a variety of perspectives.

The lessons learned from this guide has been presented at conferences with standing room only available in the meeting rooms, indicating the desire for this information. Future presentations are scheduled for 2023.

PILLAR 1: SAFETY & WELLNESS

Law Enforcement Mental Health and Wellness Act (LEMHWA) Program

FUNDER

U.S. Department of Justice, Office of Community Oriented Policing Services (COPS Office)

ABOUT THE PROGRAM

The LEMHWA program funds projects that develop knowledge and increase awareness of adequate mental health and wellness strategies, improve the skills and abilities of law enforcement, and increase the number of law enforcement agencies and relevant stakeholders using peer support, training, family resources, suicide prevention, and other promising practices for wellness programs.

NEW RESOURCES

This year the LEMHWA team developed and disseminated presentations for virtual meetings and webinars. Topics covered include: policies and standard operating procedures (SOPs) related to implementing a formal program, sustaining mental health and wellness initiatives, creating a culture of de-stigmatizing, codes of conduct and confidentiality agreements, family wellness, and recruiting and training within MHW programs.

IMPACT ON THE FIELD

The LEMHWA Community of Practice has provided a template for other projects and programs. The LEMHWA Community of Practice is the first forum that brought together law enforcement mental health and wellness-focused personnel together to share ideas, ask questions, and learn from each other and experts. This has resulted in countless connections made among small, rural, and large agencies, Indian nations, and sheriff's offices. It also gives police executives, first-line supervisors, patrol officers, and mental health practitioners immediate access to peer support and ongoing engagement as agencies develop new and innovative programming. One result of this engagement is a mid-sized sheriff's office utilizing their LEMWHA grant funding to improve ongoing coordination of their peer support team; guide oversight of the new fitness center and wellness room; teach yoga, breathwork, and mindfulness at the training academy; implement QPR Suicide Awareness and Prevention Training and expand the Peer Mentor Program. Another example is a small east coast police department that has been able to hire a Licensed Clinical Psychologist to the department full-time, and funds have been able to support the growth of the incident support services, which include a Peer Canine Program, an Occupational Health Center, and training in spiritual, financial, and physical wellness.

263
Members in the LEMHWA Community of Practice

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I am excited to be a part of this group and leverage your knowledge and expertise to help inform some of our practices.

COMMUNITY OF PRACTICE PARTICIPANT

Adverse Impacts of Organizational Stress on Officer Health and Wellness: Causes, Correlates, and Mitigation
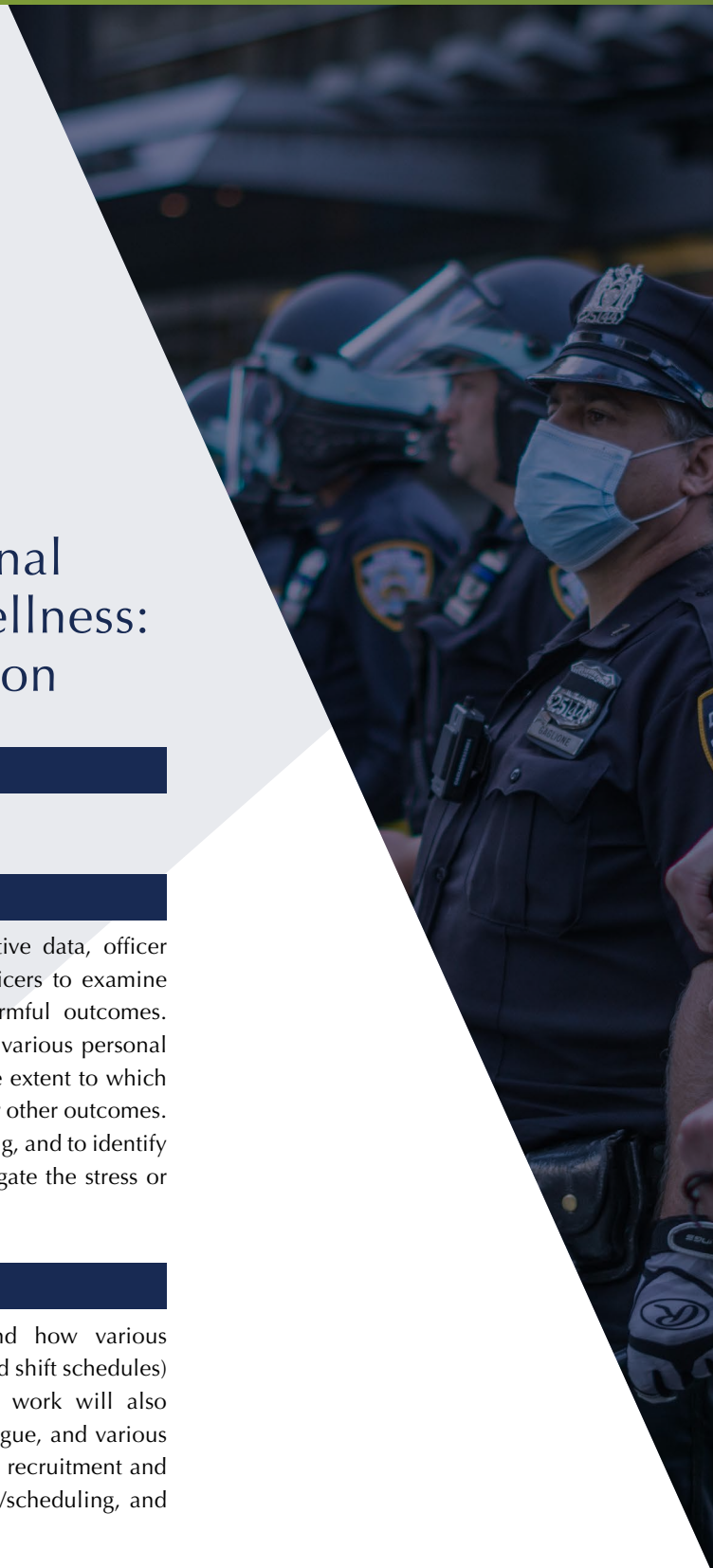
FUNDER

U.S. Department of Justice, National Institute of Justice

ABOUT THE PROGRAM

In this project, the Institute researchers are using agency administrative data, officer surveys, and biometric devices (wearable watches) for a subset of officers to examine the relationship between organizational stressors and potentially harmful outcomes. Researchers will explore the relationships between these stressors and various personal characteristics (personality, attitudes, beliefs, coping skills, etc.) and the extent to which those may mitigate or facilitate adverse health, wellness, performance, or other outcomes. This is a comprehensive study designed to test a model of stress and coping, and to identify both individual and organizational strategies that can also help to mitigate the stress or its harmful effects.

IMPACT ON THE FIELD

This study will allow public safety leaders will better understand how various organizational stressors (such as administrative duties, staff shortages, and shift schedules) impact officers' health, safety, wellness, and job performance. This work will also advance research on relationships between organizational stressors, fatigue, and various key outcomes, and also facilitate evidence-based practices in areas like recruitment and hiring, internal support and supervisory practices, training, work hours/scheduling, and early identification of at-risk officers.

COMMUNITY TRUST & LEGITIMACY OF POLICING

The Institute strives to understand and share more about the ways police behaviors, tactics, and strategies impact a community's sense of police legitimacy, and how police can maintain safety while enhancing trust and justice.

Accreditation of Mexican Law Enforcement Agencies, Police Communications Centers, and Police Academies

FUNDER

U.S. Department of State, Bureau of International Narcotics and Law Enforcement Affairs

ABOUT THE PROGRAM

This program aims to promote the accreditation of law enforcement agencies in Mexico. Accreditation is one means of serving as a tool for promoting the professionalism of law enforcement services globally. Each client agency is assigned a National Policing Institute Regional Manager, Team Leader, and Technical Advisor. These individuals provide each client agency with guidance and technical assistance to prepare them for accreditation. This program also serves as a seed to further promote and encourage other agencies to follow in pursuit of best practices and programs.

IMPACT ON THE FIELD

One of the most impactful benefits of this program has been providing agencies with new concepts they can implement to improve operations and culture. One such concept that has been introduced and has garnered a great deal of attention and support is the development and implementation of Early Warning Systems in agencies. The concept of developing a mechanism to identify employees in need of support services has been well received. It continues to draw attention to the importance of mental and physical health of officers and other agency staff.

Active Client Agencies

75 **Project Client Agencies**

- **59 have achieved accreditation**
- **15 working to achieve accreditation**

Project Agencies by Type:

- **16 Communication Centers**
- **18 Law Enforcement Agencies**
- **26 Training Academies**

Project client agencies located in 27 of 32 Mexican states

1,200

Program training events reached over 1,200 people ranging from practitioners to chief executive officers.

■ States with at least one project client agency

CompStat360 (CS360)

FUNDER

U.S. Department of Justice, Bureau of Justice Assistance (BJA)

ABOUT THE INITIATIVE

The Compstat360 (CS360) is the next generation of police performance management. Building on the foundations that have helped transform police departments worldwide, the new model takes a proactive and problem-solving approach which emphasizes community collaboration, responsiveness, strategic problem solving, and community satisfaction.

NEW RESOURCES

The CS360 team developed several new resources this year including a Social Media Guidebook, How to Tell the Story of CS360, Template for CompStat, and CS360 Key Themes.

IMPACT ON THE FIELD

The Compstat360 provides a contemporary framework for defining successful police agencies at a time when communities are seeking to play an active role in public safety. Integrating community needs and feedback into the data-driven crime monitoring process is essential. CS360 comprehensively addresses and promotes the foundations of effective policing. This model employs a 360-degree approach to data collection, analysis, and decision-making to enable law enforcement agencies to approach public safety comprehensively.

> "
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> **Compstat360 (CS360) has provided Manchester Police with the framework to address community concerns, specifically in the area of gun crime, through engaging with community stakeholders and developing strategies to solve these issues. We have adopted the CS360 process for numerous other problem areas and have seen significant buy-in both within MPD, but also with our partners. CS360 has enabled MPD to be strategic and focused in our efforts.**
>
> *POLICE CHIEF ALLEN ALDENBERG,*
> *MANCHESTER, NEW HAMPSHIRE*

VIOLENCE

& FORCE

The Institute seeks to reduce gun violence and identify pathways toward reducing deadly force by examining organizational and environmental factors as well as tactics and technologies and promoting policy, training, and technologies that can offer alternatives.

A Study of Bias in Washington D.C. Metropolitan Police Department's Threat Assessment Process

FUNDER

District of Columbia Office of Police Complaints

ABOUT THE PROGRAM

In 2022, the Institute was asked by the Washington, D.C. (District of Columbia) Office of Police Complaints (OPC) to review and assess the process through which the Metropolitan Police Department (MPD) assessed threats during protests and demonstrations in the District of Columbia from 2017-2021 to determine if bias existed. The legislation that formed the basis of the request required an analysis of arrests, injuries, munitions used, and to other outcomes be used as part of the analysis. The team used a multi-method approach that included interviews with stakeholders, materials, policy and data review and analysis, and process review to determine if bias was interjected into the threat assessment process.

NEW RESOURCES

The final report was submitted to the Washington, D.C. Office of Police Complaints (OPC) and the Metropolitan Police Department, and published for public use on the Institute website.

IMPACT ON THE FIELD

The recommendations surrounding resources, training, formalized processes, policies, and bias mitigation/reduction when leveraging threat assessments in preparation and response to first amendment demonstrations can be used both by the MPD and law enforcement agencies across the United States can learn from the recommendations to inform planning and decision making in their agencies.

PILLAR 3: VIOLENCE & FORCE

Managing High-Risk Adolescents in Community Contexts: The Averted Paw Paw High School and South Haven Pier Shooting

FUNDER

Motorola Solutions Foundation

ABOUT THE PROGRAM

The project studied the averted Paw Paw High School shooting. The Institute developed a case study and provided a multidisciplinary training for threat assessment and management teams to inform the prevention of targeted school attacks.

NEW RESOURCES

Training materials related to the previously published case study and the Averted School Violence Database were created and made available to law enforcement agencies.

IMPACT ON THE FIELD

The case study, resources, and training take valuable information from averted mass casualty incidents and build capacity across the field of public safety to improve agencies' abilities to prevent and respond to similar situations.

PILLAR 3: VIOLENCE & FORCE

National Resource and Technical Assistance Center for Improving Law Enforcement Investigations (NRTAC)

FUNDER

U.S. Department of Justice, Bureau of Justice Assistance

ABOUT THE PROGRAM

The NRTAC is a training and technical assistance center to improve law enforcement investigations at the local level through the development of resources on new tools and methodologies; assessment of current practices and recommendations on innovative investigative policies and practices; assessment of departmental investigatory functions and practices; and issue related recommendations for improvement of investigative practices. The implementation of the Crime Gun Intelligence Center (CGIC) process allows agencies to leverage technology to identify the most prolific trigger pullers and disrupt the shooting cycle in their communities. The National Integrated Ballistic Information Network (NIBIN) is an impartial, unbiased way for law enforcement to target those committing violent acts. Implementing the CGIC process allows for comprehensive evidence collection, timely analysis, improved investigations, effective prosecutions, and increased community engagement.

NEW RESOURCES

The Institute developed "The Prosecutor's Crime Analyst" with corresponding online resources pages and six CGIC Recommendations Guides for BJA's FY21 Local Law Enforcement CGIC Integration Initiative grantees.

IMPACT ON THE FIELD

The peer-to-peer exchange of information has resulted in spread of best practices among sites. For example, after Winston-Salem staff visited the New Haven CGIC; the site implemented the intelligence meeting process. Upon implementing this initiative, Winston-Salem reported increased arrests and closing of cases. Another example is following the NRTAC's 2022 Regional CGIC Multisite Training; numerous agencies reported implementing new violence reduction initiatives, such as the addition of a firearms questionnaire form.

> "
> **Everything about this training was very valuable. This training should be mandatory for every sworn officer without question. This is the best training I have taken with the most useable information I have gotten.**
>
> *NRTAC TRAINING ATTENDEE*

Gender-Based Violence In-Service Training Curriculum for the Chicago Police Department

FUNDER

City of Chicago funded through an Office of Violence Against Women grant

ABOUT THE PROGRAM

This training aimed to prepare Chicago Police Department (CPD) officers to understand and better respond better to gender-based violence crimes, namely domestic violence, sexual assault, and stalking. The training curriculum will become part of CPD's regular in-service program, and every three years, all CPD sworn officers will undergo the training.

NEW RESOURCES

The Institute developed an eight-hour training curriculum on gender-based violence.

IMPACT ON THE FIELD

The CPD had never received in-service training on these topics until this training was implemented. CPD officers will be better equipped to respond to these crimes and serve victims through this project. The Chicago community will be better served through increased victim support, enhanced investigations, and improved outcomes. Skills learned through this training can also serve officers in interacting with all crime victims in the community. In addition, the process of gathering input from survivors, advocates, prosecutors, officers and other GBV prevention and response stakeholders also provided a step towards bridging community and police relationships around this topic by honoring the experiences and expertise of each individual and incorporating that into the training.

Special Highlight

Enhancing Procedural Justice in Hot Spots Policing: A Multi-Site Randomized Trial

WHAT IS PROCEDURAL JUSTICE

Procedural justice is a justice system philosophy based on four components of fairness and equality:

GIVING VOICE

SHOWING NEUTRALITY

TREATING PEOPLE WITH RESPECT

**EVIDENCING TRUSTWORTHY MOTIVES**

ABOUT THE PROJECT

Researchers at the National Policing Institute, George Mason University, Arizona State University, and University of Pennsylvania conducted the randomized controlled trial with joint support from Arnold Ventures and the National Policing Institute endowments. This project set out to learn if police officers can be trained to treat people in fair and respectful ways, and if so, will this influence evaluations of the police and crime?

To answer these questions, the project team engaged three study sites. Across the sites, 28 police officers were randomly assigned to two groups: the intervention group, which received 40 hours of intensive training in procedural justice concepts and the practical use of the approach, and the control group, which received no procedural justice training and followed standard operating procedures. The officers were allocated randomly to 120 crime hot spots in the three cities and studied for an average of 9 months in each site.

The study team collected a variety of data: self-reports before and after the training to assess whether the training influenced officer attitudes; systematic observations of officers to understand how the training impacted officer behaviors while interacting with the community; arrest data to assess law enforcement actions; household surveys before and after the training to assess resident attitudes toward the police; and official crime reports.

Pilot Sites

CAMBRIDGE, MASSACHUSETTS

TUCSON, ARIZONA

HOUSTON, TEXAS
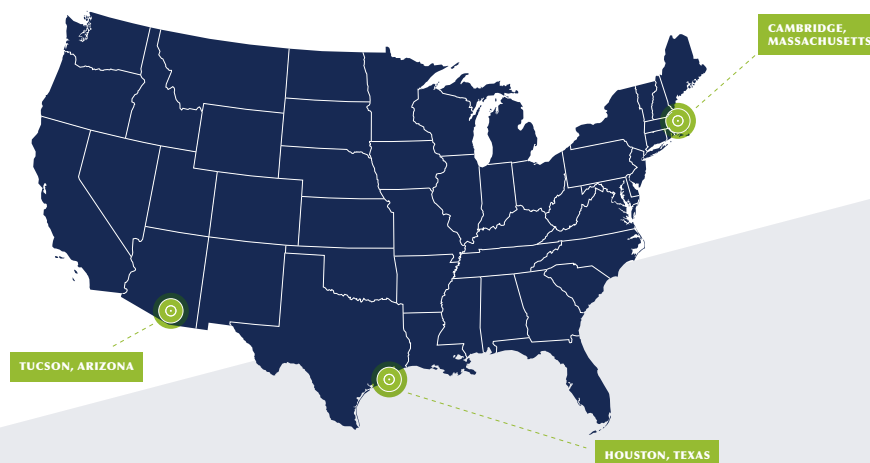
WHAT THE STUDY FOUND

This study confirmed that intensive training in procedural justice can lead to more procedurally just behavior and less disrespectful treatment of people at high-crime places.

Intensive Procedural Justice Training:

REDUCED ARRESTS

POSITIVELY INFLUENCED RESIDENTS' PERCEPTIONS

REDUCED CRIME

This study also points to the potential for procedural justice training not simply to encourage fair and respectful policing but also to improve evaluations of the police and crime prevention effectiveness.

IMPACT

At a time when policing, specifically police training, is being critically examined, this research provides concrete evidence for decision-makers. For leaders who are looking for ways to control crime while also improving relations between the police and the community, the study's findings provide important information about a strategy that can be implemented effectively and broadly. The study also adds to the evidence base for procedural justice training. It expands the field's understanding of how training impacts interactions between police and the public, setting the stage for continued research.

PUBLICATIONS

- **Weisburd, D., Telep, C.W., Vovak, H., Zastrow, T., Braga, A.A., & Turchan, B. (2022). Reforming the police through procedural justice training: A multicity randomized trial at crime hot spots. Proceedings of the National Academy of Sciences, 119(14). https://doi.org/10.1073/pnas.2118780119**

- **National Policing Institute. (2022). In-depth training of police officers results in less crime, fewer arrests, and improved community views towards police in crime hot spots [Research Brief]. https://www.policinginstitute. org/publication/research-brief-in-depth-training-of-police-officers-results-in-less-crime-fewer-arrests-and-improved-community-views-towards-police-in-crime-hot-spots/**

- **Weisburd, D., Telep, C.W., Vovak, H., Zastrow, T., Braga, A.A., & Turchan, B. (Fall 2022). Incorporating procedural justice into hotspots policing: Lessons from a multicity randomized trial. Translational Criminology. https://cebcp.org/wp-content/uploads/2022/10/TC22-Fall2022.pdf**

Commissioner Patrick V. Murphy Award for Leading Change in Policing

On October 15, 2022, the National Policing Institute and more than 200 guests honored Darrel Stephens with the inaugural Commissioner Patrick V. Murphy Award for Leading Change in Policing. This National Policing Institute award recognizes a policing executive or other law enforcement leader who has taken bold steps to improve, reform, and advance policing from within the profession. The award is intended to feature leaders who have taken risks to boldly challenge the status quo and advanced the profession by implementing innovative approaches while leveraging or relying on science and research evidence – exemplifying the mission and values of the National Policing Institute.

During this special event, attendees heard from Darrel Stephens, award recipient; Jim Burch, President of the National Policing Institute; Dr. Robin Engel, Senior Vice President of the National Policing Institute; and Chuck Wexler, Executive Director of the Police Executive Research Forum.

WINNER: DARREL W. STEPHENS, FORMER EXECUTIVE DIRECTOR, MAJOR CITIES CHIEFS ASSOCIATION

Left, Charles "Chuck" Ramsey, Right, Darrel W. Stephens (Winner)

2022 Finalists

- **David Dalton**, Major - Support Services Division Commander, Clear Water Police Department, Clearwater, Florida

- **Howard B. Hall**, Chief, Roanoke County Police Department, Virginia

- **Kevin Hall**, Assistant Chief, Tucson Police Department, Arizona

- **Jefferey S. Katz,** Chief, Chesterfield County Police Department, Virginia

- **Dr. Tanya Meisenholder**, Senior Advisor, Training Bureau, New York City Police Department, New York

- **Daniel J. Oates**, Former Chief, Miami Beach Police Department, Florida

- **Ivonne Roman**, Captain (retired), and Leadership in Government Fellow, Open Society Foundation

- **Stan Stanridge**, Chief of Police, Abilene Police Department, Texas

Looking Ahead

The Institute's successes and lessons learned always inform our path forward. And as we look to the coming year, this is no different. We will continue to work with many of our trusted funders to take the next steps in important work around officer safety and wellness, community trust, and violence prevention and reduction. We are also thrilled to have new funding sources to pursue innovative programs that stretch beyond what many organizations have been able or willing to do.

The coming year will see many of the projects the Institute has become known for, along with new, ground-breaking, and much-needed programs for law enforcement nationwide. We will build the capacity to communicate better the vital work being done to the field and take new steps to translate research into practical application. We will be both a convener and a thought leader in the profession, bringing together leaders across fields to address the most pressing issues of today and tomorrow.

> **This past year we set the foundation, secured support, and took the first steps for many of the projects to come. Below is a snapshot of what you can expect from the Institute in the coming year.**
>
> *JIM BURCH*

Council on Policing Reform and Race

Some of the funds from the Institute received from MacKenzie Scott will be utilized to launch the final report of the two-year convening of the Council on Policing Reform and Race. At the inception of the Council, the timeline was to convene this diverse group to address police reform for six months to a year. Once we began the work, we soon realized we had taken on an enormous task and needed time to ensure the approach and project deliverables were thoughtful and impactful. The funding will make it possible for the Institute to disseminate and potentially implement some of the Council's recommendations on a national scale.

"

The Council on Policing Reforms & Race's recommendations represent a crucial shift in how we think about not just policing but the criminal justice system at large. Blind partisanship has no place in driving policies that could ultimately mean the difference between life and death. It's time to shift to an evidence-based, data-backed approach that includes input from communities and perspectives from various perspectives—which is precisely what these recommendations represent. The tragic killing of Tyre Nichols is a stark reminder that there is still much work to be done to reform police culture, improve police-community relationships, and stem the violence. The Public Safety Solutions for America coalition looks forward to partnering with the CPRR and the National Policing Institute to drive awareness of shared recommendations around proper training, funding not reliant on fines and fees, and community-based violence interruption as we engage with local decision-makers.

JA'RON SMITH

Hot Spots Experiment and Study: Curriculum Development

After completing the Hot Spots Procedural Justice study and training, it was clear that the training was effective and should be implemented nationally. The MacKenzie Scott funding allows the Institute to take the initial training and create a full procedural justice curriculum that can be modified in length based on the needs and capabilities of the agency utilizing the curriculum. This provides a clear example of putting research and findings into action to improve community and legitimacy in policing.

Enhancement of Police Data Initiative

The Police Data Initiative (PDI) promotes open data to encourage joint problem-solving, innovation, enhanced understanding, and accountability between communities and the law enforcement agencies that serve them. The PDI has been refreshed to ensure that the data highlighted is current and functionality enhanced, including allowing community members to nominate their agency to participate. The MacKenzie Scott gift and donor support will enable the Institute to improve the participation of the PDI and better organize the data. In addition, the Institute will be looking to expand this clearinghouse of field data to serve as examples of transparency to build community trust and provide researchers with the critical information needed to move the field forward.

Confidence, Latency, and Accuracy in Eyewitness Identifications Made from Show-Ups: Evidence from the Lab, the Field, and Current Law Enforcement Practices

Institute researchers have completed a national survey of law enforcement agencies using a stratified, random sampling approach. Through the survey results, researchers will be able to assess the extent to which agencies are aware of and have implemented any changes to policies and practices based on the scientific advances that have occurred. In addition, in both laboratory and field-based studies, researchers will assess the role that confidence plays in field show-up accuracy of identifications. This project is funded by the U.S. Department of Justice, National Institute of Justice.

Enhancing Behavioral Threat Assessment and Management with Awareness and Data

This program will provide guidance to school threat assessment and management teams that encounter children on the autism spectrum. The toolkit, under development, will provide an in-depth understanding of autism characteristics, the importance of recognizing risk and protective factors, and a library of resources to inform the threat assessment process. This project is funded through the U.S. Department of Justice, Bureau of Justice Assistance.

Implementing and Evaluating Place Network Investigations (PNI) Violence Reduction Strategies

The Place Network Investigations (PNI) project evaluates an emerging gun violence reduction strategy that couples intensive complex investigations into place networks with holistic city- and county-wide interventions to disrupt the conditions that facilitate violence. For the past two years, six law enforcement agencies (Denver, Colorado; Harris County, Texas; Las Vegas, Nevada; Philadelphia, Pennsylvania; Tucson, Arizona; and Wichita, Kansas) have tailored the PNI strategy to their respective communities. The National Policing Institute, through the support of Arnold Ventures, is conducting a process and outcome evaluation of these efforts, including holding focus group interviews with participating law enforcement agencies; analyzing crime, calls for service, and arrest data to assess changes post-intervention; and observing PNI investigations and board meetings. Data collection is ongoing and a final report will be produced by the end of 2023.

Collection and Analysis of Traffic Stop Data for the Pennsylvania State Police (PSP)

This research project examines data collected by PSP Troopers during all member-initiated traffic stops. The project was previously in place from 2002-2011 and resumed in 2020 with an updated and redesigned data collection process developed by the PSP based on technical assistance provided by the research team. The purpose of this project is to statistically analyze these data to examine patterns and trends in traffic stops and post-stop outcomes, with a particular focus on trends related to racial/ethnic disparities. The objective is to provide the PSP with information to identify improvement opportunities in training, policies, and oversight related to traffic stop activity. To date, an annual report based on 2021 data and three quarterly reports based on 2022 data has been produced for PSP. Data collection is ongoing, and annual reports will be produced based on data collected in 2022, 2023, and 2024. The Commonwealth of Pennsylvania funds this project.

Academic Training to Inform Police Responses

The Academic Training to Inform Police Responses is a national initiative sponsored by the Bureau of Justice Assistance. It aims to support law enforcement agencies in responding to people with behavioral health conditions and intellectual and developmental disabilities who experience crises in their communities. Originally founded in 2020, this initiative brings together experts in law enforcement, behavioral health, disabilities, and evaluation for developing and delivering training, technical assistance, and companion resources on crisis response that are founded in current best practices and supported by research. A key deliverable of the Academic Training Initiative is the *Crisis Response and Intervention Training* (CRIT) – a 40-hour curriculum designed to complement the development and implementation of crisis response programs planned by law enforcement agencies and their community partners. This curriculum will be made nationally available in early 2023, with the development of a complete training toolkit forthcoming. More information about the Academic Training Initiative and the CRIT can be found online at informedpoliceresponses.com.

Examining Police Reforms in New Jersey: Statewide Evaluation of Changes to Use of Force Policies and Training

This research project represents the most extensive evaluation of state-mandated changes designed to improve police interactions with the public. This research is conducted in collaboration with the Office of the New Jersey Attorney General, who mandated use-of-force reforms across the state in 2021. Using a mixed-methods approach, the research team will assess the impact of mandatory statewide de-escalation (Integrating Communications, Assessment, and Tactics – ICAT) and peer intervention (Active Bystandership for Law Enforcement – ABLE) training on officer perceptions and behavior and assess the impact of changes in the use of force policies, data collection, and other statewide changes on individual and agency behavior across the state. The Institute will engage with three to five police departments for a 'deep dive' into the impacts of the use of force policy and training changes. Finally, the Institute employs a process evaluation, where best practices for guiding statewide reform can be identified and developed. Ultimately, our work will help build an understanding of whether the combined suite of efforts used in New Jersey progresses toward improving the nature of police-citizen encounters and enhancing officer and public safety. Arnold Ventures funds this project.

The Utility of Sobering Centers as An Alternative to Arrest: A Multi-Site Comparison

This three-phase, multi-site research project is designed to enhance the general knowledge surrounding sobering centers, obstacles to their use, and strategies to overcome such obstacles. Sobering centers are facilities that provide short-term recovery from the effects of acute alcohol or drug intoxication and deliver connections to social, health, and behavioral services for their clientele. Despite the long and complex history of sobering center use, little is known systematically about the effectiveness of sobering centers as an alternative to arrest. In this work, researchers will scan the field to identify operational sobering centers and use interviews and national surveys to understand patterns of policies and practices for police and sobering centers. Researchers will also employ site-specific analyses of five case study jurisdictions—Austin, Texas; Houston, Texas; Oklahoma City, Oklahoma; Tulsa, Oklahoma; and Wichita, Kansas—based on police data and sobering center data in each site, as well as police officer focus groups. Collectively, this research provides critical insights into the patterns of police use of sobering centers, what guides officer decision-making, and the impact of these facilities on arrests. Arnold Ventures funds this project.

Building the Evidence Base on De-escalation Training for Law Enforcement: A Multi-Agency Randomized Control Trial

Using funding awarded from the National Institute of Justice, the Institute is engaged in three research studies examining the impact of de-escalation training and strategies in the field. The Institute has launched a randomized control trial evaluation of de-escalation training with the Indianapolis, Indiana, Metropolitan Police Department, where researchers rely on the use of training surveys, supervisor surveys, focus groups, and analysis of agency records (arrests, use-of-force incidents, officer, and community injuries) to test training impacts. Second, researchers are engaged in a quasi-experimental evaluation of *De-escalation through Tactical Communication* (DTC) training with the Cincinnati, Ohio, Police Department, relying on officer surveys and agency records to assess impacts over time. Finally, researchers are engaged in an in-depth case study of the Oklahoma City, Oklahoma, Police Department's (OKCPD) de-escalation tactics. Analysis of OKCPD de-escalation tactics and skills from the field, captured in agency-wide supplemental use of force reports, are analyzed to understand the frequency of use, impediments to using, and effectiveness of specific types of de-escalation tactics. This research is critical to unpacking the "black box" of de-escalation during police-community encounters.

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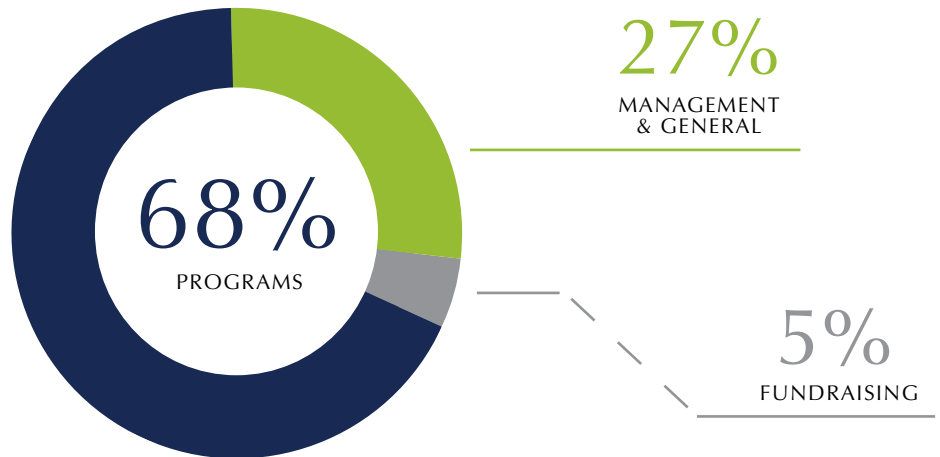**Laurie O. Robinson**
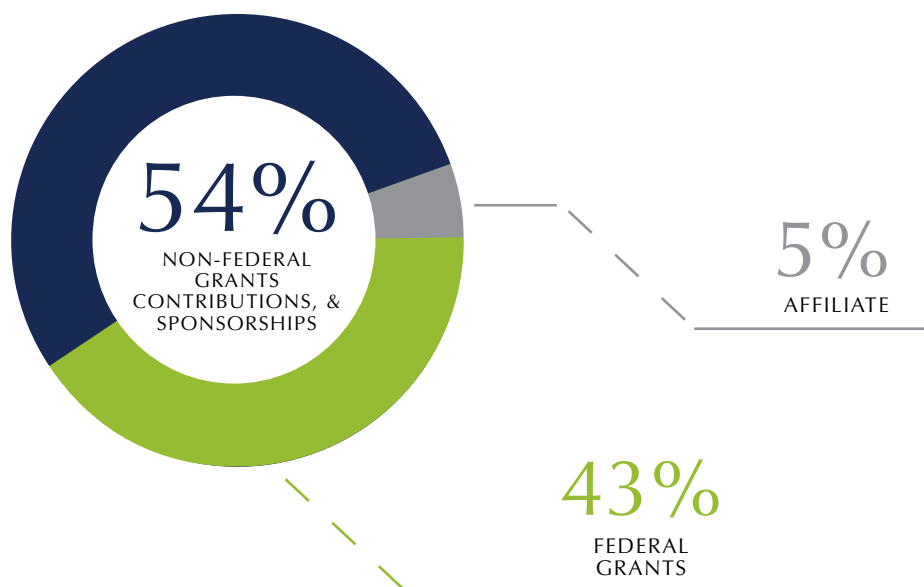Board Member

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We are incredibly grateful for everyone who supported us in any way over the past year. Supporters who gave at least $250 to the National Policing Institute in 2022 received a token Challenge Coin commemorating our mission and vision.

Our future looks bright, and we are eager to continue sharing and celebrating the impact of our work.

Thank you!

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