

# Law Enforcement Solutions By the Field, For the Field

COLLABORATIVE REFORM SECOND ANNUAL REVIEW

EXECUTIVE SUMMARY



**COPS**

Community Oriented Policing Services  
U.S. Department of Justice



TECHNICAL ASSISTANCE CENTER

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

Colleagues:

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

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



Phil Keith  
Director  
Office of Community  
Oriented Policing Services



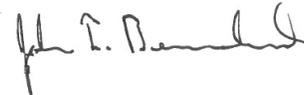
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Standards and Training



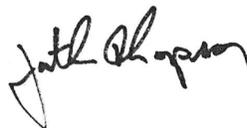
Laura Cooper  
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## Executive Summary

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

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

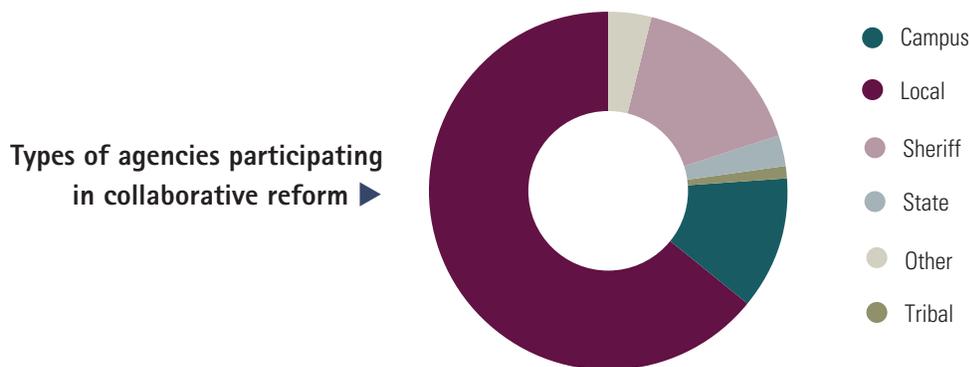
CRI-TAC brings together an unprecedented coalition of leading law enforcement organizations: IACP, FBI National Academy Associates Inc., Fraternal Order of Police, International Association of Campus Law Enforcement Administrators, International Association of Directors of Law Enforcement Standards and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

Since we launched CRI-TAC, the COPS Office has fielded more than 300 technical assistance requests from law enforcement agencies across the country. The center has delivered technical assistance on a range of diverse topics through various means including strategy consultation, policy development, training, and informational briefings by subject matter experts.

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

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

This report highlights the work of CRI-TAC since the release of the first annual report<sup>1</sup> in April 2019. In this report, the reader will find a breakdown of program performance metrics as well as nine case studies highlighting diverse topics and agency size, type, and geography. The report provides testimonials on the impact of the technical assistance and a description of the intake process. It concludes with an overview of activities taking place in 2020 including responding to COVID-19 and work with border sheriffs, tribes, and tribal law enforcement as well as developing de-escalation and hate crimes training.



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](https://CollaborativeReform.org).



▲ **Simple, low-burden process**

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

The Collaborative Reform Initiative Technical Assistance Center is a partnership between the COPS Office and many professional law enforcement organizations throughout the field to provide technical assistance to law enforcement agencies on request. In its first two years, the center fielded more than 300 requests for assistance from campus, local, county, tribal, and state agencies on critical issues like school safety, active shooter response, de-escalation, crisis intervention, and intelligence and information sharing. This report shows how the center has supported agencies in their efforts to ensure public safety in their communities. The COPS Office is committed to continue working diligently with our partners to provide high-quality, relevant, and timely assistance by the field, for the field.



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To obtain details about COPS Office programs, call  
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Visit the COPS Office online at [www.cops.usdoj.gov](http://www.cops.usdoj.gov).