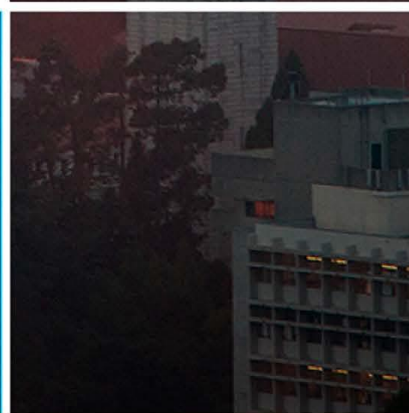
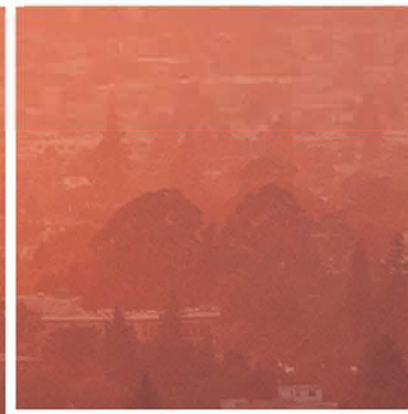


# NEW & EMERGING MODELS OF COMMUNITY SAFETY AND POLICING



**NICJR** ★  
National Institute for  
Criminal Justice Reform

# Scope and Purpose of Report

- ✓ Assessment of programs and models that increase safety, properly respond to emergencies, reduce crime and violence, and improve policing.
- ✓ Submitted to Task Force for review and feedback and to inform the Task Force's development of recommendations for submission to the Berkeley City Council on alternative responses and police reforms.

# Emerging Non-Enforcement Models of Community Response

- Law enforcement increasingly responding to non-criminal calls
  - Across the country analyses have shown less than 2 percent of CFS are for violent incidents.
    - Per the City Auditor's recent report, in Berkeley violent crimes comprise less than 1 percent of all CFS
- Mental-health related calls in particular have skyrocketed
- A number of mental-health focused alternate responses have been developed accordingly

- CAHOOTS Program (Eugene, Oregon)
- STAR Program (Denver, Colorado)
- CRU Program (Olympia, Washington)
- SCRT Program (San Francisco, California)
- EMCOT Program (Austin, Texas)
- CCD Program (Houston, Texas)
- Department of Community Solutions and Public Safety (Ithaca, New York)
- Tiered Dispatch & Community Emergency Response Network (CERN)



# Non-Law Enforcement Crime Reduction Strategies

In addition to alternate responses to calls for service, cities across the country have developed non-law enforcement strategies for reducing crime.

- **Mayor's Action Plan (New York City, New York)**

The Mayor's Action Plan for Neighborhood Safety (MAP) was launched in 2014 in fifteen New York City Housing Authority (NYCHA) properties. MAP was designed to foster productive dialogue between local residents and law enforcement agencies, address physical disorganization, and bolster pro-social community bonds.

- **Domestic Violence Interventions**

New focus on mandatory arrest policies. Alternatives emphasize coordinated community response teams that ensure safety while also reducing arrests.



# Non-Law Enforcement Crime Reduction Strategies

- **Commercial Sexual Exploitation**  
De-criminalizing sex work and investing in programs that outreach, support, and provide services to the sexually exploited population is a less costly and more effective strategy than a traditional law enforcement approach.
- **Traffic Enforcement**  
Focus is on reducing the use of police officers in traffic enforcement through adoption of technology and use of alternate responders; in Berkeley, BerkDOT.
- **Neighbor Disputes**  
Police officers are frequently the first personnel called in when there is a dispute, even a minor one, between neighbors. These events can encompass a broad array of issues, from property damage, blocking a driveway, to noise complaints. Police often exacerbate situations that could be better resolved by community mediation.



# Community Driven Violence Reduction Strategies

Gun violence is a stubborn problem with sometimes unexplainable rises and falls in the rates of shootings in cities across the country. Success has been consistent with respect to a handful of effective strategies.

**Group Violence Reduction Strategy (GVRs)**, known by many other names: Ceasefire, Focused Deterrence, and Gun Violence Intervention.



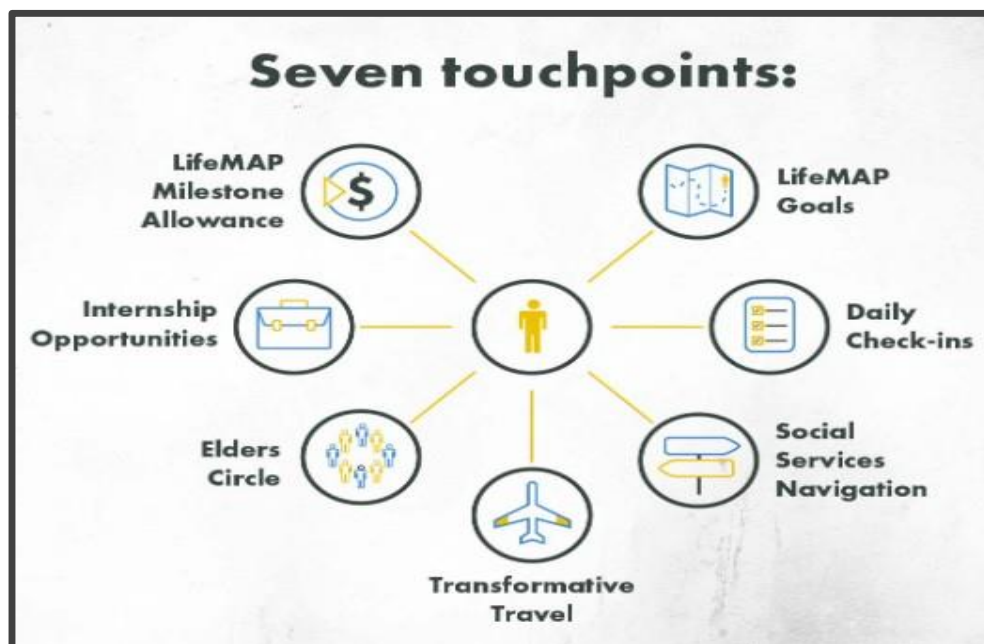
# Community Driven Violence Reduction Strategies

- **Hospital-based Violence Intervention**

HVIPs are physically located in hospitals where they make contact with victims and family members immediately following gun violence events to offer services and supports in the hopes of preventing retaliation. HVIPs take advantage of this proximity to the event as “teachable moments”.

- **Advance Peace/Peacemaker Fellowship**

In 2007, the City of Richmond, CA launched the Office of Neighborhood Safety (ONS), amid escalating homicide rates and increasing numbers of firearm cases. ONS’ main program is the Peacemaker Fellowship which provides transformational opportunities to young men involved in lethal firearm offenses. Advance Peace replicates this model nationwide.



# Community Driven Violence Reduction Strategies

- **Street Outreach**

Referred to by a variety of names and long seen as the primary entry point for violence reduction programs, Street Outreach can be an effective intervention when implemented correctly. A number of organizations and programs throughout the country have successfully operated street outreach initiatives.





# Policing Strategies

Strategies have been employed in departments across the country to reduce crime, resolve incidents, and improve the quality of policing.

- **SARA Model**

The Scanning, Analysis, Response, and Assessment (SARA) model, a four-step approach to implementing problem-oriented policing, was created in 1987.

- **EPIC (Ethical Policing is Courageous)**

The EPIC program is a peer-to-peer intervention strategy that was created by the police department in New Orleans, Louisiana in 2016. EPIC involves training officers to be accountable to each other and intervene before an unlawful act takes place, irrespective of hierarchy.

- **Project ABLE (Active Bystandership for Law Enforcement)**

Project ABLE is a joint effort between the Georgetown Innovative Policing Program and the Sheppard Mullin law firm to train officers to be able to properly intervene in a crisis situation and promote a policing atmosphere that reinforces peer intervention.

- **Community Safety Partnership (Watts)**

Established in November 2011, the Community Safety Partnership is a joint effort between the Los Angeles Police Department, the Housing Authority of the City of LA, and local residents. The program was created in order to address the high violence levels in housing developments in the Watts area and offer residents there supports and services.

# Policing Strategies

- **Focused Deterrence**

Focused Deterrence strategies involve the communication of risks, ramifications, and avenues of support to individuals involved in gun violence. This strategy is based on the fact that a very small number of people are responsible for a large portion of gun violence.

- **Elimination of Pretextual Stops**

Pretextual or pretext traffic stops occur when police officers stop a driver for a minor violation, like vehicle equipment failure, and then try to leverage that opportunity to find evidence of a more significant crime.

- **Ethical Society of Police (St. Louis Metropolitan Police Department**

Instituted in 1972 by Black St. Louis Metropolitan Police Department officers, the Ethical Society of Police (ESOP) is a police union that was created in order to combat systemic racism within the department and greater community.



# Policing Strategies

- **Police Diversity**

With the recent demands for law enforcement to address racial injustice and the disparate impact of policing on communities of color, diversity in the ranks of officers has emerged as a potential area of reform.

- **Warrior vs. Guardian Mentality**

The mentality of a warrior going to battle and the police force being an occupying army has been referred to as the “warrior mentality” for many years. Instilled, or reinforced, in police officers at the academy, the warrior concept is saturated throughout police culture. The guardian mentality is a newer idea that promotes community engagement, the establishment of meaningful relationships, and providing support to residents. A novel initiative has been launched in Washington State to cultivate the guardian mentality.

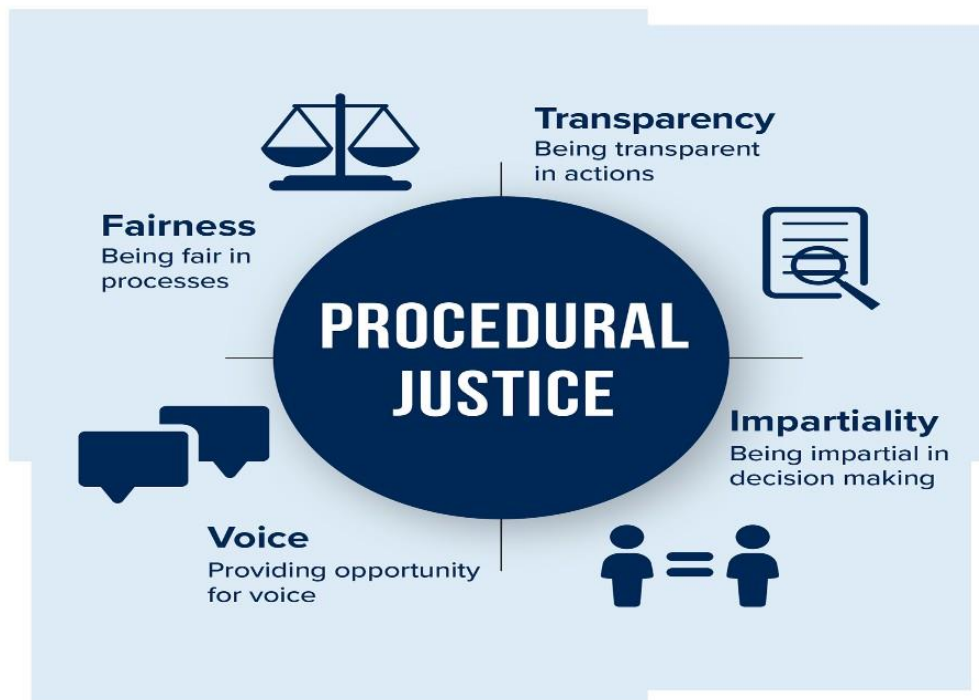


# Police Training

As noted by two Columbia Law School professors in an article on police reform, “... training does not take root unless officers are held accountable for obeying the rules and practicing the skills they are taught.” Training alone is not adequate to transform a police department or change the behavior of an officer. But combined with culture change, new policies and accountability, training can be an effective tool to improve and reform the police.

- **Procedural Justice**

Procedural Justice in policing improves police-community relations and emphasizes police departments and officers being transparent in their actions, fair in their processes, allowing community voice, and using impartiality in decision making.



# Police Training

- **Implicit Bias**  
Implicit bias, as the name denotes, is an unconscious belief, attitude or bias against another race, ethnicity, or group.
- **De-Escalation**  
With an increase in the number of deadly interactions between police and unarmed civilians going viral, there has been an on-going call for officers to be required to utilize effective verbal de-escalation strategies.
- **Community Engagement**  
A tense relationship between police and the community, especially communities of color, has been a long, intractable problem. Mistrust of law enforcement is not just theoretically problematic; it has also been proven to be linked to an increase in crime and violence.
- **Data-Driven Risk Management**  
Data transparency supports effective risk management and increases accountability.