



Division of Criminal  
Justice Services

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# **Gun Involved Violence Elimination (GIVE) Initiative**

## ***2020 Annual Report***

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## *I. Introduction*

GIVE provides more than \$13.3 million in grants to 20 police departments, district attorneys' offices, probation departments and sheriffs' offices in 17 counties across Upstate New York and on Long Island.

“The Schenectady Police Department is proud to partner with the New York State Division of Criminal Justice Services (DCJS) and the Gun Involved Violence Elimination (GIVE) Initiative. The concentrated effort of all public safety agencies to reduce gun violence in Schenectady has not only produced results but has provided us the opportunity to collaborate on other law enforcement initiatives. The leadership DCJS provides, the resources shared, and the relationships fostered have helped the Schenectady Police Department implement 21<sup>st</sup> Century Policing best practices and pay it forward by working with our statewide colleagues to help them adopt and implement them. As a community, Schenectady is safer, more connected, and leading police reform and reinvention efforts.”

—Chief Eric Clifford, Schenectady Police Department

New York State is committed to supporting proven practices to reduce deadly crimes, while providing technical assistance to help agencies effectively implement evidence-based strategies. To that end, the Division of Criminal Justice Services (DCJS) administers the GIVE initiative, which focuses on four core elements:

- 1. People** – Strategies must focus prevention and enforcement on top offenders who have been identified to be responsible for most shootings and homicides, or aggravated assaults where applicable.
- 2. Places** – Strategies must focus prevention and enforcement on locations (hot-spots) where crime data and analysis show that most shootings and homicides, or aggravated assaults, occur.
- 3. Alignment** – Strategies must describe how partners will coordinate and align all existing resources in the jurisdiction to reduce shootings and homicides or aggravated assaults.
- 4. Engagement** – Strategies must clearly articulate how organized outreach to key stakeholders, and the community-at-large, will occur; how stakeholders and community members will be given a voice; and how coordination will occur with transparency, which fosters wide-ranging support for violence reduction efforts.

The evidence-based strategies supported by GIVE are **hot-spots policing**, **focused deterrence**, **crime prevention through environmental design (CPTED)** and **street outreach**. GIVE also emphasizes intelligence gathering and crime analysis to fight crime. All jurisdictions have access

to crime analysis personnel and resources through individual GIVE-funded analysts or through the network of 10 Crime Analysis Centers (CAC), which DCJS supports in partnership with local law enforcement agencies. CACs within GIVE jurisdictions are located in Albany, Broome, Erie, Orange, Monroe, Niagara, Oneida, Onondaga, and Suffolk counties and serve 12 GIVE counties.

New York State supports the centers with approximately \$7 million annually to fund staff, training, technology, support, and infrastructure. Local law enforcement and criminal justice agencies also assign staff to CACs and provide additional in-kind support.

### **Social Media Analysis Aids in ID of Gang Members**

Rochester Police provided information to MCAC involving identified Gang Members posting photographs, videos, and a music video on Facebook, with firearms. An MCAC analyst used this information to create an officer safety bulletin. The music video featured gang members with 12 firearms. The investigation grew into a multi-agency investigation that involved the Violent Crimes Task Force (VCTF), RPD and the ATF. The investigation uncovered credit card fraud crimes, violent crimes, and drug crimes. The MCAC analyst created a PowerPoint for a meeting with investigators, detailing the core members and associate members. The presentation also included recent social media postings of identified gang members with firearms. While going through the social media of the known members the analyst discovered a photo of a known gang member on an Instagram page that had been posted 54 minutes earlier. The photo depicted the member wearing distinctive clothing and holding two handguns in his lap. The subject then posted another photo, this time with an AR-15, wearing the same clothes he wore in the earlier handgun post. While conducting surveillance, RPD and the ATF noticed a suspect going in and out of the target location wearing the same clothing from the gun photos. The location was secured, and a warrant served. Investigators located four illegal firearms and arrested six suspects on multiple counts of criminal possession of a weapon.

—Monroe County Crime Analysis Center (MCAC)

## ***II. Technical Assistance, Training, and Program Alignment***

As DCJS developed GIVE, the agency's leadership recognized the importance of providing partner agencies with guidance so they could successfully implement the required evidence-based components of the initiative. In addition to awarding grants to fund personnel and technology, DCJS provides technical assistance to the 20 participating police departments, district attorneys' offices, sheriffs' offices, and county probation departments.

DCJS tapped nationally recognized experts in evidence-based practices to provide technical assistance and training and created a network among participating agencies, allowing them to seamlessly share information about effective practices. New York State is unique in providing this level of comprehensive, hands-on, technical assistance and training to share the information and resources needed to successfully implement programs that have a demonstrated record of success.

“Ulster County Probation appreciates the great value that our partnership with the New York State Division of Criminal Justice Services (DCJS) has provided through the Gun Involved Violence Elimination (GIVE) Initiative. The collaborative relationships with not only law enforcement, but community organizations, service providers and research partners have been important in our efforts to reduce and eliminate violent crime in our county. Our particular focus has been on addressing domestic violence crimes. The evidence-based practices that GIVE has introduced us to, and provided us training in, have been instrumental in our efforts to address this.”

—Nancy Schmidt, LMSW, Probation Director, STOP DWI Coordinator

In addition to embracing enhanced crime analysis, GIVE agencies must coordinate and align with other programs to engage the community in anti-violence efforts.

The New York State SNUG street outreach worker program, funded and supported by DCJS, represents an alignment of violence-reduction efforts and community engagement. SNUG workers proactively defuse gun-fueled disputes and offer assistance to those seeking to end violence in their communities.

Evidence-based strategies employed by GIVE agencies, and technical assistance training on these concepts, provided through DCJS, include:

### ***Problem-Oriented Policing***

GIVE jurisdictions are required to utilize problem-oriented policing (POP) as a framework to examine potential root causes of violence. Jurisdictions must implement more than one responsive evidence-based strategy, while interweaving the concepts of procedural justice.

Problem-oriented policing uses crime analysis and operational intelligence to examine a cluster of similar incidents, with the goal of identifying the underlying problem and discovering a new or enhanced way to address the problem.

Once a framework for a solution is identified, evidence-based strategies are developed to focus on preventative solutions that are not solely dependent on the criminal justice system. These

strategies engage other public agencies, the community, and the private sector to help address an identified problem.

This approach allows those other agencies and entities engaged in the process to share information, which helps to further enhance the police response. All strategies are subject to rigorous evaluation to determine their effectiveness.

All jurisdictions were asked to use this model to guide overall strategy implementation in 2020.

### ***Procedural Justice***

Procedural justice focuses on the way that law enforcement interacts with the public and how these interactions influence crime rates, the public's view of law enforcement, and people's willingness to obey the law. It is not a practice, but a philosophy that promotes organizational change, upholds legitimacy in the community and enhances officer safety. The four pillars of procedural justice are: voice, neutrality, respect, and trustworthiness.

In 2020, the Municipal Police Training Council approved the Procedural Justice I and Procedural Justice II training curriculum. DCJS delivered eight Procedural Justice I & II Train-the-Trainer classes and certified 194 instructors. These instructors will now be able to deliver this training to officers on a local level.

All GIVE agencies are required to integrate procedural justice into their overall plans and strategies.

### ***Hot-Spots Policing***

Hot-spots policing focuses on small geographic areas, usually in urban centers, where crime is concentrated. Interventions are based on the understanding that there are settings with significant clusters of crime that generate a large proportion of crime reported in the broader community. Focusing law enforcement efforts on hot spots is an efficient use of limited resources.

Training in hot-spots policing helps agencies develop and implement intervention strategies, while integrating the work of prosecutors and probation officers.

### ***Focused Deterrence***

Focused deterrence is based on the premise that a small group of individuals is typically responsible for most of the shootings, gun violence and firearm-related deaths in "hot-spots" neighborhoods. The strategy identifies those chronic offenders and targets them for enhanced attention, investigation, enforcement, and prosecution. This strategy is sometimes also referred to as group violence intervention – a strategy first popularized in Boston with Operation Ceasefire. An important component of this approach is a partnership among law enforcement agencies, community groups and social services organizations, which join to communicate directly with offenders. The partners outline clear consequences for continued criminal behavior, stress that

the affected community wants the gun violence to stop and provide offenders with alternatives and assistance to change their behaviors.

Group violence intervention helps foster legitimacy and build trust between the police and the community. The pivotal piece of the strategy is a “call-in” or “notification,” which is repeated as often as necessary. At call-ins, law enforcement, community members and social service providers join to deliver the message that violence will no longer be tolerated, and if violence does occur, every available legal lever will be pulled to bring an immediate and certain response. This “hard” message, usually delivered by police and prosecutors, is accompanied by a “soft” message that emphasizes the community’s willingness to help individuals change, as well as the availability of services (e.g., job training, drug treatment) for those interested in engaging in more pro-social behavior. Focused deterrence also involves “custom notifications,” where small teams of law enforcement officers and community members meet with particularly at-risk individuals to deter violent behavior. At these face-to-face meetings with offenders, the following messages are communicated:

- The shootings, firearm-related homicides and gun violence are wrong and need to stop.
- The community needs them alive, out of prison and with their loved ones.
- Any future gun violence will be met with clear, predictable, and certain consequences.
- Help is available to all who are willing to accept it.

Jurisdictions that adopted focused deterrence were supported by hands-on technical assistance from the National Network for Safe Communities (NNSC). In addition, NNSC provided training, which included the Intimate Partner Violence Intervention University, as well as a Custom Notification Toolbox course.

“The GIVE initiative has played a prominent role in reducing gun violence in Oneida County. GIVE has provided law enforcement new and productive ways to connect with the communities most affected by gun violence. This engagement with the community has fostered a newfound trust between law enforcement and those communities most affected by gun violence. GIVE has also united law enforcement agencies at the city, county, and state levels, with the sole focus of ending gun violence. The Division of Criminal Justice Services has not only given financial support via the GIVE initiative, but has provided guidance, technical support, procedural justice training and innovative ideas and techniques for combating gun violence in our county. The continued support of DCJS and the GIVE initiative will only help to strengthen Oneida County’s response to combating gun violence in the future.”

—Scott McNamara, Oneida County District Attorney

## ***Crime Prevention Through Environmental Design (CPTED)***

Crime Prevention Through Environmental Design (CPTED) is defined as a multi-disciplinary approach for reducing crime through urban and environmental design and the management and use of built environments. It operates around four principles: natural access control, natural surveillance, territorial reinforcement, and maintenance.

The primary goal of training is to provide law enforcement, code enforcement, individuals and organizations involved in community crime-prevention programs, with information needed to create their own prevention initiatives through environmental design. The training also allows law enforcement to practice what they have learned by performing a safety assessment of a neighborhood and evaluating how CPTED principles could be used.

Jurisdictions are encouraged to focus their CPTED efforts in identified hot spots to engage with the community and reduce crime in those areas.

## ***Street Outreach***

Street outreach is both a proactive and reactive element of the GIVE initiative. Outreach workers have ties within the community and are sometimes individuals who are believed to have formerly engaged in street violence. Street outreach workers respond to shootings to prevent retaliation, detect conflicts, and resolve them peacefully before they lead to additional violence. They engage individuals who are thought to be linked to gun violence and work with case managers to connect the individuals with resources, such as educational institutions and job training services – to help break patterns of violence. Street outreach workers also collaborate with neighborhood organizations and other community groups to organize events and public education activities that stand against gun violence. The goal of outreach is to change behaviors, attitudes and social norms related to gun violence by using credible messengers to deliver those key messages.

In 2020, SNUG partnered with the Regional Economic Community Action Program (RECAP) in Orange County to reestablish the SNUG program in the City of Newburgh. Staff was hired and

### **SNUG Social Workers**

A unique partnership between the Division of Criminal Justice Services and state Office of Victim Services also aims to address the trauma individuals face due to long-term exposure to gun violence and provides help and support to improve lives and strengthen neighborhoods impacted by crime. Social workers and case managers work at SNUG sites to provide mental health counseling and other services to individuals and families. Social workers also are embedded at trauma centers serving SNUG sites to reach victims and families in the immediate aftermath of violence and connect them with services and support from SNUG site-based social workers and case managers after discharge.

*—Erika Mendelsohn, LCSW, Statewide Social Work Director, SNUG Street Outreach*



the Newburgh SNUG office was fully operational by September 2020. Staff have since been conducting street outreach in the community.

SNUG outreach teams engage residents, religious leaders, and law enforcement to change social norms and behaviors that perpetuate violence. Anytime a shooting involving injury occurs in a SNUG target area, a SNUG team responds to the shooting scene and the hospital to begin work on preventing retaliation. The teams also work with family members of victims to connect them to the New York State Office of Victim Services for access to resources, such as financial relief, which can include medical and funeral expenses, loss of earnings or support and counseling costs.

### ***GIVE / SNUG Trust Building Workshops***

An important project on trust building, started in July 2020, can have a tremendous impact for all communities that seek to enhance the relationships and build trust between the various groups that make up the collective community. The important work of reconciliation, or trust building, can play an important role in healing fractured relationships – so true community crime prevention collaboration can occur. DCJS began a series of trust building workshops, which included a group of active law enforcement personnel involved in the DCJS Principled Policing training and community members that are actively engaged in Street outreach work with SNUG. This work was modeled after reconciliation work that has been occurring around the country for many years. There were monthly meetings with topics ranging from past harms committed by both police officers and SNUG members to the community's role in reducing gun violence and police reform, to name a few. These virtual meetings have helped build trust and understanding between participants. DCJS hopes to use these conversations to illustrate how other localities around the state can facilitate these critical conversations to help strengthen police and community relationships. DCJS plans to develop a guide for any police department or community that wants to have these important and impactful conversations to help heal divisions and form true partnerships.

### ***In Person Training & DCJS Law Enforcement Webinar Series***

In 2020, due to the COVID-19 pandemic, traditional in-person training classes were substantially curtailed, and webinars were conducted to continue engagement and provide training to the law enforcement community. DCJS hosted eight webinars as well as 10 in-person trainings that were attended by 3,611 people. Training courses are listed below:

<b>Class Title</b>	<b>Dates</b>	<b>Location</b>
Principled Policing – Train the Trainer	01/28/20 – 01/31/20	Schenectady County
Principled Policing – Train the Trainer	03/03/20 – 03/06/20	Nassau County
Intimate Partner Violence Intervention University – National Network for Safe Communities	3/13/2020	Ulster County
Customs / Toolbox Training	5/14/2020	Monroe County
<b>Principled Policing in the Midst of COVID 19</b>	5/20/2020	<b>LE Webinar Series</b>
<b>Fundamentals of Principled Policing</b>	5/26/2020	<b>LE Webinar Series</b>
<b>Fundamentals of Crime Prevention Through Environmental Design</b>	7/8/2020	<b>LE Webinar Series</b>
<b>Custom Notification Training – National Network for Safe Communities</b>	7/14/2020	<b>LE Webinar Series</b>
Principled Policing – Train the Trainer	08/25/20 – 08/28/20	Rockland County
Principled Policing – Train the Trainer	09/22/20 – 09/25/20	Erie County
Principled Policing – Train the Trainer	10/20/20 – 10/23/20	Albany County
<b>It's not Drama – It's Trauma</b>	9/10/2020	<b>LE Webinar Series</b>
<b>Perspectives on Police Reforms</b>	10/1/2020	<b>LE Webinar Series</b>
<b>A Comprehensive System for Tracking &amp; Tracing Gun Related Crimes</b>	11/10/2020	<b>LE Webinar Series</b>
Principled Policing – Train the Trainer	11/17/20 – 11/20/20	Dutchess County
Principled Policing – Train the Trainer	11/17/20 – 11/20/20	Monroe County
Principled Policing – Train the Trainer	12/8/20 – 12/11/20	Oneida County
<b>Creating Effective PowerPoints</b>	12/8//20	<b>LE Webinar Series</b>

On Oct. 1, 2020, DCJS hosted “Perspectives on Police Reform,” a day of discussions as part of our ongoing Law Enforcement Webinar Series. These presentations featured several nationally recognized experts in the field and their perspectives on the reform efforts being developed by police departments around the country. (See Appendix D for more details.)

### ***III. Additional Information Sharing and DCJS Oversight***

DCJS’ Office of Public Safety (OPS) facilitates information sharing among jurisdictions, allowing professionals to connect with GIVE agencies, network and share their successes and challenges through conference calls, live meetings, and webinars. Due to COVID-19 restrictions, information sharing was conducted virtually. GIVE law enforcement executives participated in a call that focused on principled policing, and DCJS facilitated conference calls in which agencies shared how they had modified strategy implementation during the pandemic.

DCJS provides assistance, support, guidance, and oversight to GIVE jurisdictions through OPS and the Office of Program Development and Funding (OPDF). OPS staff also conduct site visits and work with jurisdictions to identify additional training and support, as necessary. OPDF staff monitor and review grant spending. All GIVE partners must submit work plans that detail grant spending on evidence-based strategies and submit vouchers for reimbursement to verify spending. Despite COVID-19 restrictions, GIVE staff members were able to virtually attend 112 jurisdictional events and meetings in 2020.

#### ***IV. Evaluation and Assessment***

Evaluation and assessment play a key role in GIVE, while the state aims to ensure that agencies are using resources wisely and implementing evidence-based practices, as designed. OPS and the Office of Justice Research and Performance (OJRP) collaborated to develop evidence-based strategy Self-Assessment Tools (SATs), with input from subject matter experts from across the country, as well as internal and external GIVE stakeholders. The SATs allow GIVE jurisdictions to evaluate their own implementation of evidence-based strategies by identifying key elements and components that are most critical to maintaining fidelity to the model. The SATs allow GIVE agencies to fulfill financial reporting requirements of the grant-funded program.

#### ***V. Partner Agencies: Strategy and Funding Overview***

GIVE funds personnel, including prosecutors, police, probation, and field intelligence officers, as well as crime analysts. The grants also fund overtime for special initiatives, enforcement, equipment, technology, training, and community outreach. Jurisdictions receiving GIVE funding were required to develop comprehensive plans that coordinate the efforts of all GIVE-funded partners, while integrating the use of evidence-based strategies and community programs – to focus on the core principles of people, places, alignment, and community engagement. Below is a list of counties and participating agencies, as well as a high-level overview of the grants they share, including jurisdiction-specific details for grant-funded positions:

##### *Albany County*

**Participating agencies:** Albany Police Department, District Attorney's Office, and Probation Department. GIVE funding supports six full-time employees and four part-time employees.

**Grant Award:** \$759,829

##### *Broome County*

**Participating agencies:** Binghamton Police Department, District Attorney's Office, and Sheriff's Office. GIVE funding supports four full-time employees.

**Grant Award:** \$391,243

*Chautauqua County*

**Participating agencies:** Jamestown Police Department, District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports one full-time employee and two part-time employees.

**Grant Award:** \$193,463

*Dutchess County*

**Participating agencies:** City of Poughkeepsie Police Department, District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports one full-time employee and two part-time employees.

**Grant Award:** \$343,669

*Erie County*

**Participating agencies:** Buffalo Police Department, District Attorney's Office, Sheriff's Office, Probation Department and Central Police Services. GIVE funding supports 12 full-time employees and one part-time employee.

**Grant Award:** \$1,958,847

*Monroe County*

**Participating agencies:** Rochester Police Department, District Attorney's Office, Sheriff's Office, and the Probation Department. GIVE funding supports five full-time employees and 11 part-time employees.

**Grant Award:** \$1,789,755

*Nassau County*

**Participating agencies:** Nassau County Police Department, Hempstead Police Department, District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports three full-time employees and five part-time employees.

**Grant Award:** \$861,743

*Niagara County*

**Participating agencies:** Niagara Falls Police Department, District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports four full-time employees and three part-time employees.

**Grant Award:** \$647,376

*Oneida County*

**Participating agencies:** Utica Police Department, District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports four full-time employees and two part-time employees.

**Grant Award:** \$645,955

*Onondaga County*

**Participating agencies:** Syracuse Police Department, District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding fully supports three full-time positions and partially funds nine full-time positions.

**Grant Award:** \$1,240,831

*Orange County*

**Participating agencies:** City of Newburgh Police Department, Middletown Police Department, District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports six full-time employees and one part-time employee.

**Grant Award:** \$848,513

*Rensselaer County*

**Participating agencies:** Troy Police Department, District Attorney's Office, and Probation Department. GIVE funding supports four full-time employees and one part-time employee.

**Grant Award:** \$422,587

*Rockland County*

**Participating agencies:** Spring Valley Police Department, District Attorney's Office, Sheriff's Office and Intelligence Center and Probation Department. GIVE funding supports overtime for detectives and patrol. GIVE funding supports one part-time employee.

**Grant Award:** \$107,146

*Schenectady County*

**Participating agencies:** Schenectady Police Department, District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports seven full-time employees and one part-time employee.

**Grant Award:** \$785,275

*Suffolk County*

**Participating agencies:** Suffolk County Police Department, District Attorney's Office, Probation Department and Sheriff's Office. GIVE funding supports six part-time employees.

**Grant Award:** \$993,861

*Ulster County*

**Participating agencies:** Kingston Police Department, District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports one full-time employee and five part-time employees.

**Grant Award:** \$240,320

*Westchester County*

**Participating agencies:** Yonkers Police Department, Mount Vernon Police Department, District Attorney's Office, Department of Public Safety and Probation Department. GIVE funding supports nine full-time employees and two part-time employees.

**Grant Award:** \$1,080,968

## ***Appendix A: 2020 Shooting Incident Data***

Communities across the country and in New York State experienced significant increases in gun violence in 2020. The 20 police departments participating in GIVE reported a 75 percent increase in shooting incidents involving injury; 82 percent increase in the number of shooting victims; and an 80 percent increase in individuals killed by gun violence.

- [Monthly and Annual Shooting Incidents Involving Injury, Shooting Victims and Shooting Deaths](#)
- [Annual Violent Crime Involving a Firearm and Shooting Activity Report](#)

Visit [criminaljustice.ny.gov](https://criminaljustice.ny.gov) and click “Statistics” to access these and other criminal justice data.

## ***Appendix B: Technical Assistance / Training Providers***

### ***National Network for Safe Communities at John Jay College***

The National Network for Safe Communities at John Jay College provides technical assistance to the cities of Newburgh and Albany for implementation of the Group Violence Intervention. It also provides technical assistance to the City of Kingston for the implementation of the Intimate Partner Violence Intervention (IPVI) program and hosted the IPVI University training for team members. A Customs Notification / Toolbox webinar training was conducted for the Rochester Police. The Network supports cities implementing proven strategic interventions to reduce violence and improve public safety, minimize arrest and incarceration, strengthen communities, and improve relationships between law enforcement and communities.



## ***Appendix C: Perspectives on Police Reform Webinar***

Due to the pandemic, DCJS hosted “Perspectives on Police Reform,” a day-long series of virtual presentations, rather than an in-person symposium, on Oct. 1, 2020. These presentations featured several nationally recognized experts in the field and their perspectives on the reform efforts being developed by police departments around the country.

Topics covered included:

### ***Challenges in 21<sup>st</sup> Century Policing***

**Featured Speaker:** [Commissioner William J. Bratton \(Ret.\)](#), New York City Police Department

During a 46-year career in law enforcement, he instituted progressive change while leading six police departments, including seven years as Chief of the Los Angeles Police Department and two nonconsecutive terms as the Police Commissioner of the City of New York.

Commissioner Bratton provided his perspective on the changing environment in policing. He spoke on the concept of precision policing, how quality data and analysis are vital, and how these concepts are important in reform

### ***National Police Reform***

This panel discussed efforts being made on reforms from around the country, the benefits of reform, innovations in de-escalation techniques, and the role of evidence-based policing in implementing reforms.

#### **Featured Panelists:**

[Superintendent Ronal Serpas \(Ret.\)](#), New Orleans Police Department

Superintendent Serpas has provided expert commentary on crime rates, policing and criminal justice reform to the New York Times, USA Today, The Hill, NBC News, CBS News, Fox News, The Atlantic Monthly, The Wall Street Journal, The Washington Post, NPR, Governing Magazine and MSNBC among other outlets.

Serpas spoke both about the work he did in New Orleans and subsequent work on reform since retirement. His work on advocating for arrest alternatives is discussed in this [interview](#).

[Sheriff Michael Chitwood](#), Volusia County, FL

Sheriff Chitwood spoke on de-escalation techniques and training, as well as institutionalizing changes that he implemented both in the Daytona Police Department and Volusia County.

[Renee Mitchell, Ph.D.](#), President, American Society of Evidence-Based Policing

Mitchell served in the Sacramento Police Department for 22 years and is currently a senior police researcher with Research Triangle Institute International. She holds a B.S. in psychology, an M.A. in counseling psychology, an M.B.A., a J.D., and a Ph.D. in criminology from the

University of Cambridge. She was a 2009/2010 Fulbright Police Research Fellow and completed research in juvenile gang violence at the London Metropolitan Police Service. Her TEDx talks, “Research Not Protests” and “Policing in America Needs to Change: Trust Me I’m a Cop,” advocate for evidence-based policing.

### ***Institutionalizing Procedural Justice***

This panel discussed the importance of institutionalizing the concepts and pillars of procedural justice into agencies policies, procedures, and culture.

#### **Featured Panelists:**

[Chief Eric Clifford](#), Schenectady, NY

Chief Clifford gained national attention for kneeling along with the protestors, which drew more attention on the work he has done in Schenectady. He has been holding community meetings and gathered information on reform over the last few months.

[Captain Scott Meadors \(Ret.\)](#), Stockton, CA

Captain Meadors was part of our Law Enforcement Symposium last year with his presentation [Trust Building Through Procedural Justice](#). His extensive work in procedural justice is well documented ([article](#)). Additionally, he has extensive experience in Procedural Justice and Community Policing. He spoke on Restorative Justice.

[Lieutenant Bruce D. Lipman \(Ret.\)](#), Chicago Police Department

Lieutenant Lipman (Ret.) served as a Chicago police officer for 30 years. He served 19 years in patrol, working in some of the busiest areas in the city. Before retiring, Lt. Lipman served as the Commanding Officer of Instructional Design and Quality Control at the Chicago police academy. In conjunction with Yale University, he oversaw the development and delivery of the Procedural Justice Training Program for the Chicago Police Department, which went on to become the national model for procedural justice. The Procedural Justice Training Program included three days of training with one full day of implicit bias training. Lt. Lipman was chosen to speak to the Task Force on 21<sup>st</sup> Century Policing on Procedural Justice.