



**Division of Criminal
Justice Services**

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Governor

Michael C. Green
Executive Deputy Commissioner

www.criminaljustice.ny.gov

Gun Involved Violence Elimination (GIVE) Initiative

2015 Annual Report

Gun Involved Violence Elimination (GIVE) Initiative
2015 Annual Report
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I. Introduction

New York State began the second year of its Gun Involved Violence Elimination (GIVE) initiative in July 2015. The initiative is designed to address the gun violence, which remains a persistent problem for law enforcement and stark reality for residents who live in the state's urban centers.

Historic reductions in crime have occurred across the state over the past quarter century, with reported crime reaching an all-time low in 2015. But shootings and firearm-related homicides continue to claim too many lives, particularly those of young men of color.

Through GIVE, New York stands alone in its commitment to supporting only proven practices to reduce these deadly crimes, requiring that agencies integrate the principles of procedural justice into their enforcement strategies and providing technical assistance to help agencies effectively implement programs.

This unique approach also was designed to meet another critical goal identified by the state: building confidence in the criminal justice system by supporting programs that are not only successful in reducing violence, but also improving police legitimacy and fostering community engagement.

GIVE provides more than \$13.3 million in grants to 20 police departments and district attorneys' offices, probation departments and sheriffs' offices in 17 counties Upstate and on Long Island. It evolved from a long-standing program that directed funding to the same law enforcement agencies in those counties, which report 85 percent of the violent crime outside of New York City. The state Division of Criminal Justice Services (DCJS) administers the GIVE initiative, which focuses on four core elements:

- **People:** individuals and groups that police find are most responsible for gun violence in a particular area;
- **Places:** locations or "hot spots" where the most violence is occurring;
- **Alignment:** coordinating crime-fighting efforts and some strategies among law enforcement and local violence prevention groups; and
- **Engagement:** involving key stakeholders and the community at large to build support for efforts to reduce gun violence.

New York's commitment to funding proven crime reduction programs based on key principles of police legitimacy, community empowerment and engagement and strategic enforcement is groundbreaking This is one of the rare instances where we see a state taking the lead in this work.

David Kennedy
*Director, National Network for
Safe Communities*

GIVE requires the use of evidence-based practices that are effective in reducing gun violence, such as hot-spot policing, focused deterrence, problem-oriented policing and crime prevention through environmental design, and emphasizes crime analysis, integrated with intelligence, to fight crime.

Agencies that participate in the initiative rely on a network of seven Crime Analysis Centers that DCJS supports in partnership with local law enforcement agencies in 13 counties. The centers, located in Albany, Broome, Erie, Franklin, Monroe, Niagara and Onondaga counties, combine human intelligence with sophisticated technology and access to a wide variety of data, allowing agencies to fight crime more effectively and efficiently. Staff of the centers serve law enforcement in those seven counties as well as Clinton, Essex, Jefferson, Rensselaer, St. Lawrence and Schenectady counties.

New York State invests approximately \$5.5 million to support the operations of the centers, funding staff, training, technology and infrastructure through that expenditure. Local law enforcement agencies also assign staff to the centers and support the centers' technology and infrastructure.

The network of DCJS-supported centers also shares data with crime analysis centers operated by Nassau, Suffolk and Westchester counties and state and federal agencies, resulting in nearly 70 percent of all crime data in the state outside of New York City accessible for analysis and dissemination. The New York State Police, state Department of Corrections and Community Supervision, Department of Motor Vehicles, and federal Probation Department also permit all state-supported Centers to access information they maintain.

The Crime Analysis Centers and the analysts who work at them have been recognized by international and national organizations for their innovative use of technology and quality of their work, including the International Association of Law Enforcement Intelligence Analysts (IALEIA), the Center for Digital Government and Digital Communities, the International Association of Crime Analysts, and Government Security News.

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.

To that end, in addition to awarding grants to fund personnel and technology, the state provides technical assistance, paid for by DCJS, to the 20 police departments and their respective county district attorneys' and sheriffs' offices and probation departments.

DCJS augmented its technical assistance offerings, taught by nationally recognized experts in evidence-based practices, with the creation of an information sharing network so participating agencies could benefit from the others' experiences.

New York State stands alone in providing this level of comprehensive, hands-on training to agencies to which it provides funding, so that they have the information and resources to successfully implement programs that have a proven track record of success.

In addition to embracing enhanced crime analysis and intelligence development and implementing evidence-based practices, GIVE agencies must coordinate those efforts with programs that engage the community in anti-violence efforts, including those that use street outreach workers to proactively diffuse gun-fueled disputes and offer help and services to those seeking an end to violence in their lives.

All GIVE agencies have received technical assistance training in evidence-based strategies detailed here.

Problem Oriented Policing

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

Once a framework has been identified, evidence-based strategies focusing on preventive solutions that do not depend solely on the criminal justice system and instead engage other public agencies, the community and the private sector, to assist and support solutions that address the problems identified.

The approach also encourages information sharing among non-law enforcement agencies so that effective practices can be shared to further enhance police work. Once developed and deployed, those strategies are subject to rigorous evaluation to determine their effectiveness.

I know from firsthand accounts the GIVE program in Orange County has saved lives, but equally as important, the program has also helped individuals turn their futures around to the benefit of our county.

David Hoovler
District Attorney

During 2015, all jurisdictions were asked to use this model to guide overall strategy implementation.

Hot Spots Policing

Hot spots policing strategies are data-driven, using incident reports, calls for service and other information to identify concentrated areas of concern. Using that information, agencies focus their resources in areas where crime is more likely to occur in order to target, reduce and prevent it.

In addition to detailing those strategies, hot-spot policing training focuses on how to develop and implement intervention strategies and integrate the work of prosecutors and probation. Staff from the consulting firm Justice and Security Strategies conducted on-site assessments in Newburgh and Mt. Vernon to provide assistance with those police departments' hot-spots policing strategy.

For example, Newburgh Police were able to quickly respond to an area identified as a 'hot spot' in response to a tip of a possible gun fight in September 2015. As a result of this tip, the Newburgh Police Department deployed a GIVE-funded detail to the area to prevent a violent act from occurring. As officers arrived, a crowd of people began to disperse. Investigators observed two individuals acting as though they were attempting to conceal an item. When police approached one of the individuals, he abruptly turned and discarded a loaded, semi-automatic handgun. Further investigation into the same incident prompted officers to stop another man, who had a loaded .38-caliber revolver in his waistband. Both men were arrested on felony weapon possession charges.

Crime Prevention Through Environmental Design (CPTED)

Offered through the National Crime Prevention Council, Crime Prevention Through Environmental Design (CPTED) focuses on how design and effective use of lighting, landscaping and traffic patterns, among other items, and code enforcement and maintenance of buildings and public spaces, can contribute to crime reduction. It operates around four principles: natural access control, natural surveillance, territorial reinforcement and maintenance.

The primary goal of the training is to provide law enforcement, code enforcement and individuals and organizations that are involved in community crime prevention programs with information needed to create their own initiatives to prevent crime through environmental design. The training also allows law enforcement to practice what they had 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 locations within their jurisdiction in order to reduce crime in those areas and engage with the community.

DCJS has hosted six, three-day Crime Prevention Through Environmental Design workshops, attended by nearly 140 police officers and code enforcement officials –four in 2014 and two in 2015.

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 spot” neighborhoods. The strategy identifies those chronic offenders and targets them for enhanced attention, investigation, enforcement and prosecution.

A key strategy included is the focused deterrence model known as Group Violence Intervention, which is designed to directly engage groups most at risk of shooting or being shot and clearly communicate a community message against violence and a law enforcement warning about the consequences of further violence.

An important component of this approach is a partnership among law enforcement agencies, community groups and social services organizations, which join together to communicate directly with offenders, outlining clear consequences for continued criminal behavior, stressing that the affected community wants the gun violence to stop and providing offenders with alternatives and assistance to change their behavior.

It also helps to 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 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 and out of prison and with their loved ones.
- Help is available to all who would accept it; and
- Any future gun violence will be met with clear, predictable and certain consequences.

Through funding provided by DCJS, the city of Niagara Falls began working with the National Network in 2015.

The John J. Finn Institute for Public Safety has been providing direct assistance to Syracuse regarding their focused deterrence program, Syracuse TRUCE, in addition to offering technical assistance to the cities of Utica and Schenectady regarding their focused deterrence strategy.

GIVE addresses gun violence from a multi-pronged approach of prevention, education, and enforcement that allows for enhancing law enforcements trust and legitimacy in the community.

Brendan Cox
Albany Police Chief

Street Outreach Workers

Street outreach workers respond to shootings to prevent retaliation and detect and resolve conflicts that are likely to lead to shootings. They also develop relationships with high risk individuals who are likely to engage in gun violence, and work in partnership with case managers, whose role is to connect those individuals with resources, including education and job training. Individuals who perform street outreach also collaborate with neighborhood organizations and other community groups to organize neighborhood events and public education activities that promote anti-gun violence messages.

The goal of the outreach strategy is to change behaviors, attitudes and social norms related to gun violence by using culturally appropriate staff to deliver those key messages. DCJS has provided information and training about two street outreach models: the Institute for the Study and Practice of Nonviolence in Providence, R.I., and Chicago Cure Violence.

Non-profit organizations in 10 GIVE jurisdictions – Albany, Buffalo, Hempstead, Mt. Vernon, Rochester, Syracuse, Troy, Yonkers, Wyandanch and Newburgh – received approximately \$3.6 million in state funding to implement street outreach worker programs in 2015. Wyandanch is implementing the Providence model while the other communities have engaged with Chicago Cure Violence, which has provided a 40-hour Violence Interruption Reduction Training for all employees and a 32-hour management/supervisory course for program managers and staff of the non-profit organizations that support the programs.

Street outreach programs in the communities funded by DCJS served more than 250 high risk participants with active casework during fiscal year 2014–2015, providing those individuals with referrals to drug and/or alcohol treatment, job training, education completion, resume building, job referrals, anger management courses and overall assistance in putting their life in order.

Public education events showcasing the non-violence approach to conflict and community education on reducing violence were hosted more than 750 times during the same time frame. SNUG/street outreach programs also coordinated events to respond to nearly every shooting and homicide in their target areas, all with the aim of “changing the norm” in that community to not accept violence.

DCJS also coordinated two conferences – one day-long and the other a two-day event – that brought all programs together for training, evaluation and to share best practices. The agency also has a staff member dedicated solely to overseeing these programs, which includes fostering productive relationships with law enforcement in those communities.

Procedural Justice

Procedural justice is rooted in two principles designed to foster the legitimacy of the criminal justice system: first, that law enforcement efforts are fair and second, that those who interact with the criminal justice system perceive the process – and how they were treated during the

interaction – as fair. Evidence demonstrates that procedural justice fosters trust and respect among individuals and communities and the law enforcement professionals that serve them.

To assist GIVE jurisdictions with implementation of these principles, DCJS sponsored a two-day Procedural Justice Symposium in partnership with the National Initiative for Building Community Trust and Justice, and the National Network of Safe Communities.

The symposium in Saratoga Springs was attended by more than 200 police officers, prosecutors and other law enforcement professionals. The conference featured national experts on community engagement and building trust and police legitimacy, including Yale Professor Tom R. Tyler, the foremost expert on procedural justice, and A.C. Roper, police chief of Birmingham, Ala., which is one of six pilot sites participating in the National Initiative for Building Community Trust and Justice –a three-year project funded by the federal Justice Department. (Additional details in Appendices B and C).

Beginning in 2015, all GIVE agencies are now required to integrate procedural justice into their overall plans. Building bridges between the community and law enforcement is essential, as enforcement alone cannot turn the tide against gun violence.

National Network for Safe Communities Conference

About two dozen police, prosecutors and probation professionals from six of the 17 counties participating in the GIVE initiative – Albany, Erie, Nassau, Niagara, Orange and Suffolk – attended a conference hosted by the National Network for Safe Communities in New York City.

The organization, based at John Jay College of Criminal Justice in Manhattan, is one of several providing technical assistance and training to GIVE agencies so they can implement evidence-based strategies to reduce gun violence and save lives.

DCJS Executive Deputy Commissioner Michael C. Green outlined GIVE during a panel discussion that also explored how law enforcement agencies have integrated the principles of community trust and legitimacy in their recruitment and training and how agencies can foster and sustain those practices to improve community-police relationships.

Other topics at the two-day conference included social network analysis and social media tools in crime prevention, domestic violence intervention, innovative prosecution strategies and new approaches to outreach and support. Officials from other GIVE jurisdictions unable to attend could watch keynote remarks and panel discussions online.

III. Additional Information Sharing and DCJS Oversight

The Office of Public Safety also coordinates conference calls and facilitates information sharing among jurisdictions, allowing professionals to network with each other and share their successes and challenges while at the same time keeping DCJS staff up-to-date on their and progress and helps identify the need for additional technical assistance.

The agency also has taken advantage of live meetings/webinars to connect with GIVE agencies. For example, the DCJS' Office of Probation and Correctional Alternatives hosted a webinar specifically for GIVE probation professionals, designed to further educate them about ways in which they can enhance the enforcement and intelligence development efforts in their communities.

Office of Public Safety staff also conduct site visits and work with jurisdictions to identify additional training and support as necessary, and staff from the Office of Program Development and Funding monitor and review grant spending.

All GIVE partners must submit work plans that detail how – and on what evidence-based strategies – grant money will be spent. Those agencies also must submit vouchers for reimbursement that verify their spending. This is standard practice for all grants DCJS administers, and those vouchers are reviewed by DCJS grants and finance before they are approved for payment to ensure money is being spent in accordance with work plans.

IV. Evaluation and Assessment

Evaluation and assessment play a key role in GIVE, as the state aims to ensure that agencies are using resources wisely and implementing evidence-based practices as designed. DCJS has partnered with the Center for Public Safety Initiatives and the Center for Governmental Research, to perform this evaluation and assessment.

Researchers have focused their initial efforts on evaluating the program's implementation by the state and partner agencies. The goal of the evaluation is to provide constructive feedback about the process and offer recommendations to improve implementation as the initiative continues through its third year.

V. Partner Agencies: Strategy and Funding Overview

As noted earlier, GIVE jurisdictions were required to develop comprehensive plans for their respective communities, integrating the use of evidence-based strategies and community programs to focus on the core principles of people, places, alignment and engagement. GIVE funds personnel, such as prosecutors, police and probation officers, field intelligence officers and crime analysts; jurisdiction-specific details for the number of grant-funded positions follow.

The agencies also use grant funding to pay for overtime in connection with special initiatives or enforcement, equipment, technology, training and community outreach.

Albany County

Participating agencies: the Albany Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funds seven full-time and two part-time employees.

Grant Award: \$801,213

Broome County

Participating agencies: The Binghamton Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funds four full-time employees.

Grant Award: \$393,944

Chautauqua County

Participating agencies: The Jamestown Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports one full-time employee and partially funds one part-time employee.

Grant Award: \$152,495

Dutchess County

Participating agencies: The Poughkeepsie (city) Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports one full-time employee and partially funds two employees.

Grant Award: \$341,211

Erie County

Participating agencies: The Buffalo Police Department and county's District Attorney's Office, Sheriff's Office, Probation Department, and Central Police Services. GIVE funding supports 11 full-time positions.

Grant Award: \$1,750,734

Monroe County

Participating agencies: The Rochester Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding partially supports 16 part-time positions and two full-time positions.

Grant Award: \$1,716,578

Nassau County

Participating agencies: Nassau County and Hempstead police departments and county's District Attorney's Office, Sheriff's Office, and Probation Department. The Freeport Police Department also receives funding because of its participation in the county's Lead Development Center. GIVE funding supports one full-time position and four part-time employees.

Grant Award: \$1,026,707

Niagara County

Participating agencies: The Niagara Falls Police Department and the county District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports four full-time and four part-time positions.

Grant Award: \$696,367

Oneida County

Participating agencies: The Utica Police Department and county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports three full-time positions and two part-time positions.

Grant Award: \$591,598

Onondaga County

Participating agencies: The Syracuse Police Department and county's District Attorney's Office, Sheriff's Office and Probation Department. GIVE supports nine full-time positions.

Grant Award: \$1,150,520

Orange County

Participating agencies: The Newburgh (city) and Middletown police departments and county District Attorney's Office, Sheriff's Office, and Probation Department. GIVE supports five full-time positions.

Grant Award: \$753,379

Rensselaer County

Participating agencies: The Troy Police Department and the county's District Attorney's Office, and Probation Department. GIVE funds five full-time positions.

Grant Award: \$559,750

Rockland County

Participating agencies: The Spring Valley Police Department and the county's District Attorney's Office, Sheriff's Office and Intelligence Center, and Probation Department. GIVE funds overtime for detectives and patrol and a part-time crime analyst.

Grant Award: \$77,000

Schenectady County

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

Grant Award: \$818,654

Suffolk County

Participating agencies: The Suffolk County Police Department and county's District Attorney's Office, Probation Department, and Crime Laboratory. GIVE supports five full-time positions and one part-time position.

Grant Award: \$1,068,093

Ulster County

Participating agencies: The Kingston Police Department and county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funds one full-time and three partial positions.

Grant Award: \$179,175

Westchester County

Participating agencies: The Yonkers and Mount Vernon police departments and the county's District Attorney's Office, Department of Public Safety, and Probation Department. GIVE funds eleven full-time positions and one partial position. .

Grant Award: \$1,253,049

VI. Conclusion

New York State is building upon the foundation established during GIVE's first year and the framework created in its second year to further develop and strengthen the program as it marks its third year.

A commitment to supporting evidence based work, technical assistance, evaluation and assessment will continue to play key roles in the state's effort to further refine the initiative and to ensure agencies are implementing strategies as intended, with the ultimate goal of reducing shootings and saving lives.

Agencies received their third-year grant awards in May 2016. DCJS continues to provide technical assistance that has allowed agencies to further integrate evidence-based strategies into their daily operations.

Appendix A: Data

The Gun Involved Violence Elimination initiative began on July 1, 2014, with the first year of grant funding awarded through June 30, 2015 and the second year awarded through June 30, 2016. The GIVE funding cycle begins in early summer so law enforcement agencies have additional resources when crime traditionally spikes.

Each of the 20 police departments participating in GIVE submit statistics to DCJS on a monthly basis. Those statistics are posted to the [DCJS website](#) and updated quarterly.

Direct link for bookmarking: <http://criminaljustice.ny.gov/crimnet/ojsa/greenbook.pdf>

Appendix B: Technical Assistance Providers/Procedural Justice Symposium Presenters

James Brodick, Director

Brooklyn Community Justice Centers: Red Hook and Brownville

- Nation's first multi-jurisdictional community court, designed to solve neighborhood problems. At Red Hook, a single judge hears neighborhood cases from three police precincts that under ordinary circumstances would go to three different courts: Civil, Family, and Criminal
- Red Hook Community Justice Center resolves cases using an array of sanctions and services, including education programs, job training, peacemaking and treatment, helping community members to get their lives back on track
- The Brownsville Community Justice Center is currently in the planning stage

Jim Bueermann, President

Police Foundation

- Foundation's mission is to improve American policing and enhance the capacity of the criminal justice system to function effectively.
- Member of Redlands, California Police Department from 1978 until his retirement in June 2011; served as Police Chief and Director of Housing, Recreation and Senior Services beginning in 1988.
- Longtime advocate of evidence-based practice and supporter of researcher and practitioner partnerships; introduced such approaches in his department, including transition the entire force from beat patrol to hot spots patrol, training officers in evidence-based approaches and making knowledge of research and evidence a part of officer rewards and promotions.
- A graduate of the FBI's National Academy in Quantico, Virginia.

Alex Calabrese, Presiding Judge, Red Hook Community Justice Center

- National and international lecturer on community justice, problem-solving courts and procedural justice.
- Adjunct Professor at the New York University Graduate School of Social Work
- Co-author of "Criminal Law and Practice," which is published and revised annually by the New York State Bar Association.

Christine Elow, Deputy Superintendent

Cambridge (Mass.) Police Department

- Deputy Superintendent since January 2010
- Oversees patrol day operations, including the Community Services Unit, which works to address needs of youth and families, homeless individuals, those with mental illness and the elderly.

Robert C. Haas, Commissioner

Cambridge (Mass.) Police Department

- Commissioner since April 2007, after serving as the Secretary of Public Safety for the Commonwealth of Massachusetts, responsible for oversight of the Massachusetts State Police, the Department of Corrections, the National Guard, the Department of Fire Services and numerous other criminal justice and public safety agencies.
- During his time with the Commonwealth, focused on improving the law enforcement response to homeland security matters and encouraging innovations in police responsiveness to community needs.

Ann Harkins, President and CEO

National Crime Prevention Council

- A non-profit organization, the Council conducts public education training, technical assistance and manages public service advertising related to crime and public safety issues.
- President and CEO since 2009, after working as the Council's vice president and chief operating officer, overseeing the Council's day-to-day operations.

Tracie Keese, Ph.D., Project Director

National Initiative for Building Community Trust and Justice, National Network for Safe Communities

- A 25-year police veteran and retired captain of the Denver Police Department; final assignment was deputy director of the Colorado Information Analysis Center.
- Co-founder and director of research partnerships for the Center for Policing Equity, which promotes police transparency and accountability by facilitating innovative

research collaborations between law enforcement agencies and empirical social scientists.

- Appointed deputy commissioner of training for the New York City Police Department in March 2016.

David Kennedy, Director

National Network for Safe Communities

- The National Network for Safe Communities is an alliance of more than 50 jurisdictions dedicated to reducing crime and incarceration and addressing the racial conflict associated with traditional crime policy. It is based at John Jay College of Criminal Justice in New York City.
- Directed the Boston Gun Project and its “Operation Ceasefire” intervention, which was responsible for a more than 60 percent reduction in youth homicide victimization. The initiative has received several awards, including the Ford Foundation Innovations in Government Award and the International Association of Chiefs of Police Webber Seavey Award.
- Helped to design and field several federal programs: the Justice Department’s Strategic Approaches to Community Safety Initiative, Treasury Department’s Youth Crime Gun Interdiction Initiative and Bureau of Justice Assistance’s Drug Market Intervention Program.

John Klofas, Ph.D., Director

Center for Public Safety Initiatives at Rochester Institute of Technology

- The Center for Public Safety Initiatives was created to contribute to criminal justice strategy through research, policy analysis and evaluation.
- Professor of criminal justice at Rochester Institute of Technology; former chair of the college’s Department of Criminal Justice.
- Member of the national training team for Project Safe Neighborhoods and has worked with several major police departments, specializing in risk management and early warning systems.
- Author and/or editor of numerous publications, including six books on topics including criminal justice management, community issues in crime and justice, and violence.

Jonathan Kulick, Senior Project Director

School of Public Policy, Pepperdine University

- Policy analyst and engineer, with experience in a broad range of domestic and international issues.
- Served as the first director of studies in the country of Georgia's leading think tank and then senior advisor to the Deputy Prime Minister.
- Researcher at RAND, where he conducted research on energy, transportation, and military-operational decision-making.

Bruce Lipman, Retired Lieutenant

Chicago Police Department

- Retired police lieutenant who served more than 29 years with the department, 19 of which were in patrol.
- Served as commanding officer of Instructional Design and Quality Control Unit of the Chicago Police Education and Training Academy and was also in command of the distance learning unit.
- Oversaw the creation of training in procedural justice/police legitimacy that has been presented to 10,000 Chicago police officers, community residents and representatives from other organizations.

Ben McBride, Founder

Empower Initiative

- Empower Initiative provides faith-based technical assistance concerning public safety and training for suburban community members around issues affecting the urban core.
- Longtime activist for peace and justice in the San Francisco Bay Area, previously served as a member of the crisis counseling team for West Contra Costa Unified School District and Program Director for Global Education Partnership.
- In 2014, became the primary non-police trainer for the Oakland Police Department's Procedural Justice & Police Legitimacy Course.
- In 2015, took the post of Regional Director of Clergy development with PICO California, with a view towards leveraging faith leaders' involvement in criminal justice through reform and peacemaking.

Sarah J. McLean, Ph.D., Associate Director

Finn Institute

- Designs and manages evaluative research on criminal justice strategies and interventions, such as gun interdiction patrols, wireless video surveillance, truancy abatement programs, and chronic offender initiatives.
- Research involves examination of the operation of organizational mechanisms that support performance measurement, administrative accountability, and organizational learning, such as Compstat and multi-agency systems of information sharing and crime intelligence analysis.

Megan Quattlebaum, Program Director

Justice Collaboratory, Yale Law School

- Collaboratory brings together scholars and researchers at Yale and elsewhere to work on issues related to institutional reform and policy innovation and advancement with the goal of making criminal justice systems more effective, just, and democratic.

A.C. Roper, Chief

Birmingham Police Department

- Appointed in 2007, commands the largest municipal police department in the state.
- Strong proponent of community policing, believes the Birmingham Police Department must partner with the community it serves to improve neighborhood quality of life for long term policing success.
- More than 32 years of experience in the Army Reserve, currently serves as a Major General.

Jim Summey, Executive Director

High Point (N.C.) Community Against Violence

- A grassroots community resource action group dedicated to reducing violent crime. Received the 2014-15 FBI Director's Award for Community Outreach for the state of North Carolina.
- Involved in Christian ministry for 41 years, working as an institutional, medical and military chaplain.
- As pastor of the English Road Baptist Church in High Point's West End area, worked with David Kennedy and the High Point Police Department on the implementation of the

High Point Drug Market Intervention (DMI), a focused deterrence initiative aimed at closing open air drug markets.

Marty A. Sumner, Chief

High Point (N.C.) Police Department

- Appointed in March of 2012 after serving eight years as assistant chief; previous assignments include major crime deterrence and prevention, patrol, narcotics, detectives and training
- Helped design and implement the “High Point” approach to eliminating neighborhood drug markets, which won the 2007 Innovations in American Government award from the Ash Institute at Harvard, and the 2008 National League of Cities Gold Award.

Tom Tyler, Macklin Fleming Professor of Law and Professor of Psychology

Yale Law School

- Research explores the role of justice in shaping people’s relationships with groups, organizations, communities, and societies.
- Specifically examines the role of judgments about the justice or injustice of group procedures in shaping legitimacy, compliance, and cooperation.
- Author of several books, including *Why People Cooperate* (2011); and *Legitimacy and Criminal Justice* (2007).

Craig Uchida, Ph.D., President

Justice & Security Strategies Inc.

- Justice & Security Strategies Inc. works with cities, counties, criminal justice agencies, foundations and foreign nations on public safety issues.
- Studies violent crime, policing and a variety of criminal justice system programs and is the author of numerous journal articles and government publications and co-editor of books on drug enforcement and police innovation.
- Previously served as a senior executive with the federal Justice Department and during his time with the agency, was among the senior staff of the Office of Community Oriented Policing Services (COPS) and was involved in developing and implementing the grant making process for that office, making grant awards and monitoring grants.

Appendix C: Procedural Justice Symposium Agenda

Monday, November 9, 2015

12:30 PM – 12:45 PM:

Opening Remarks: DCJS Executive Deputy Commissioner Michael C. Green

12:45 PM – 1:45 PM:

Plenary #1 - Procedural Justice, Theory to Practice: Professor Tom Tyler, Yale University

1:45 PM – 2 PM: Break

2:00 PM – 3:45 PM:

Plenary #2 - Panel Discussion #1: Building Trust and Legitimacy

- Rev. Ben McBride – Founder, Empower Initiative
- Marty Sumner – Chief of Police, High Point (NC) Police Department
- Tracie Keesee – Project Director, National Initiative for Building Community Trust and Justice
- Moderator: Jim Bueermann – President, Police Foundation

3:45 PM – 4 PM: Break

4 PM – 5:30 PM:

Plenary #3 - Panel Discussion #2: Building and Maintaining Collaborative Community Partnerships

- Jim Summey – Executive Director, High Point Community Against Violence
- Nora Yates – Director, Community, Opportunity, Reinvestment (CORe) Initiative
- Bryan Dalporto – Superintendent, Niagara Falls Police Department
- Charles Gardner – Commissioner, Yonkers Police Department
- Jeff Clark – NYS Director for Street Outreach Anti-Violence Initiatives
- Moderator: Brendan Cox – Chief of Police, Albany Police Department

6 PM – 7:30 PM:

Plenary #4 - Dinner/Keynote Speaker:

- Chief A.C. Roper, Birmingham (AL) Police Department

Tuesday, November 10, 2015

8:30 AM – 9 AM:

Plenary #5 - Opening Remarks: DCJS Executive Deputy Commissioner Michael C. Green

9:00 AM – 9:15 AM: Break

9:15 AM – 10:45 AM: *Break-out Session #1*

Implementation and Evaluation of Procedural Justice Initiatives for Law Enforcement

- Bruce Lipman – Lieutenant (Retired), Chicago PD
- Christine Elow – Dep. Superintendent, Cambridge (MA) PD
- Rev. Ben McBride – Founder, Empower Initiative
- Dr. Sarah McLean – Associate Director, FINN Institute
- Moderator: Dr. Craig Uchida – President, Justice & Security Strategies, Inc.

Procedural Justice Based Initiatives for Community Supervision

- Jonathan Kulick – Senior Project Director, Pepperdine University
- Steven Claudio – Assistant Commissioner, NYS DOCCS
- Grant Scriven – Regional Director, NYS DOCCS
- Robert Burns – Probation Director, Monroe County
- Sandra Doorley – District Attorney, Monroe County
- Michael Ciminelli – Chief, Rochester Police Department
- Moderator: John Klofas – Director of Public Safety Initiatives, RIT

Incorporating Procedural Justice into the Judicial Process

- Honorable Alex Calabrese – Judge, Red Hook Community Court
- Herbert Washington – Prosecutor, Newark (NJ) Municipal Court
- James Brodick – Director of Operations, Center for Court Innovation
- Moderator: Johanna Sullivan – Director, DCJS Office of Public Safety

10:45 AM – 11 AM: Break

11 AM – 12:15 PM:

Plenary #6 - Panel Discussion #3: Lessons Learned and Historical Challenges

- Robert Haas – Commissioner, Cambridge (MA) Police
- Daniel Cameron – Chief, Newburgh Police Department
- A.C. Roper – Chief, Birmingham (AL) Police Department
- Michael C. Green – Executive Deputy Commissioner, NYS Division of Criminal Justice Services
- Moderator: Megan Quattlebaum – Program Director of the Justice Collaboratory, Yale University

Tuesday, November 10, 2015 *(continued)*

12:15 PM – 12:45 PM: Lunch (provided)

12:45 PM – 1:45 PM:

Plenary #7 - Truth Telling and Reconciliation-Doing the Work

- Director David Kennedy, National Network for Safe Communities

1:45 PM – 2 PM:

Plenary #8 - Closing Remarks/DCJS Updates

- DCJS Executive Deputy Commissioner Michael C. Green