

Welcome

Thank you to everyone who submitted newsletter name ideas. The Publications Committee voted on all your excellent suggestions and *Modus Operandi* was our winner!

Special thanks to Avelyn Christian, Crime Analyst for Winter Garden PD in Florida, who provided the winning title.

Upcoming Topics

- The Student Perspective
- Member Spotlight
- Tips & Tricks



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Foreword

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All other organizations I am a part of have a regular newsletter that is disseminated to its constituents, and, as head of the publications committee, I wanted to make this the case for the IACA as well. The newsletter will be a publication that all members of the IACA can contribute to in form and content. We (the publications committee) envision having:

- Short articles on various topics of interest to the profession.
- Analysis tips geared toward professional development.
- Opinion letters to the editor.
- Advertisements for IACA classes and conferences (including regional ones).

In particular, we hope the newsletter will be a better medium to disseminate information than the current list-serve for various topics. If you are interested in contributing to the newsletter or have suggestions, please do not hesitate to contact the publications committee at publications@iaca.net.

About the Author

Carlena Orosco is a Crime Analyst for the Strategic Planning, Analysis & Research Center (SPARC) at Tempe Police Department and a first-year PhD student in the School of Criminology and Criminal Justice at Arizona State University.

She holds both a B.A. and M.A. in Criminal Justice from California State University, San Bernardino, and has completed several doctoral courses at Temple University in Philadelphia. She has served as a Research Assistant, Teaching Assistant, and Instructor for the Nature of Crime and Urban Crime Patterns courses & has worked on numerous research projects.

Additionally, she worked for nine years as a police dispatcher for the Los Angeles County Sheriff's Department, where she trained as an Acting Supervisor and assisted with the creation of a Frequency Sharing Agreement for Los Angeles County. Carlena is currently a Research Assistant with the ASU/Tempe PD Strategies for Policing Innovation project under Dr. Mike White.



Researcher-Practitioner Partnerships

Carlena Orosco discusses the importance of collaboration between researchers and practitioners. Her insight is something all analysts should consider.

Collaborative partnerships between researchers and practitioners have existed for over a century (Rojek, Smith & Alpert, 2012). Despite the belief that academics and practitioners function differently, they share many of the same objectives and priorities (Bales et al., 2014; IACP, 2005) and can benefit greatly from the culmination of unique skills and knowledge to produce findings and recommendations that are relevant to all involved (Grieco, Volvak & Lum, 2014). The role of the research partner is wide-ranging (Worden, McLean & Bonner, 2014) and has evolved beyond acquiring data to publish a single piece of research. Rather, the translation of research into practice and policy is of utmost importance (Grieco, Volvak & Lum, 2014). Researchers and practitioners both aspire to be innovative and effective (IACP, 2005), creating an ideal opportunity to jointly tackle problems.

The desire to increase these collaborations has led to a number of grant solicitations requiring a research partner (Childs & Potter, 2014; Grieco, Volvak & Lum, 2014; Rojek, Smith & Alpert, 2012), including those funded by the National Institute of Justice (e.g. Project Safe Neighborhoods) and the Bureau of Justice Assistance (e.g. Strategies for Policing Innovation). The emphasis on empirical research (Hansen, Alpert & Rojek, 2014) and evidence-based practices (Childs & Potter, 2014) has underscored the need for such partnerships. Further, law enforcement agencies are shifting towards data-driven decision-making (Childs & Potter, 2014; Tillyer et al., 2014), and the shared

goals of advancing knowledge and policy (Gooden, Graham & Martin, 2014). Such partnerships are of mutual benefit; agencies possess data of interest to researchers, and researchers have the ability to employ complex analytical approaches to aid in problem-solving (Gooden, Graham & Martin, 2014). The problems facing law enforcement agencies have become more intricate, requiring a more dynamic, in-depth response and far more resources than what is typically available to a department (IACP, 2004; 2005; Rojek, Smith & Alpert, 2012). Similarly, agencies are asked to evaluate strategies and programs with cost-effectiveness in mind (IACP, 2005); departments are told to “do more with less” (Tillyer et al., 2014, p. 406), highlighting the need for collaborative work.

The exact scope of research-practitioner partnerships is somewhat unknown, and there is little work on how such partnerships can be sustained (Childs & Potter, 2014). In their study of 2,015 law enforcement agencies, Rojek, Smith & Alpert (2012) used the IACP partnership typology (IACP, 2005) to determine the extent of research-practitioner partnerships—specifically the number of cooperative (short-term), coordination (more formal), and collaboration (formalized and long-term)-type partnerships. Nearly one third of respondents reported participating in at least some type of partnership, with larger agencies having increased participation and more long-term collaboration. Of those reporting the presence of a partnership, 66% were cooperative or less formal.

Several benefits of such partnerships have been identified, most of which have centered on the ability to blend skills and knowledge to solve tangible problems and inform comprehensive research questions (Drawbridge, Taheri & Frost, 2018). Collaborating with researchers may lead to an appreciation of research on the practitioner side (Drawbridge, Taheri & Frost, 2018; Rojek, Smith & Alpert, 2012) and the development of translational products on the research side (Drawbridge, Taheri & Frost, 2018). Both parties bring unique perspectives and a variety of methodological and theoretical skills (Alpert, Rojek & Hansen, 2013; Hansen, Alpert & Rojek, 2014), agency insight, and experience. These endeavors may increase the capacity and efficiency of agencies that may otherwise lack the staffing and resources to tackle such problems independently (Alpert, Rojek & Hansen, 2013).

While certainly beneficial, barriers to success such as the absence of trust, reduced or depleted funding, and staffing changes (Alpert, Rojek & Hansen, 2013) have been identified as hindrances to sustainable partnerships. Researchers and practitioners both have much to contribute, and should work together to establish a shared vision (Childs & Potter, 2014) that represents the contributions each party can make (Gooden, Graham & Martin, 2014). Additionally, Crime Analysts are a vital component, possessing immense knowledge of departmental processes, the intricacies of agency data, and data quality issues that should be considered. They are an integral part of the research-practitioner partnership, and they should work alongside command staff and external research personnel during the process. Analysts are largely missing from departmental evaluations of strategies and interventions (Piza & Feng, 2017) but offer a wealth of knowledge.

Collaborating to develop formal protocols is essential (Drawbridge, Taheri & Frost, 2018; IACP, 2005) and should include goals and metrics to assess success as well as required deliverables (Gooden, Graham & Martin, 2014). Transparency, specifically as it relates to expectations on both sides (Childs & Potter, 2014; IACP, 2005; Worden, McLean & Bonner, 2014), is also crucial. Agencies should identify champions to discuss the partnership with other department personnel and bring back any questions or concerns posed by line staff to foster openness and minimize doubt (IACP, 2005). Among the most important priorities is the establishment of trust (Alpert, Rojek & Hansen, 2013; Gooden, Graham & Martin, 2014; IACP, 2005; researchers and practitioners should feel confident in one another (Alpert, Rojek & Hansen, 2013). Effective communication (Alpert,

Rojek & Hansen, 2013) and feedback are vital to the success of these partnerships (Grieco, Volvak & Lum, 2014). Finally, partners should enter the project aware of the potential for disagreements and non-favorable findings (IACP, 2005). Even so, such results can lead to opportunities for growth. So long as researchers and practitioners collaborate to develop and implement the project, they can work together to identify possible issues (Bales et al., 2014) and combat them as a unified front (Drawbridge, Taheri & Frost, 2018).

Research-practitioner partnerships are gaining popularity and offer opportunities for agencies to obtain external insight while examining jurisdiction-specific issues. Similarly, such collaborations offer an opportunity to synthesize the skills and experience of field personnel, Crime Analysts, and researchers to develop, implement, and evaluate programs and interventions.

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Training Update

The Training Committee has been hard at work planning new classes for 2019 as well as adapting to the new website! If you need help or have questions about how things work now that the site is live, please e-mail us at training@iaca.net, and we'll be happy to help.

If travel isn't an option, we have multiple online classes available in 2019! There are plenty of opportunities to fit your schedule.

Lastly, don't forget our webinar series for 2019! This year's theme is "**Practical Analysis**" and how to apply the skills you have learned in other IACA classes or webinars to every day analytical tasks. We cover mapping, crime series, professional communication and networking, social media, strategic planning, bulletin best practices, and

more! Webinars are only \$10 for members, so pick and choose the topics that interest you most. Our previous webinars are also available on the website in the Member Resources section for you to watch whenever you want. Be sure to keep an eye out for our webinars for Spanish speaking members too!

Check out all our listings at <https://iaca.net/training/>. Join us in 2019 for a class or two!

Kyle Stoker
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Upcoming Training Conferences

2019 IACA International Symposium Calgary, Alberta June 3-5, 2019

Join us and our host agency, the Calgary Police Service, for a great opportunity to build new skills and extend your professional network! Please follow this link to see the most recent promotional video on the Symposium: <https://iaca.net/internationalsymposium/>

2019 IACA Annual Training Conference National Harbor, MD August 19-23, 2019

Our 29th Annual Training Conference will cover new tactics and strategies in crime and intelligence analysis. Sessions will cover a variety of topics for all skill levels to include case studies and hands-on computer labs!

Class Descriptions

Fundamentals of Crime Analysis

Covers a variety of analytical techniques, concepts, and theories relating to identifying crime patterns, series, and trends; understanding criminal behavior; behavioral geography; linking crimes; forecasting; and prediction.

Essential Skills

Essential Skills I and II cover, in depth, the same skill sets that the Certification exam tests. Students will develop and/or enhance their skills toolbox and will learn concepts, techniques, theories, and skills most useful to crime analysts. Essential Skills I and II are independent of each other and can be taken in any order.

Criminal Investigative Analysis

This class will examine factors that influence serious violent criminals and their behavior; students will learn methods of criminal investigative analysis and how to analyze crime scenes for offender behaviors and characteristics by utilizing critical thinking, science, and logical reasoning.