Seeding Change

How small projects can improve community health and safety

By Sarah Schweig
Center for Court Innovation

COPS
Community Oriented Policing Services
U.S. Department of Justice

The California Endowment

CENTER FOR COURT INNOVATION

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To obtain details on COPS Office programs, call the COPS Office Response Center at 800.421.6770.

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About the COPS Office

The Office of Community Oriented Policing Services (COPS Office) is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territory, and tribal law enforcement agencies through information and grant resources.

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

Rather than simply responding to crimes once they have been committed, community policing concentrates on preventing crime and eliminating the atmosphere of fear it creates. Earning the trust of the community and making those individuals stakeholders in their own safety enables law enforcement to better understand and address both the needs of the community and the factors that contribute to crime.

The COPS Office awards grants to state, local, territory, and tribal law enforcement agencies to hire and train community policing professionals, acquire and deploy cutting-edge crime fighting technologies, and develop and test innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders and all levels of law enforcement. The COPS Office has produced and compiled a broad range of information resources that can help law enforcement better address specific crime and operational issues, and help community leaders better understand how to work cooperatively with their law enforcement agency to reduce crime.

- Since 1994, the COPS Office has invested nearly $14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing.
- By the end of FY2011, the COPS Office has funded approximately 123,000 additional officers to more than 13,000 of the nation's 18,000 law enforcement agencies across the country in small and large jurisdictions alike.
- Nearly 600,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations.
- As of 2011, the COPS Office has distributed more than 6.6 million topic-specific publications, training curricula, white papers, and resource CDs.

COPS Office resources, covering a wide breadth of community policing topics—from school and campus safety to gang violence—are available, at no cost, through its online Resource Center at www.cops.usdoj.gov. This easy-to-navigate website is also the grant application portal, providing access to online application forms.

About the Center for Court Innovation

The Center for Court Innovation is a public-private partnership dedicated to reducing crime, aiding victims, and promoting public confidence in justice.

- **Reducing Crime**
  Independent evaluators documented that prostitution arrests dropped by 56 percent after the Center's Midtown Community Court opened in Manhattan. New York City Mayor Michael Bloomberg has hailed the Midtown Community Court for helping to revive Times Square. In southwest Brooklyn, major crime has declined by nearly 50 percent since the opening of the Center's Red Hook Community Justice Center.

- **Repairing Disorder**
  Both the Midtown Community Court and Red Hook Community Justice Center sentence low-level offenders to repair conditions of disorder—fixing broken windows, cleaning local parks, painting over graffiti. Each year, the two projects contribute 75,000 hours of community service—more than $600,000 worth of labor. Compliance rates for community service are consistently 50 percent higher than the national average.

- **Reducing Recidivism**
  Participants in the Brooklyn Treatment Court, which offers judicially-monitored drug treatment instead of incarceration, re-offend at a rate that is 27 percent lower than offenders who go through conventional courts. Through training and technical assistance, the Center has helped spread the drug court model throughout New York State; over 65,000 New Yorkers have participated in 178 drug courts, which are located in every county of the state.

- **Improving Public Trust in Government**
  The Red Hook Community Justice Center has a 94 percent approval rating from local residents. Prior to the Justice Center's opening, only 12 percent of local residents approved of courts. Moreover, a survey of defendants found that 86 percent said that their case was handled fairly—a result that was consistent regardless of race, gender, or educational background. In a phone survey, two out of three Midtown residents said they would be willing to pay additional taxes to support a community court.

- **Research and Dissemination**
  Researchers from the Center have made a number of important contributions to the field, including a randomized trial examining the effectiveness of batterer intervention programs and a national study of the efficacy of judicially-monitored drug treatment. Authors from the Center have written numerous books, including Trial & Error in Criminal Justice Reform (Urban Institute Press) and Good Courts: The Case for Problem-Solving Justice (The New Press). The Center's award-winning website, www.courtinnovation.org, receives 90,000 visitors each month; visitors download an average of 600,000 documents each year—research reports, how-to manuals, and interviews with leading scholars and practitioners.

- **Improving Victim Safety**
  New York's 88 domestic violence courts—based on a model created by the Center—handle over 34,000 cases each year, linking victims to counseling, shelter, and other services while strengthening the monitoring of those accused of battering.

- **Replication**
  Each year, the Center's demonstration projects are visited by more than 400 criminal justice officials from around the world. Many end up replicating, either in part or in whole, what they see. For example, there are six dozen community courts around the world based on the Center's model, including projects in England, Canada, New Zealand, Australia, and South Africa.

- **Awards**
  The Center has received numerous awards for innovation, including the Peter F. Drucker Award for Nonprofit Innovation and the Innovations in American Government Award from Harvard University and the Ford Foundation. Other prizes include recognition from the American Bar Association, National Criminal Justice Association, and National Association for Court Management.

About The California Endowment

The California Endowment is a private, statewide health foundation that was created in 1996 as a result of Blue Cross of California's creation of WellPoint Health Networks, a for-profit corporation. This conversion set the groundwork for our mission:

The California Endowment's mission is to expand access to affordable, quality health care for underserved individuals and communities, and to promote fundamental improvements in the health status of all Californians.

- **The Evidence:** *California's Prosperity Depends on Our Health. Our Health Depends on Where We Live.*

  Where we live, work and play directly impacts our health.

  The evidence shows that for California to thrive, our communities must have more than available health care. Affordable housing, good jobs, safe schools, clean air, parks and playgrounds, walkable streets, markets with fresh fruits and vegetables, and strong social networks are also crucial to a healthy California.

- **The Challenge:** *Too Many of California's Communities Lack the Basic Ingredients for Health.*

  One example is when schools are not built within a safe walking distance of where families live, children get less daily exercise. More driving to school and work means more air pollution and fewer opportunities for exercise. More air pollution means more asthmatic attacks. More asthma means even less physical activity, more days absent from school and work, and a higher cost of health care for everyone.

- **The Strategy:** *A 10-Year, Multimillion-Dollar Statewide Commitment to Advance Policies and Forge Partnerships to Build Healthy Communities and a Healthy California.*

  The inequities are unacceptable, but the opportunities for change are undeniable. The California Endowment is embarking on a new 10-year statewide initiative, creating places where children and youth are healthy, safe, and ready to learn.

  We will forge new partnerships and tap the local wisdom of community organizers, school principals, city planners, business CEOs, people who work in hospitals and clinics, parents, and youth to deliver the essentials of a healthy place to live.

  Over the next 10 years we are prepared to do what it takes at the local, regional, and state levels so that everyone, no matter where they live, can grow up healthy and contribute to the state's prosperity.

- **The Change:** *Statewide Advocacy Will Lift Up Improvements in Communities to Promote Policies that Support Change Now and Sustain Hope in the Future.*

  While we are helping community residents to beat the odds locally, we are also engaging them in our broader strategy to change the odds on a larger scale. Ultimately we are aiming for a shift in thinking, and a change in statewide policies away from those that ignore the root causes of ill health and toward those that prioritize prevention and value the health of all our communities as essential to the common good.

  To learn more, visit calendow.org.

U.S. Department of Justice
Office of Community Oriented Policing Services
Office of the Director
145 N Street, N.E., Washington, DC 20530

COPS

Dear Colleagues,

Experts in the fields of public health and public safety increasingly realize that violence can be transmitted within communities, similar to a communicable disease. While this realization is daunting, it also deepens our understanding of how violence spreads. As a result, treating violence as a disease provides new opportunities for intervention and prevention. If indeed violence is contagious, then we as law enforcement professionals, together with our counterparts in public health and medicine, can begin to interrupt patterns of transmission, identify health- and safety-protective behaviors, and interrupt the cycles of crime and violence that disproportionately affect our most vulnerable neighborhoods. I find this promise extremely encouraging.

Over the past few decades, we have seen our colleagues in public health—including World Health Organization, Institute of Medicine, and Centers for Disease Control and Prevention, to name a few—change the way they understand violence not just as a criminal problem, but a systemic social and health problem. Law enforcement must contribute to that conversation. The intent of this publication is to accomplish that goal.

Contained within this report is a summary of a meeting the COPS Office held on a group of small projects that began with a modest amount of seed money from the California Endowment. Our hope is to encourage cross-disciplinary collaborations that produce healthier and safer communities across the country. I would like to thank our partners both at the Endowment and the Center for Court Innovation who have worked so diligently with us on this project.

Sincerely,

Bernard K. Melekian, Director

Office of Community Oriented Policing Services

Introduction

How does any innovation become a common practice? How does a successful idea go from being an isolated project to wide-scale implementation? Once new approaches become established, how can they be sustained?

These were just some of the questions police chiefs, public health researchers, and grant-makers sought to answer at a recent roundtable discussion on innovative collaborations between law enforcement and public health.

Sponsored by the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office), The California Endowment, and the Center for Court Innovation, the January 20, 2012 discussion featured presentations on current research across public health and public safety disciplines, new initiatives, and funding strategies.

As part of a unique effort to promote innovative law enforcement–public health collaborations, The California Endowment awarded $10,000 grants to nine jurisdictions, some of which presented progress reports on their programming. Funding-agency representatives provided feedback, offering insight into the ingredients that make new programs attractive to potential funders.

This report summarizes the discussion—held at the Open Society Foundations in Washington, D.C.—in an effort to share some key lessons about law enforcement–public health collaborations. Along the way, it provides a glimpse of innovations at their first stages and ideas for ways to turn seed money into something larger.

Participants in the Roundtable

Roseanna Ander	Executive Director, University of Chicago Crime Lab
Laura Angel	Senior Officer, Advancement, Centers for Disease Control Foundation
Joseph E. Brann	President, Joseph Brann and Associates
Ronald Davis	Chief, East Palo Alto Police Department
Crispin Delgado	Health Policy Initiatives Manager, San Mateo County Health System
Edward A. Flynn	Chief, Milwaukee Police Department
Seema Gajwani	Program Officer, Public Welfare Foundation
Gene Guerrero	Director, Crime and Violence Prevention Initiative, Open Society Foundations
Rachel Johnston	Director, Research and Development Division, Chicago Police Department
Julius Lang (Facilitator)	Director, Technical Assistance, Center for Court Innovation
Sarah Lawrence	Director of Policy Analysis, Warren Institute on Law and Social Policy, Berkeley School of Law, University of California
Susan Lee	Director, Urban Peace Advancement Project
Jim McDonnell	Chief, Long Beach Police Department

Bernard Melekian	Director, Office of Community Oriented Policing Services (COPS Office), U.S. Department of Justice
Rachel Neild	Senior Advisor, Open Society Foundations
Dr. Mallory O'Brien	Director, Milwaukee Homicide Review Commission
Dr. Andrew Papachristos	Robert Wood Johnson Health and Society Scholar, Harvard University, Center for Population and Development Studies
Barbara Raymond	Program Director, The California Endowment
Dr. Pamela Russo	Senior Program Officer, Robert Wood Johnson Foundation
Maisha Simmons	Program Officer, Robert Wood Johnson Foundation
Dr. Thomas R. Simon	Deputy Associate Director for Science, Division of Violence Prevention, National Center for Injury Prevention and Control, U.S. Centers for Disease Control and Prevention
Nina Vinik	Senior Program Officer, Gun Violence Program, The Joyce Foundation
Stewart Wakeling	Project Director/Principal Investigator, Safe Community Partnership, Public Health Institute

Background

Public health departments and law enforcement agencies have traditionally occupied separate domains. Public health officials have often focused on infectious and chronic diseases, while police have targeted crime. In recent years, however, some law enforcement and public health agencies have recognized a shared interest in certain community problems.

A 1979 report of the U.S. Surgeon General made one of the first explicit links between public health and crime by identifying violent behavior as a significant risk to health. Four years later, the U.S. Centers for Disease Control and Prevention established the Violence Epidemiology Branch, which later became the Division of Violence Prevention. Since then, public health and public safety agencies have started to adopt complementary strategies and tools, emphasizing data analysis, collaboration, and community engagement as ways to solve neighborhood problems.[1]

"Oftentimes we tend to think of crime as being a problem for the criminal justice system to fix, education as a problem for the education system to fix, health for the health system," said Roseanna Ander of the University of Chicago Crime Lab. "In fact there are many, many cross-system opportunities."

Recognizing a common interest in reducing violence, the U.S. Department of Justice's COPS Office, The California Endowment, and the Center for Court Innovation have embarked on an effort to bring together law enforcement and public health officials to share ideas.

In March 2011, a first roundtable was convened in Los Angeles to identify opportunities for collaborations between law enforcement and public health officials. The California Endowment invited participants in the roundtable to apply for mini-grants for collaborative projects; ultimately nine programs were awarded funding.

In January 2012, a second roundtable was convened in Washington, D.C. Representatives from a wide range of grant-making institutions entered the conversation to share their perspectives on the mini-grant projects. Some grant-makers represented institutions with national and international initiatives in improving community health; others have been focused on improving public safety.

The Washington, D.C., roundtable met, in part, to allow the grant recipients to share the current status of the mini-grant projects as well as address next steps and new challenges: How can innovation transform the national approach to health and safety? How can new ideas change policy in the long-term? "Police culture is very strong," said Chief Ron Davis of East Palo Alto, California. "How to rethink how we fundamentally operate so partnering with public health agencies is possible on a larger scale?"

Bernard Melekian, director of the COPS Office, which provides grants to law enforcement, said "the delivery of law enforcement services is going to fundamentally change" and part of this shift will involve collaborations with communities and across agencies.

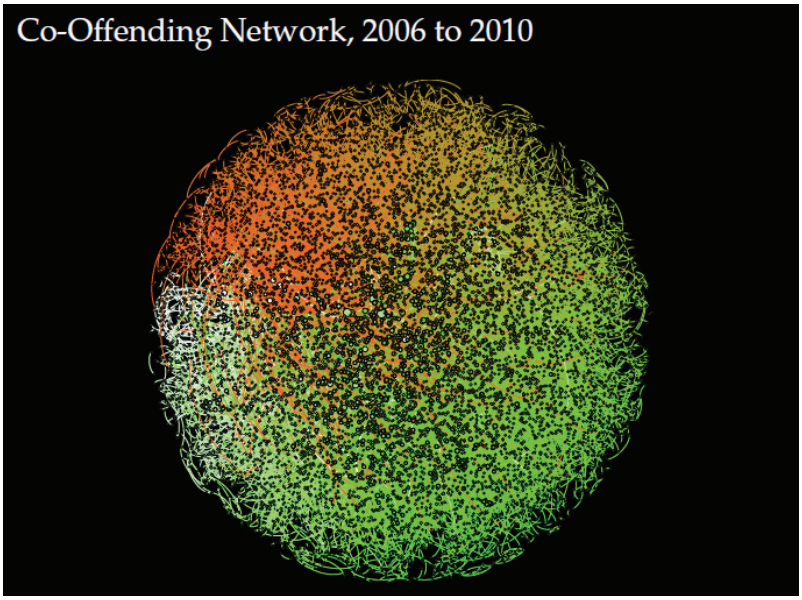
Barbara Raymond of The California Endowment recognized that "great things are happening" in public health and public safety collaborations,

1. See "Law Enforcement and Public Health: Sharing Resources and Strategies to Make Communities Safer," www.courtinnovation.org/research/law-enforcement-and-public-health-sharing-resources-and-strategies-make-communities-safer.

"but most haven't made the leap into the mainstream." Raymond cited programs such as the Milwaukee Homicide Review Commission, which has been bringing together representatives across safety and health sectors since 2004 to solve and prevent homicides and non-fatal shootings. The Milwaukee team has recently started helping other jurisdictions develop processes for their most pressing crime issues, but like many other public health and law enforcement collaborations, the approach has not yet taken root across the country, she said.

"Today we wanted to bring more people into the conversation," Raymond said, describing the main purpose of the roundtable. "We've invited more funders into the room to ask, 'How does this grab you? How does this fit into your thinking about how to make change for communities?'"

Research On Public Health and Safety



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Dr. Andrew Papachristos created this visual representation of all arrests in Chicago's Westside from 2006 to 2010, which shows 30,000 co-offending networks and accounts for 87,689 incidents.

Public health approaches are often focused on prevention—stopping a problem before it starts. Two presentations on advancements in prevention methods helped shape the day's discussion: Dr. Andrew Papachristos, Robert Wood Johnson Scholar at Harvard University (who has since become an associate professor in the Department of Sociology at Yale University), explained how to predict gun violence through analyzing social networks, and Dr. Thomas Simon of the U.S. Centers for Disease Control and Prevention's Division of Violence Prevention discussed using anonymous data from emergency rooms to inform crime-fighting and community-level prevention strategies.

Social Network Analysis

Social network analysis is used by websites like Facebook and Amazon to look at connections among people and to understand behavior. Papachristos uses it to predict who is at a high risk for violence, focusing his studies specifically on "co-offending networks"—who gets in trouble with whom.

"Research consistently shows that about 3 to 5 percent of the adult male population is responsible for about 75 percent of all violent crimes, both as victim and offender," Papachristos said. Additionally, those closer to an offender are also those more likely to be victims of violence.

Taking an epidemiological approach and applying it to public safety can help law enforcement understand who is connected to whom. This, in turn, can help them design interventions more accurately. Like hot-spot policing, which focuses on problematic locations, social network analysis enables police to target their efforts strategically. According to Papachristos, "instead of going where the dots are on the map, you're going where the dots are in the network."

Papachristos recognized that his approach formalizes a way of thinking that many seasoned beat cops engage in naturally: "They know who the key players are; they know who the groups are," he said. Still, he felt law enforcement could benefit from this kind of analysis because it helps police see connections not only within a group but across different groups. "A lot of times cops are assigned to a group or an area and they might not see things that go into another department's jurisdiction," he said. "Social network analysis gives them a new way to look at what they're doing and expand it."

The Cardiff Model

Simon, of the U.S. Centers for Disease Control and Prevention's Division of Violence Prevention, presented an overview of the Cardiff Model of Violence Prevention. The Cardiff Model began when an emergency department physician, Dr. Jonathan Shepherd, was concerned that most assault-related injuries coming in for emergency services in Cardiff, Wales, were not reflected in crime data.

The Cardiff Model is a multiagency partnership that combines anonymous data from the emergency department with law enforcement data to guide the work of a multiagency prevention partnership. Reception staff in emergency departments are trained to ask and record basic questions about the nature and location of the violence, the date and time of incident, and the weapon type. This information is stripped of identifiers, entered into a database, and shared by hospital information technology staff with a crime analyst who combines the information with police data to generate maps and summaries of the kinds of incidents occurring.

Sharing this data can lead to strategic adjustments: for example, police patrol routes and closed-circuit television systems are deployed to the most problematic areas, and mass transit can make more frequent late night stops to avoid overcrowding at certain locations. Also, local ordinances can require a construction site near an alcohol outlet to secure pallets of building supplies that are being used as weapons and are associated with injuries in the area. Relative to 14 other similar cities, Cardiff saw a significant reduction in assault-related injuries over the study period of more than 4 years.

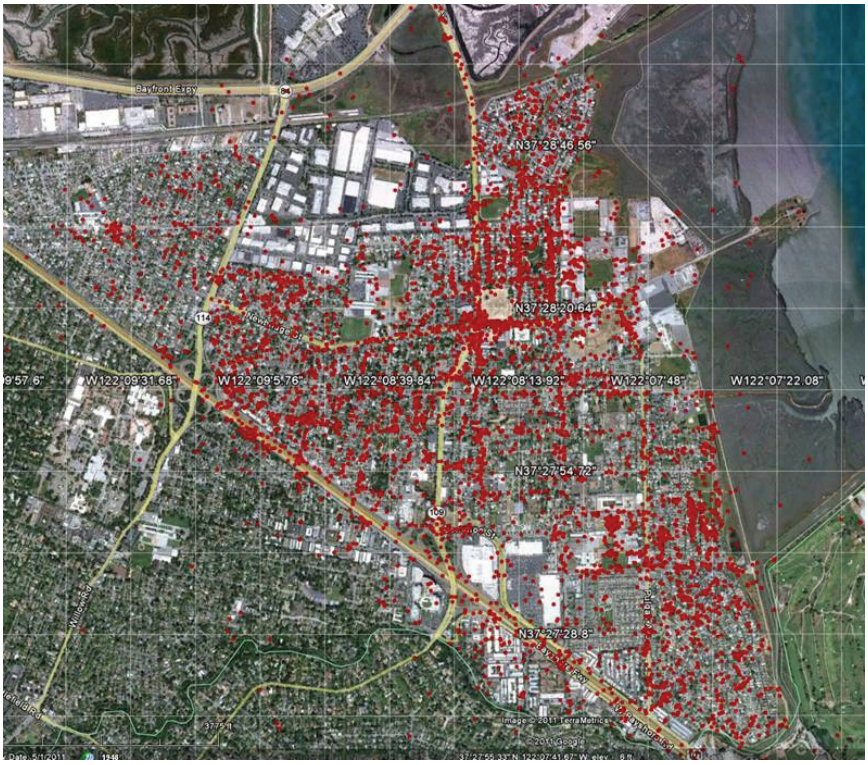
Simon is currently working with Dr. Curtis Florence at the Centers for Disease Control and Prevention and Drs. Jonathan Shepherd and Iain Brennan on a cost-benefit analysis of the model, which is being replicated throughout the UK. "It is complicated to put a specific dollar value on the benefits associated with this program," he said, "but it is a relatively low-cost program to implement so the savings to the criminal justice and health systems are substantial."

New Projects

After Papachristos and Simon, the jurisdictions who were awarded mini-grants from The California Endowment described their pilot projects.

East Palo Alto

The City of East Palo Alto, California, has significant public safety and public health issues. The city's violent crime rate is more than double the state average and the life expectancy of city residents is significantly shorter than the county average. According to Crispin Delgado of the San Mateo County Health System, "We did an analysis within the County that showed that for every $10,000 more than an individual earns in income, you can expect to live 6 months longer."



East Palo Alto used data from a gunshot location detection system to determine where the highest number of shots fired, which then became the area of focus for the project. This map depicts shooting data (January 2009 to October 2011).

With the support of The California Endowment, the East Palo Alto Police Department is leading an effort to employ gunshot location detection system (GLDS) technology to address health and violence problems. Shooting data from system activations were used to identify shooting hot spots (see map). These areas, called FIT Zones, are the target of this initiative.

FIT Zones implement both law enforcement activities and health-related activities based on the idea that as residents increase outdoor activities they will improve their health and regain control and ownership of their neighborhood. Police officers assigned to the FIT Zones participate in physical activities such as walking, jogging, and bike riding with the residents. One of the intentions is that the officers' presence and participation will allow neighbors to exercise with a stronger sense of security and become acquainted with police officers. This initiative is building on existing relationships but also providing opportunities for new collaborations that include law enforcement, county public health experts, academics, residents, community-based organizations, local health services providers, and city planners.

"We would like to incorporate health care into these hot spots to ensure that people are living healthy lifestyles and eventually even address environmental issues," said Chief Ronald Davis, adding that "a healthy community would be a safe community."

Milwaukee

In Milwaukee, the $10,000 from The California Endowment was used to support the development of a data system where detailed information about fatal and near-fatal violent crime can be organized, accessed, and analyzed.

The Milwaukee Homicide Review Commission is a collaboration involving criminal justice professionals and community service providers that seeks to better understand homicides, help solve cases, and reduce the number of killings.

"We've made over 350 recommendations since we started this process," said Dr. Mallory O'Brien, who has directed the commission since 2004, "and now that we have new strategies being employed by the police department, there's a much bigger focus on information-sharing and data-driven strategies."

The future direction for the Homicide Review Commission is to look at violence prevention overall, not just homicides, and to help implement the model in other jurisdictions.

Chicago

Through The California Endowment mini-grant, the Chicago Police Department was able to create a new collaborative working group with Chicago's public health agencies. The grant aided in refining the police department's data collection system to allow for public health data elements.

"In Chicago almost every civilian information technology employee had been laid off…and we were having a problem with access to data," said Rachel Johnston, director of the research and development division of the Chicago Police Department. "Our data warehouse was created many, many years ago and it hasn't been updated. So that's really where we focused our efforts initially."

While Chicago, like most other major U.S. cities, has been experiencing lower homicide rates, violence continues to plague many communities. Roseanna Ander, executive director of the University of Chicago Crime Lab, discussed truancy and the role the school system can play in violence prevention, describing, among other initiatives, the Chicago Youth Shooting Review, a public health approach to youth shootings modeled after the Milwaukee Homicide Review Commission. "When homicide is seen only as a 'crime problem,' we miss critical opportunities for prevention," she said.

The police department plans to continue to explore ways that police and public health can work together, such as working with the Health Department to expand Safe Start, a project that helps children exposed to violence. "Even just having the dialogue has been an enormous help," Johnston said.

Los Angeles

The Los Angeles Police Department has taken an approach similar to East Palo Alto's, launching a Community Safety Partnership in four housing developments that have been historically dominated by gangs and perceptions of fear, according to Susan Lee, director of the Urban Peace Advancement Project. The seed money aided in creating a training module to familiarize police with the department's data system. The training module was particularly targeted to train the 50 officers who are deployed in the four housing developments. The system includes public health data as well.

Gaining Support

In an effort to shed light on how small projects might grow and expand, grant-makers provided advice to roundtable participants.

Budget Limitations

Increasingly limited budgets are forcing everyone "to think really creatively about what [they] can do differently," said Seema Gajwani, program officer at the Public Welfare Foundation.

"Ten to twelve thousand law enforcement officers have been laid off, and 30,000 to 35,000 additional positions have gone unfunded," said Bernard Melekian, director of the COPS Office, adding that innovation, collaboration, and sharing resources are particularly important when budgets are tightening across sectors.

Dr. Pamela Russo of the Robert Wood Johnson Foundation discussed how even small grants, if they are flexible, can go a long way. "In times of financial stress, if you've got a little bit of money that doesn't have to go into a program silo, you can do a tremendous number of things," Russo said.

Documenting Impact

"Law enforcement tends to be this black hole of data," said Joseph Brann, president of Joseph Brann and Associates and founding director of the COPS Office. "We gather unbelievable amounts of data and information, and one of our biggest challenges is trying to get that out in any kind of a meaningful way so that it really has relevance and utility across the board."

Validating innovation depends on having the capacity to prove what works. Unfortunately, documenting certain impacts can be complex; budget savings, for example, can be a huge selling point for state and federal policymakers, but proving that expenditures were spared because of prevention efforts can be hard to measure.

"We have these discussions in the framing of the public costs, but we don't really talk about the costs to the individuals and individual families that are avoided," said Melekian.

"Or the savings to systems because the kid doesn't have post-traumatic stress disorder because you reduced shootings," added Ander.

"That's the problem with quantifying the effects of prevention," said Simon. "You're talking about what did not happen."

Many of the community-based organizations that O'Brien and the Homicide Review Commission work with in Milwaukee do not have the capacity to measure whether their strategies are working. "We want to be able to provide them with pro bono technical assistance and say, 'Let us help you develop your evaluation plan; we have the data to help you actually determine if it's working,'" O'Brien said.

Chief Edward Flynn of the Milwaukee Police Department stressed that convincing policy-makers to support new approaches can be difficult: "It is far safer to fail conventionally than it is to risk innovation. Outside validators are essential to us if we're going to push innovation."

Collaboration

There are many ways that police departments can work with outside agencies to attract resources. Funding-agency representatives suggested law enforcement and public health agency partnerships might be able to pursue funding opportunities that would not be available to agencies operating in isolation. Agencies can also collaborate with a local university or other research organization to do an evaluation of the agencies' work to help prove outcomes and promote new approaches.

Jim McDonnell, chief of the Long Beach Police Department, suggested that local agencies partner with national associations. "I think we should make sure that we build in some of the stakeholders—MALDEF (Mexican American Legal Defense and Education Fund), NAACP (National Association for the Advancement of Colored People), and other groups—make them part of the solution," he said.

Collaborative projects can fit into a variety of funding agendas, especially in tight budget climates. "Based on some of our recent announcements, you are seeing a focus on collaboration," Simon said. "We have recently put out an announcement to support local public health departments to serve as conveners around youth violence prevention activities within their communities and to form collaborations with law enforcement, education, and social service." Simon also said that there is a growing interest in understanding what needs to be in place in order to bring prevention activities to scale within communities.

Funding Interests

Several roundtable participants stressed that it was essential to know the priorities of funding institutions.

Maisha Simmons, program officer at the Robert Wood Johnson Foundation, encouraged roundtable participants to sign up to receive funding announcements. "We are looking for innovation that could be potentially scaled," she said. "We're looking for something a little bit more mature than an idea or a business plan written out on paper, but it doesn't have to necessarily be operating in many communities or neighborhoods at this stage."

Nina Vinik of the Joyce Foundation discussed a gun violence initiative at the foundation that funds "research and policy reform efforts to help prevent gun violence."

Laura Angel, senior advancement officer of the National Foundation for the Centers for Disease Control and Prevention (CDC), shared that the CDC Foundation is the sole entity authorized by Congress to raise private funds in support of the mission and work of the CDC. Whether diseases start at home or abroad, are chronic or acute, curable or preventable, human error or deliberate attack, CDC fights it and supports communities and citizens to prevent it. The CDC Foundation's role is to facilitate partnership opportunities based on requests from the CDC to advance their work in a public health priority. Simon described the agenda for the CDC's National Center for Injury Prevention control that is guiding their research through 2018.[2] This research agenda includes topic-specific (e.g., child maltreatment, intimate partner violence, suicide, youth violence) and cross-cutting priorities. "All of our research funding opportunity announcements follow from that agenda," Simon added.

Rachel Neild, a senior advisor at the Open Society Foundations, pointed out that funders are often looking to support creative ways to collaborate and share resources—they just need to hear about what's out there.

2. Available online at www.cdc.gov/injury/ResearchAgenda/index.html.

Conclusion

At the end of the day, police, public health experts, and grant-makers agreed that the new partnerships between public health and law enforcement were just the beginning.

According to Brann, "Frankly, we couldn't be at a more opportune time because of the recession, the financial crisis that everybody's confronting," he said. "Policymakers are looking for new solutions."

Russo said that the day's discussion showed that collaborations across sectors were a necessary step. She urged participants to continue to "bring together the broadest set of stakeholders possible," adding that there would be a great deal to gain not only for public health and police agencies but for communities across the country. "I think it's a win-win-win situation," she said.

Moving forward, roundtable participants showed an interest in prompting a national-level discussion about how public safety and public health agencies might work together to reduce violence. "Inject it as a big issue," urged Gene Guerrero, director of Open Society's Crime and Violence Prevention Initiative. "That's how things get done."

How does any innovation become a common practice? How does a successful idea go from being an isolated project to wide-scale implementation? Once new approaches become established, how can they be sustained? On January 20, 2012, the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office), The California Endowment, and the Center for Court Innovation brought together law enforcement professionals, public health researchers, and representatives from funding institutions to answer these questions and discuss the key lessons learned from new law enforcement-public health collaborations. *Seeding Change: How Small Projects can Improve Community Health and Safety* summarizes the discussion—which was held at the Open Society Foundations in Washington, D.C.—and provides a look at innovations in their early stages, as well as ideas on how to turn seed money into a viable project.

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