ALTERNATIVE RESPONSE AND 911 COMPUTER AIDED DISPATCH (CAD)
Lessons learned from the field
Summer 2023
Background

About the virtual convening
In spring 2023, the Policing Project at NYU Law partnered with Dignity Best Practices to host a virtual summit for 911 and alternative response practitioners to meet with Computer Aided Dispatch (CAD) software companies and other technology providers. Local jurisdictions were invited to share with CAD companies and other providers the challenges, needs, and innovation opportunities associated with the emerging practice of dispatching alternative response options beyond the traditional trio of police, fire, and EMS.

As jurisdictions launch alternative response options to supplement traditional public safety services, 911 call centers are wrestling with the operational challenges of how new responders will be challenged, triaged, dispatched, and integrated into emergency communication systems. 911 call centers have integrated advances in technology over the years to better serve their community and aid first responders with real-time data. CAD software has been an integral advancement in the field, allowing 911 call centers to respond to an emergency by increasing efficiency and decreasing response time.

What is CAD?

Computer Aided Dispatch (CAD) systems are technology used by 911 professionals (call takers, dispatchers, and first responders) to aid in the delivery of emergency services. CAD systems gather essential information during a 911 call, such as a caller’s location, the availability of nearby first responders, and prior calls made to specific locations, in order to deploy first responders in the field. Both call takers and dispatchers have the ability to input narrative information from the caller and about the incident. For example, if both police and EMS responded to an incident, CAD would be able to show when each team was called and when they arrived at the address.

Current landscape

911 operations rely on protocols and technology integrated into CAD systems that were not designed originally for the deployment of alternative response teams. When
policymakers design alternative response programs, 911 infrastructure and dispatch mechanisms for alternatives often come as afterthoughts. This leaves 911 and their CAD providers scrambling with urgent timelines, unclear expectations, and insufficient staff bandwidth or budgets for implementation.

**Most alternative response programs lack integration into CAD systems.** This means that the alternative response option may be a rarely-used afterthought for many 911 call takers. It also means that when alternative response programs (such as 988 hotlines and mobile response teams) receive calls transferred from 911 via a phone system, the caller is usually handed off without a written transfer of the accompanying information found in the CAD system, such as call-back number, address, caller and address history, and 911 call taker notes. Sometimes this information is sent via a workaround email, and sometimes only what is shared verbally is sent. This can increase the need to ask people in crisis to repeat themselves and can also increase risks to responders in the field.

Once the call is transferred, challenges continue. Unlike with police, fire, and EMS, in CAD there is usually no indication to 911 dispatchers that alternative responders are en route or have arrived on scene. Furthermore, alternative responders may not be connected to the 911 dispatcher radio to rapidly request backup when needed, requiring alternative responders to call back through the main 911 queue to request assistance.

> “We lack clear guidelines on how alternative responders can, or should, interact with traditional emergency communication services.”

Once the call is transferred, there is also no further recording in CAD of how long the person is engaged by the alternative responder, what the response time is for arriving in the field, what the final disposition of the call is, whether there were interactions with other first responders on scene, and what role each organization played in that case. Alternative response dispatching and response time tracking is often tracked in other, lighter software used by the response providers, and call disposition information is often recorded in a separate records management system that has no integration with CAD. All of this makes it very challenging to have a complete data picture of how often alternative responders are deployed, and to what outcomes. Data dashboards must be built by manually joining datasets, and often neither 911 nor the alternative responders have a dedicated data analyst with the bandwidth to do this. This lack of clear data can delay making the case for cross-agency exercises that improve collaboration and build trust between programs, and for
requesting the budget to expand alternative response programs. This can slow the growth of alternative response programs and leaves more 911 non-violent crisis calls to be handled by over-taxed traditional responders who may not be well-suited for the call.

There is a clear need for an updated CAD technology roadmap that truly integrates alternative response, with flexibility to serve both large- and small-scale jurisdictions.

At the same time, the development of clearer standards in this emerging field, including for performance, call categorization, and data sharing, would greatly assist technology partners and jurisdictions as they work to provide services.

What is Alternative Response?

Alternative responders generally are social workers, behavioral/mental health clinicians, and/or medics with a particular focus on stabilizing individuals in crisis. More recently, they also include traffic collision responders and mediators. Usually, these responders monitor police radios and are dispatched in response to very specific call types.

Alternative responders are most frequently used for calls related to social services or a mental or behavioral health crisis, but are becoming increasingly utilized for a range of community issues, such as noise complaints, disturbances, and others.

When a call for service meets any of certain pre-defined criteria (e.g., no weapon present), the non-police practitioner is dispatched as the primary response, and police are called for backup only if necessary. Responders stabilize the situation and connect the individual with necessary services when appropriate.
What we heard & key considerations for the path ahead

Implementing Jurisdictions

Cities and counties across the country are working to identify and utilize alternative response programs to serve their communities. As these programs are integrated into response systems, jurisdictions face a series of decision points that can influence the level of connection and coordination between alternative response programs and traditional emergency communication services.

Based on conversations with jurisdictions, programs, and technology providers, we have mapped out a series of questions and issues for jurisdictions to consider.

1 Specialized software or umbrella CAD infrastructure: What will best serve the program?

Jurisdictions should consider how different software and technology programs may impact their operations.

When electing whether to utilize specialized dispatching software for an alternative response team or incorporating the alternative response team into existing CAD infrastructure, jurisdictions should consider the following: the intent of the program, the timeline and budget set aside for technology needs, and the specialized needs of the alternative response program.

Program intent: Understanding the purpose and function of the program can help...
determine whether specialized dispatching software may be a better fit.

- If the alternative response program is providing healthcare (physical and/or mental health):
  - How will the technology solutions handle HIPAA compliance and Protected Health Information (PHI)? Can the specialized dispatch software communicate with Electronic Health Records (EHR) databases to support seamless transfer of data and reduce time spent transcribing notes into multiple systems, thus minimizing data loss and errors?
  - If the alternative response program is intended to provide a community-based response that is entirely separate from traditional public safety responses, a specialized dispatching software could provide a desired buffer between the alternative response team and traditional first response by ensuring their data stays separate and they are not introducing a person’s information into the public safety system.

Program timeline & budget: In deciding between integrating under the existing CAD umbrella or selecting a specialized dispatching software, jurisdictions should think through when they are trying to launch teams in the field and the budget they have for the project. Reconfiguring CAD software to incorporate an alternative response team can be a lengthy process that can impact a program’s launch. This can be due to supply chain shortages for necessary technology, complex processes of integrating a new type of response unit in existing CAD systems, or budget-based constraints on expanding CAD operations. If a program elects to use specialized dispatching software, what is the turnaround time for training staff, connecting the software to the call source, and configuring the software to meet the jurisdiction’s and program’s needs? Budgetary considerations for using specialized dispatch software should include:

- Is there additional cost to tailor the software to meet the needs of the program?
- Can changes or updates to data fields be made by an internal team member or must they be made by the CAD provider (and is there additional financial/time cost to that process)?
- Does the software meet all or most of the needs of the alternative response program or is there a need to purchase additional software or data systems?

Specialized needs of alternative response: Jurisdictions across the country are taking a variety of approaches to alternative response programs. Some programs operate as the fourth emergency service by providing rapid response to 911 calls. Others operate based on appointments, which can occur anywhere from 4 to 24 hours later. When considering the best dispatching option, jurisdictions should identify the specific needs of their program.

- A program operating as an emergency service may elect for full CAD integration for efficiency, cross-agency data sharing, and safety factors for their teams.
- A program that responds based on appointments, with a focus on case
management/follow-up, may need specialized dispatching software that allows for appointment scheduling, follow-up scheduling, and specific design for maintaining notes for case management.

Jurisdictions can use these questions to help identify whether a specialized dispatch software or integration into an existing CAD system better suits the needs and intent of their alternative response program.

2 What level of CAD integration should the alternative response program have?

“Any responder should have access to the information they need to successfully navigate what they’re getting into. If you want to have any kind of modulation, you're going to need to have all that information, and it should be digested as appropriate, based on role, so that they have as much as they can have.”

Pilot programs can build their structure to accommodate the level of CAD integration desired and ensure that technology and operational policies are compatible with the CAD technology and software utilized.

When considering dispatching design, programs can opt to allow alternative responders to self-dispatch, use more standard dispatching based on select criteria, or rely on limited integration with data sharing.

- **Self-dispatching:** This typically requires full CAD integration. Alternative responders view all open 911 calls and respond to ones that fit their criteria.

  - Pro: It does not require further screening or triage by 911 call takers or dispatchers, whose perceptions of heightened risk may limit the calls sent to alternative responders.
  - Con: Alternative response teams may inadvertently respond to calls outside of their purview. This design requires careful training and strong collaboration between agencies to ensure alternative response teams appropriately screen calls.

- **Standard dispatching:** While the methods of dispatching can vary throughout the country, this typically involves call takers identifying the nature of the call and
dispatcher-sending the appropriate team, with responders having limited input into the types of calls they are assigned. For alternative response teams, this can be a more controlled method of CAD integration. This method of dispatching still allows for CAD integration but puts the control of selecting which calls to respond to at the dispatcher level.

**Pro:** Programs are on a shared system which provides easier continuity of care and ease of accessing the alternative response team. The CAD integration allows the call for service data to stay intact. One of the main challenges of separate systems is the lack of coordination between agencies and response teams. If alternative response teams can update CAD and be updated by CAD, teams are able to provide more consistent care.

**Con:** This method requires more triage work for call takers and dispatchers. If the alternative response program does not self-dispatch, then someone has to screen appropriate calls for the alternative response teams and make the decisions about which calls to send. It can also limit the number and types of calls being sent to the alternative response program because calls get filtered out by the call taking and dispatch decision-making process.

- **Data sharing with limited integration:** Jurisdictions may elect to have limited to no CAD integration for their alternative response teams. In this design, identified calls for service are sent to the alternative response team with basic information to assist with the response. Often this involves a third-party software that sends an email with the necessary information. This is a one-way communication only. Once sent, the information is no longer in the CAD system. Alternative responders cannot see into the system to determine whether there were any prior engagements and police cannot see the outcome of alternative interactions.

- **Pro:** There is an established connection between 911 and the alternative response teams, which increases utilization and information collected by the alternative responders and is not accessible to traditional public safety entities.
- **Con:** This strategy may result in a lower number of calls dispatched to the alternative response team due to reliance on 911 call takers and dispatchers to triage when a call for service can be diverted. This method can be more susceptible to call taker risk appetite, lack of protocol/procedure clarity, and other operational challenges. This method of communication results in one-way information sharing that often is not updated in real time, which increases the risk of incomplete or inaccurate data and can impact response times and effectiveness.
The level of CAD integration and style of dispatching will inform the writing of operational policies regarding access to private and/or criminal data, operating public safety technology, and implications for public records requests.

Established programs have a different set of challenges when it comes to deciding the level of CAD integration. Pilot programs can address these challenges during the design and launch phase. Established alternative response programs looking to integrate into CAD must navigate unique challenges faced when conjoining two previously unconnected programs. Major factors to consider are the degree of data sharing desired, method of connecting established teams to 911, compatibility of existing record management systems and dispatching software, and any alterations to the historical role or functioning of the alternative response program created by CAD integration.

- **Degree of data sharing:** Programs should consider what and how much information they want to receive and provide to CAD systems. CAD integration can come with access to information that would have previously not been known, such as location history. Programs should consider if access to this information alters the service being provided. Similarly, by integrating with CAD, is the program introducing client information into the public safety system that would have been previously kept confidential or private?

- **Mechanism of connection:** Established programs should work through all of the connection methods identified in the above section. Programs should also identify early on if they will need additional training, memorandums of understanding, or budget for equipment to implement their desired option for connection.

- **Historical records management system (RMS) and dispatching software compatibility:** Programs should investigate the compatibility between the existing software that programs use for record management systems and dispatching methods. Many alternative response teams are one part of a system or organization that provides additional support or services to the community. When considering whether to integrate into CAD and how, programs should give consideration to other services the team or agency provides that may require access to reports, additional avenues by which they will receive calls for service, and if CAD integration will support their existing reporting structure or require an entirely new reporting mechanism.

- **Potential changes to alternative response programs’ design or intent:** Alternative programs should continually assess what their program was designed to do, and whether integrating into CAD alters that goal. Programs should have transparent conversations with 911 call centers and traditional response agencies to understand if there are mandates or requirements that accompany CAD integration.

When determining the mechanism and degree of CAD integration, programs should work through the aforementioned considerations to assist in making an informed decision.
Are you operating multiple alternative responder programs and teams, or a single program with a small number of teams?

“So it’s … big versus small, and how do you solve those problems at the same time? There’s going to be a need for a smaller, more uniform, easier to pick apart [model] to make this scalable for the vast majority of the country.”

Conversely, smaller programs may experience a challenge if connected to CAD and not staffed to provide immediate response across larger areas.

How much money is available to do this? What is the true cost?

Budget and cost misalignment often create early barriers to CAD integration and modification.

CAD systems have been built to serve traditional first response, such as police and EMS. Many CAD systems were built decades ago and are currently in the process of being overhauled, with some jurisdictions looking to new vendors to better serve their needs. With this landscape in mind, now is an opportune time to consider integrating alternative response programs into existing CAD systems. To help jurisdictions plan accordingly, they should identify whether if they need to update their current CAD software or incorporate any new features to operate the alternative response program. It is helpful for

Size and variation of alternative responder teams can influence the degree of integration necessary and desired.

Jurisdictions that have a variety of alternative program types, and a multitude of teams may benefit from higher levels of integration that allow teams to be connected and dispatched through the same system as traditional responders. This type of integration supports the diversion of more calls from 911 and traditional responses by allowing dispatchers to select from an array of best fit responses.

“The cost of these CADs is very, very expensive. And so there’s often a mismatch between what the legacy CAD providers have in mind on what their minimal price point is, and what the local municipal alternative response program is working with.”
jurisdictions to understand the budget they have for technology needs early in the design process. Potential costs include:

- Equipment, including radios, mobile data terminals (MDTs), tablets
- Software or licenses required to operate CAD
- Recurring costs associated with maintaining CAD software
- Additional cost of updating CAD system to incorporate alternative response program

If jurisdictions develop a budget early in the process, they can engage in an efficient procurement process and identify if the cost of implementation does not align with their budget. In the long run, this will save time and the potential need to restructure the program if there is a misalignment between the available budget and cost.

5 What is the appetite for interaction between traditional and alternative response?

“Because for us ... our department was formed out of the murder of George Floyd, right? So it's really important for us to honor and be responsive to the BIPOC identified needs in our community.”

“...What we're trying to do is as different from policing as firefighting is. And I think that we're using so much of the [same] kind of framing language of policing.”

Some alternative response teams were created to provide a response that is intentionally very separate and different from the police.

By connecting with CAD systems, jurisdictions must consider whether these programs might inadvertently introduce law enforcement and/or traditional public safety entities to community calls for help that specifically sought a non-police response. Programs should investigate how data is stored and shared in CAD systems and whether that aligns with alternatives’ overall mission and philosophical orientation.
6  Who are the system actors?

Integrating alternative response programs into traditional public safety systems involves incorporating a variety of roles and specializations across agencies.

Jurisdictions should invest in understanding the inherent differences between first response actors. For example, new responders from the human services field may not understand the realities of how 911 call centers function and the constraints faced by call takers and dispatchers, or even the different roles played by a call taker versus dispatcher. Conversely, many 911 call takers and other first responders do not have a clear understanding of the training and expertise of alternative responders and mobile crisis teams – and without that familiarity, call takers and dispatchers are unable to know the full range of calls that clinicians and other responders can handle. Investing in relationship building and mutual understanding of the unique skills and limitations of various actors will help inform the technology requirements of new programs.
Key considerations for CAD and adjacent technology companies

CAD companies increasingly understand that alternative response is becoming a major 911 partner and workstream. This requires a paradigm shift and the building of a corresponding technology roadmap, beyond just individually customized features for each jurisdiction and program. Below are summaries of jurisdictional insights that CAD companies can benefit from as alternative response programs continue to expand across the country.

1 Provide more integration technical assistance

Jurisdictions reported being overwhelmed by the complexity of CAD systems, while technology companies said that their customers often do not fully understand the versatility in their feature sets.

- In the near term, this suggests that CAD companies could benefit their customers by offering more technical assistance to navigate alternative response implementation.
- In the longer term, this suggests that CAD infrastructure design needs to incorporate alternative response into accessible default feature sets, without further complicating the system and overwhelming the user.
- Because resource availability determines the elegance of potential solutions, CAD companies may need to design separate strategies for higher- and lower-resourced jurisdictions.

2 Enable data sharing & analytics with new actors

The entities typically connected to CAD are governmental agencies that operate mostly in their own data silos. That is changing. Alternative response programs are often

Convening and/or pre-convening focus group participants

CAD and other technology companies:
- Hexagon Public Safety
- AccessSOS
- Microsoft
- ForceMetrics
- Mark43
- TrekMedics
- Motorola

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Alternative Response and 911 Computer Aided Dispatch (CAD): Lessons learned from the field
run by contracted community-based organizations. The benefits of granting them some form of CAD access can be significant.

- A higher volume of calls are transferred to alternative responders when they are connected directly to CAD.
- Alternative responders receive a safety benefit from accessing CAD call history and descriptions of premise hazards.
- Sharing some records management system (RMS) fields with CAD increases background information and decreases inefficiencies, but requires navigating CJIS, HIPAA, other agency permissions, as well as other policy considerations. For example, if alternative responders have access to criminal histories, does that change their approach? And if police have access to medical information, does that violate HIPAA? What additional steps are needed to work through these questions?

3 Be aware of different risk cultures and goals

Conducting a needs assessment with jurisdictions will reflect a new internal balancing act. The rise of alternative response requires navigating risk tolerances and cultural differences between agencies.

- 911 has typically served a public safety mindset, oriented towards physical safety and speed of response. This mindset tends towards this rule of thumb about the police: “when in doubt, send them out.” Field responses often aim to address lower-level calls quickly, with many call incidents largely treated as self-contained or resolved, and resulting in no report.
- Alternative responders often have a public health approach focused on fitting the right responses to crises, providing trauma-informed care, and creating effective connections to services. Along with physical safety risk, they are also aiming to minimize risks to the emotional health of the people in crisis to whom they respond. These responses often take more time to build rapport, stabilize in place where possible, and ensure proper follow-up. Most responses result in a written report, so there is significant data about these interactions, although often not captured in even basic detail in CAD. Moreover, deciding to involve law enforcement is

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1 FBI’s Criminal Justice Information Services (CJIS) Division manages centralized data including criminal background data, available only to authorized and trained personnel, who are usually a part of a criminal justice related agency. This information can be useful to a first responder by adding to their understanding of the potential risk in approaching an individual.

2 Health Insurance Portability and Accountability Act (HIPAA) is a regulatory standard that outlines the lawful use and disclosure of protected health information (PHI), especially personally identified information, usually only available to healthcare organizations and personnel. This information can be useful to a first responder in understanding the person’s medical history, including behavioral health.
“[A] lot of times, people jump right into these projects because somebody put it on their desk, with an unreasonable timeline, and you haven’t been able to do any type of assessment of what you really need and the capacity. And then you go into a scope of work with, you know, a CAD company or whoever without really understanding what you need.”

limited or opaque information. Similarly, categories meant to facilitate risk assessment such as “weapon” and “agitation” may not provide enough or the right information needed to make a decision.

• Call types need to more precisely reflect the specific nature of a category (e.g., agitation-distress vs. agitation-threatening), and the risk inherent in the circumstances of the call. For example, not all agitation is violence and not all nearby objects are weapons.

• Many 911 calls that are a good fit for alternative response are not inherently about criminal behavior, and do not merit system prompts like “describe the suspect.” This can lead alternative response programs to feel that CAD is police- and criminal justice-oriented and not the best fit for the needs of people in crisis.

• While data collection is important, providers should be mindful of relying on language from the criminal legal system to describe someone in crisis.

understood to bring its own risks to the patient – whether to do so is a complex consideration rather than a default decision.

CAD companies must be aware of the differences between these two above approaches, as they now must work with new providers not previously part of public safety systems.

4 Support finer distinctions in call categories

With the rise of more response options, jurisdictions need more nuanced call types. Call types such as “suicide,” “check welfare,” and “disorderly” are examples of some common categories where an alternative response may be appropriate, but the call type provides

“Figure out what do you actually need to ensure that you are meeting your core mission of sending the right responder, to the right location, at the right time - and start there.”
• Policymakers increasingly desire secondary tagging of calls, such as “mental health related,” even when mental health was not the most serious or urgent aspects of the call.

Empower call takers towards best outcomes

“Is someone getting killed or about to die? If so, send police or fire. If they’re not, let’s take a moment and see what they really need. Get to the root issues.”

Some 911 protocols are designed to reduce call taker discretion, and to thereby reduce agency liability. However, the risk environment has changed and strict protocols are often in tension with helping call takers exercise good judgment when there are multiple response options.

• CAD companies, protocol developers, and jurisdictional agency leaders all have some influence over the protocols that are used by call takers. It is important for all of these actors to be in dialogue with frontline call takers to ensure that overly rigid protocols do not prevent call takers from making common sense decisions. They must have excellent training, coaching, and guidance, paired with technology that does not box them into a rigid path where they cannot exercise discretion based on the situation.

• For example, some protocols only allow transfer to or involvement of a behavioral health response team if the primary categorization of the call is suicide or mental health. However, many other calls, such as those designated as disorderly conduct, trespassing, suspicious behavior, welfare check, noise complaint, etc., can include a behavioral health crisis component even though that may not be the primary categorization. It is important for protocols and systems to enable a path to alternative response (sometimes jointly with law enforcement), even when it is due to a supposedly secondary aspect of the call.

• There is a risk both in sending police, and in not sending police to 911 calls. Neither is risk-free. But systems that default to sending the police are a choice. And, increasingly, this practice is not an effective strategy to limit risk.

• While artificial intelligence is likely to play a role in coming years, jurisdictions believe it can best support call takers by bringing considerations to their attention rather than making decisions for them.

Standards and benchmarks will help

The current alternative response landscape does not yet have broadly applicable standards. Every jurisdiction has a slightly different setup. This leads to difficulty

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16
comparing results across peer efforts and sharing them with the public.

- Increasingly, jurisdictional leaders are interested in being able to see CAD data analysis in user friendly dashboards. CAD companies should design their products to make data measurement, tracking, and reporting easy for system users. However, CAD companies rightly point out that building out data analysis products in a landscape that lacks standards for key performance indicators is a challenge.
- No single jurisdiction, provider, or practitioner can create effective national standards acting independently. There is a need for collaboration between jurisdictional leaders, federal and state governmental bodies, national practitioners, CAD and other technology providers, and others to help create, improve, and encourage the use of such standards.
- Benchmarking standards can also help answer the question “what does good performance look like?” - especially if cohorts and expectations are built for different types of localities, such as urban, suburban, and rural.
- General standards could still be tweaked locally, but accepted guidelines would greatly benefit the field.

Areas in particular need of standards include:

- **Call types:** There is a need to develop call category lists that are short enough to be useful and consistently applied, and specific enough to distinguish between those calls that likely require law enforcement involvement and those that do not. Call types should also be listed under two categories - initial call type and final call type - since the call type is often updated as more information is gathered.
- **Call dispositions:** The disposition is how a call is resolved, such as “arrest made,” “counseling,” or “no report.” Disposition lists need to be updated to include the ways in which alternative responders resolve calls, such as “stabilized in place,” “voluntarily transported to care,” “referred to a rehabilitation center,” “connected with a supportive family member,” etc. This will help provide a much more complete sense of what was accomplished by a response, and will build more confidence in the value provided by alternative responders.
- **Joint response reporting:** If multiple agencies were involved with the same scene, what role did each play? For example: “Police established the scene was secure and free of weapons, EMS ruled out a medical concern as the basis for the patient’s behavior, and mobile response helped the patient build a safety plan to reduce the risk of suicide.”
- **Legal reviews and consensus:** Clear legal guidance for the field could reduce the anxiety that 911 leaders experience when they feel they are going out on a limb in an untested space. For example, legal review could guide the application of information sharing permissions and restrictions between agency partners.
Conclusion

With alternative responders rapidly emerging to complement traditional first response services, existing CAD systems are increasingly faced with unprecedented operational challenges. Jurisdictions must consider a range of questions related to how alternatives will be triaged, dispatched, and integrated into existing systems. Adapting CAD systems to meet the current demand for non-police responders requires identifying relevant stakeholders, determining the level of desired integration between traditional and alternative response, accounting for the size and scope of alternatives, and taking an honest look at budget and resources available. CAD providers may improve jurisdictions’ ability to navigate integration by reassessing current product needs given the expansion of non-police alternatives, and supporting data-driven standards and that ensure the best outcome for callers in need.

This process will significantly benefit from continued open dialogue and collaboration between technology companies and municipalities – a process which the Policing Project was glad to support with this convening and report, and looks forward to continuing.