

**MEMORANDUM OF UNDERSTANDING BETWEEN  
VERA INSTITUTE OF JUSTICE, INC. AND  
CAMDEN COUNTY POLICE DEPARTMENT**

This memorandum documents the understanding between Vera Institute of Justice (“Vera”) and the Camden County Department of Police Services (CCPD) in undertaking work on “Understanding Police Enforcement: A Multi-City 911 Analysis,” a project in Vera’s Policing Program funded by the Laura and John Arnold Foundation (LJAF).

Recognizing the absence of evidence-informed strategies for processing and responding to 911 calls, Vera’s analysis will examine data from the CCPD (NJ) and Tucson (AZ) Police Department (TPD) to define the landscape of 911 calls for service, how they are processed, what outcomes they produce, and what alternatives might exist. By providing Vera with access to staff and 911 computer-aided dispatch (CAD) data, records management system (RMS) data, and 911 audio recordings, the CCPD will help ensure that Vera is equipped to identify trends and develop a system-processing map – ultimately informing strategies for quality service delivery, reducing reliance on enforcement, and enhancing officer and civilian safety and wellbeing.

In consideration of the mutual understanding and goals of the parties to this MOU, the parties agree to the following:

**I. Vera**

**To better understand how the CCPD processes and responds to 911 calls, Vera will perform the following activities:**

1. **Examining the literature.** Vera will examine preexisting literature on 911 calls for service. This includes analyses of CAD data in the context of hot-spot policing as well as 911 call-taker and dispatcher exposure to stress and trauma. Vera’s summary of pre-existing literature will be presented to the CCPD, help inform the remaining research activities, and provide context.
2. **Analyzing CAD and RMS data.** Vera will analyze 911 CAD data for trends in call types, processing, and outcomes. CAD data trends will then be studied in relation to officer dispatch decisions and community outcomes by linking CAD datasets to other record management system (RMS) data.
3. **Developing a system-processing map.** Vera will develop a qualitative research-informed 911 system-processing map, tracing calls from receipt through service delivery. Vera will conduct three site visits with the CCPD, each of which will include observations, structured interviews, and focus groups in call centers, police departments, and ride-alongs.
4. **Organizing a national convening.** In partnership with the CCPD, TPD, LJAF, and George Mason University’s Center for Evidence-Based Crime Policy (CEBCP), Vera will convene law enforcement leaders and system stakeholders to contextualize the research findings and explore future alternatives to enforcement and sworn police response.

## **II. Camden County Department of Police Services**

**To help ensure that Vera has the necessary tools and information to thoroughly examine Camden County's strategies for processing and responding to 911 calls, the CCPD will make the following resources available for project activities:**

- 1. Providing Vera researchers access to all CAD and RMS data necessary for the analysis of Camden County's 911 response system.** The CCPD will transfer all project-relevant data (i.e., complete de-identified CAD and RMS data from the past two (2) years, June 30<sup>th</sup>, 2016 – July 1, 2018 [including all nested and narrative field data and any available codebooks] and fifty (50) 911 audio recordings (twenty-five (25) randomly selected and twenty-five (25) selected collaboratively based on project specifications) to Vera researchers before August 1, 2018. CCPD's Data Point of Contact and CCPD's Administrative Point of Contact, each, as defined below, will facilitate the transfer of this data to help ensure that Vera is equipped to define and examine Camden's system and process for responding to 911 calls for service.
- 2. Providing Vera with project points of contact.** The CCPD will identify two points of contact for this project: an administrative point of contact, and a data point of contact. These individuals will assist with scheduling, ensuring prompt communication on project-related issues (with two business days), setting up site visits, meetings, and project check-ins, and transferring data and responding to related inquiries.

### **Vera's Project Point of Contact:**

Rebecca Neusteter  
Director, Policing Program  
[RNeusteter@vera.org](mailto:RNeusteter@vera.org)  
646-979-7091

### **CCPD's Administrative Point of Contact:**

Anthony Moffa  
Captain  
[moffa27@camdencountypd.org](mailto:moffa27@camdencountypd.org)  
(856) 655-3612

### **CCPD's Data Point of Contact:**

Jose Rodriguez  
Lieutenant (retired)  
[rodriguezj@camdencountypd.org](mailto:rodriguezj@camdencountypd.org)  
(856) 313-0676

- 3. Providing administrative support to coordinate site visits.** The CCPD will work with Vera staff to plan and execute three site visits with Vera researchers, each of which will include observations, structured interviews, and focus groups in call centers, police departments, and ride-alongs. CCPD staff will ensure in advance that data analysts, call-takers, dispatchers, sworn officers, and other police practitioners are available to meet with Vera staff during each of the three site visits.

4. **Participating in a kickoff meeting, three site visits, a data review meeting, and a national convening.**
  - a. At least three (3) representatives from the CCPD, including the chief, a data analyst, and one additional management-level policing practitioner (i.e., a sergeant, lieutenant, or captain), will participate in a project kickoff meeting.
  - b. Various CCPD staff – including leadership, data analysts, call-takers, dispatchers, sworn officers, and other practitioners – will participate in research activities facilitated by Vera staff during three (3) site visits. These activities will include:
    - At least 15 structured interviews with sworn officers, police leaders, call-takers, and dispatch on the topic of 911 call processing, responses, and opportunities for enhancement;
    - At least 5 focus groups (each including 5-8 sworn officers, police leaders, call-takers, and/or dispatch personnel, to be selected and confirmed by the agency) on the topic of 911 call processing, responses, and opportunities for enhancement; and
    - At least 12 observations of 911 call receiving and responding processes, at the call center, police department, and ride-alongs.
  - c. At least three (3) representatives from the CCPD, again including the chief, data analyst, and one additional management-level policing practitioner (i.e., a sergeant, lieutenant, or captain), will participate in a data review meeting to review preliminary findings from Vera's data analysis, discuss whether additional analyses should be examined, and begin to explore implications.
  - d. Three (3) representatives from the CCPD (ideally the same individuals who participated in the data review meetings, i.e., the chief, data analyst, and one additional management-level policing practitioner [i.e., a sergeant, lieutenant, or captain]) will attend and present in a national convening to help Vera ensure that this project's findings, analysis, and recommendations reach law enforcement leaders nationwide.
5. **Hosting either the national convening, kickoff meeting, and/or the data review meeting.**

The CCPD will host (i.e., providing a meeting space for) Vera staff and at least three (3) representatives from the TPD for the project kickoff meeting or data review meeting. Additionally, the CCPD will be willing to host TPD, Vera, LJAF, and George Mason staff, as well as approximately 30 other leaders in policing research and practice, for a national convening discussing the project's findings and examining opportunities to implement alternative policies and practices. If Vera or LJAF decides to host the meeting in Camden, the CCPD will provide a meeting space appropriate for this convening as reasonably agreed, at no cost. Vera will be responsible for covering all other out of pocket expenses associated with hosting the meeting.
6. **Review of Vera's report.** The CCPD will review and provide feedback on written materials produced by Vera during the report-drafting process within two weeks of receiving written materials. For clarity, Vera will not be obligated to include such feedback in its final materials, but will consider it in good faith.

7. **Working with Vera to disseminate the research brief and final report.** The CCPD will disseminate the research brief to their police practitioner colleagues at at least four different agencies. Additionally, the CCPD will disseminate the research brief to all of their own staff members whose work relates directly to 911 call processing and responses (i.e., call takers, dispatch, responding officers), either by sending them the report directly, or facilitating a meeting or training related to its findings.
8. **Assisting with Reporting to LJAF.** The CCPD will provide reasonable information and support to Vera as required in connection with its reporting to LJAF.

### **III. Mutual Agreements**

1. **Holding joint Vera-CCPD calls.** Over the course of the project term, Vera and the CCPD will participate in check-in calls every two weeks to discuss data sharing, site visits, the national convening, and other project details.
2. **Scheduling.** All events and meetings hereunder will take place at mutually agreed dates and times.
3. **No assignment of rights.** Neither party may assign its rights under this Memorandum of Understanding without the express written permission of the other party. Any assignment that does not adhere to this provision will be deemed null and void.
4. **Amendment only by mutual agreement.** This memorandum may be amended only by mutual, written agreement of the parties.
5. **Term.** This Memorandum of Understanding shall be in effect upon execution until July 31, 2019, unless terminated sooner by the CCPD or Vera on 14 days' written notice to the other, provided that Vera may terminate immediately on written notice in the event of loss of funding. The Memorandum of Understanding may be extended to a date agreed upon by mutual, written agreement of both parties.
6. **Project Deliverable Ownership and Intellectual Property Rights.** Vera will own all right, title and interest, including copyright, in and to all work product and project deliverables created hereunder ("Materials"), including, without limitation, the literature review, system-processing map and report, and final research brief. These Materials will primarily be distributed through Vera's website, op-ed, blog, and other social/media placements, though, for clarity, (i) Vera will have the right to distribute the Materials in any manner or media in its sole discretion; and (ii) Vera will have the right to grant usage and distribution rights to LJAF as required by the terms of its LJAF grant agreement. While the participating police departments will be named in these reports, all data will only be presented at the aggregate level and individual officer/community member identifying information will be excluded. CCPD will continue to own any rights it owns in the underlying data it provides for use hereunder, but hereby grants to Vera and LJAF a license to use same as required to use and distribute the Materials in accordance with these terms.

#### IV. CONFIDENTIALITY

1. **Storing Data, Stripping Data and Access to Identifiable Information.** Vera will implement procedures to protect information provided by the CCPD from unauthorized access, alteration, use, or dissemination. Vera will strip out identifying information for all data it receives. Access to the identifiable data will be restricted to Program Administrators designated by and within Vera who will be able to view identifiable information only for data management purposes. No other Vera staff will have access to identifiable CCPD data.
2. **Vera and LJAF Staff Access to Data.** Except as provided in Section IV.5, below, access to the data will be limited to Vera researchers and LJAF staff who are working on this project. Except as provided in Section IV.1, above, these individuals will be able to view and work with *only* non-identifiable information (for example, when viewing a case record a researcher will only see an internally generated “Vera ID” rather than the real Respondent ID.) No part of the case record constructed by the database will contain identifying information.
3. **Prohibition on Disclosing Identifiable Data.** Vera will not disseminate or disclose identifiable information provided by the CCPD to any other organization or individual, without first obtaining permission from CCPD. Any and all reports or publications produced as a part of this project will present only anonymized, aggregated data findings.
4. **Certification of Vera staff.** Vera represents and affirms that researchers working on this project are certified by the National Institutes of Health Office of Extramural Research. Vera’s work will be consistent with regulations governing humans subject research, and will be reviewed by the Vera Institutional Review Board which includes strict requirements for data confidentiality and informed consent.
5. **Publicity.** The Parties agree that (i) they will not publicly release information mentioning LJAF without the prior written approval of LJAF, and (ii) all such requests will be handled by Vera.
6. **Uploading Data to the Open Science Framework (OSF) server.**

OSF is an organization dedicated to encouraging the transparency of research methods and adoption of high quality methods. For more on this, see <http://www.arnoldfoundation.org/wp-content/uploads/Guidelines-for-Investments-in-Research.pdf> (“Guidelines”). Per LJAF grant contract requirements, Vera will upload the following project components to OSF’s server:

- Research methods and statistical analysis materials, including an analysis plan describing the hypothesis or hypotheses to be examined, the primary and secondary outcomes, the statistical model(s) and methodologies to be used, all materials created for data coding, observation forms, structure interview guides, and focus groups, and further details as specified in the Guidelines;
- De-identified datasets, including CAD and RMS data, coded qualitative observation data from site visits, interviews, and focus groups, and 911 audio recordings (with the exclusion of sensitive call types); and
- Final project deliverables, including the literature review, system-processing map and report, and final research brief.

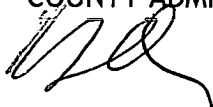
Vera project researchers and two LJAF project staff members—Catie Bialick, Criminal Justice Manager, and Stuart Buck, the Foundation's Vice President of Research—will have access to the project page, so that they can view and contribute to the empirical research study materials saved there. For more on this and OSF security, see: <http://help.osf.io/m/security/1/524224-faqs-security>. The parties will agree in advance in writing as to which datasets will be kept private and which will be made public. The CCPD will reasonably cooperate with Vera in meeting its OSF-related obligations to LJAF.

## V. INDEMNIFICATION

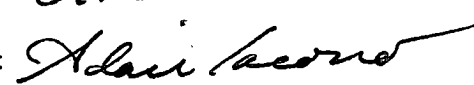
To the extent authorized by the laws of the State of New Jersey, Vera shall be responsible for and shall indemnify and keep, save and hold the County of Camden and the Camden County Department of Police Services and its officers, employees and agents, harmless from and against any and all claims, demands, damages, loss, costs, charges or expenses of any kind or nature whatsoever including, but not limited to, any and all liability resulting from any physical injuries or disabilities, including death, to any person, or persons, or from any and all economic loss or damage to property sustained in connection with Vera's performance and delivery of the services contemplated by this MOU, and which results from any negligent acts or omissions of Vera, including negligence or malpractice of Vera's officers, directors, employees, agents, servants or independent contractors. The provisions of this paragraph shall survive the expiration or termination of this MOU, but only to the extent of matters and events occurring during the term of this MOU or any extension.

THE FOREGOING IS UNDERSTOOD, ACCEPTED, AND AGREED TO BY VERA AND CAMDEN COUNTY DEPARTMENT OF POLICE SERVICES.

### COUNTY OF CAMDEN:

Print Name: ROSS G. ANGILELLA  
Title: COUNTY ADMINISTRATOR  
Signature:   
Date: 12-13-2018

### VERA INSTITUTE OF JUSTICE, INC.:

Print Name: ADAIR IACONO  
Title: GENERAL COUNSEL  
Signature:   
Date: 11/26/18