



National **Public Safety**  
PARTNERSHIP

NATIONAL PUBLIC SAFETY PARTNERSHIP  
**ANNUAL REPORT**

JANUARY TO DECEMBER 2018



**This page is intentionally left blank.**

# Table of Contents

<b>Message From the PSP Co-Directors</b> .....	1
<b>2018 PSP Annual Report—Site Highlights</b> .....	2
<i>2015 Sites</i> .....	3
Compton, California.....	3
Flint, Michigan.....	5
Little Rock, Arkansas.....	7
Newark, New Jersey.....	9
West Memphis, Arkansas.....	11
<i>2016 Sites</i> .....	13
Jackson, Mississippi.....	13
Milwaukee, Wisconsin.....	15
Nashville, Tennessee.....	18
New Orleans, Louisiana.....	20
St. Louis, Missouri.....	22
<i>2017 Sites</i> .....	25
Baton Rouge, Louisiana.....	25
Birmingham, Alabama.....	28
Buffalo, New York.....	31
Cincinnati, Ohio.....	34
Houston, Texas.....	36
Indianapolis, Indiana.....	38
Jackson, Tennessee.....	41
Lansing, Michigan.....	44
Memphis, Tennessee.....	47
Springfield, Illinois.....	49
Toledo, Ohio.....	52
<i>2018 Sites</i> .....	54
Kansas City, Missouri.....	54
Miami, Florida.....	55
Saginaw, Michigan.....	56
Salisbury, North Carolina.....	58
Tulsa, Oklahoma.....	60

**This page is intentionally left blank.**

## Message From the PSP Co-Directors

The National Public Safety Partnership (PSP) was launched in June 2017 by the U.S. Department of Justice (DOJ) to serve as a DOJ-wide initiative that enables cities to consult with and receive intensive training and technical assistance (TTA) and an array of resources from DOJ’s programmatic and law enforcement components to help locations build sustainable capacities and reduce violent crime. These programmatic and law enforcement partners include the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); the Executive Office for United States Attorneys (EOUSA); the Federal Bureau of Investigation (FBI); the Office of Community Oriented Policing Services (COPS Office); the Office of Justice Programs (OJP); the Office on Violence Against Women (OVW); the U.S. Drug Enforcement Administration (DEA); and the U.S. Marshals Service (USMS).

Collaboration and partnerships are a cornerstone of the PSP model. Through PSP, DOJ works with local, state, and federal partners to enable cities to address their unique public safety challenges by providing data-driven strategies tailored to the specific local needs of participating sites. PSP convenes these partners annually at the PSP Symposium on Violent Crime. The 2018 PSP Symposium on Violent Crime took place in Birmingham, Alabama, on September 24–26, where approximately 280 representatives from the PSP sites, including state and local law enforcement, prosecutors, corrections, community partners, and the major components of DOJ, gathered to learn about strategies to address gaps in public safety and build capacities to strengthen communities. PSP sites are diverse in their violent crime issues, agency capacities, police force sizes and structures, budgets, demographics, population size, and geography. PSP also provides sites with peer learning opportunities and exposure to Communities of Practice in areas such as crime analysis and technology to facilitate the exchange of promising strategies and lessons learned in combating violent crime.

The year 2018 was a remarkable one of growth and progress for the PSP sites. Many of our sites experienced significant reductions in violent crime. Sites saw reductions in homicide in the Milwaukee, Wisconsin, Center Street Corridor (CSC) of 42 percent year-to-date in December; 24 percent in Nashville, Tennessee; and 19 percent in Cincinnati, Ohio, all compared to 2017. Violent crime overall declined 17 percent in Indianapolis, Indiana, from July to December 2018 compared to the same period in 2017. Jackson, Mississippi, experienced a 50 percent decrease in carjackings in 2018 compared to 2017. Compton, California, experienced a 50 percent reduction in gang shootings year-to-date in July 2018. Sites enhanced information sharing with partner agencies on items such as National Integrated Ballistic Information Network (NIBIN) data, gang investigations and social network analysis (SNA), crime analysis support, proactive patrols and prolific offenders, and technological resources. PSP added five new sites in 2018 (Kansas City, Missouri; Miami, Florida; Tulsa, Oklahoma; Saginaw, Michigan; and Salisbury, North Carolina) and graduated five pilot sites in September (Compton; Flint, Michigan; Little Rock, Arkansas; Newark, New Jersey; and West Memphis, Arkansas). DOJ would like to acknowledge and thank PSP site leadership and U.S. Attorneys for their continued commitment to reducing violent crime in their communities. We look forward to building on these successes in 2019 and remain steadfast in our commitment to enhance public safety.

*Kristie Brackens*  
 Kristie Brackens  
 PSP Co-Director  
 Senior Policy Advisor  
 Bureau of Justice Assistance

*Theodore Miller*  
 Theodore “Teddy” Miller  
 PSP Co-Director  
 Supervisory Special Agent  
 Federal Bureau of Investigation



## 2018 PSP Annual Report—Site Highlights

*PSP activities and TTA deliveries are organized around seven core areas driven by DOJ’s priorities. These focus areas provide a framework for the PSP sites to structure comprehensive TTA plans that address critical public safety and criminal justice issues. This section details highlights of PSP activities and outcomes in the PSP sites in 2018 organized by focus area.*

<p><b>Criminal Justice Collaboration</b></p> <p>PSP partners with federal, state, local, tribal, and territorial law enforcement, prosecutors, city leadership, and other criminal justice stakeholders to collectively address the systemic issues facing each city. Federally supported TTA can help these agencies identify key violent crime issues and develop long-term solutions to assist in mitigating violence problems.</p>	<p><b>Federal Partnerships</b></p> <p>PSP promotes strategic collaboration among DOJ law enforcement and program offices to fast-track DOJ crime-fighting resources to areas that suffer from violent crime rates above the national average.</p>	<p><b>Gun Violence</b></p> <p>PSP works with local and federal law enforcement to conduct analyses of current prevention and response practices, facilitate clearance of firearm backlogs through ATF, and serve as a mechanism to share strategies and technology to improve processes for the prevention, investigation, and prosecution of gun crimes.</p>
<p><b>Investigations</b></p> <p>PSP provides customized assistance, peer learning, and assessments of investigative strategies, as needed, to help reduce crime rates, increase clearance rates, and prevent violent criminals from reoffending.</p>	<p><b>Crime Analysis</b></p> <p>PSP provides customized assistance, peer learning, and assessments of investigative strategies, as needed, to help reduce crime rates, increase clearance rates, and prevent violent criminals from reoffending.</p>	<p><b>Technology</b></p> <p>PSP promotes the utilization and enhancement of technology to aid in the fight against violent crime. PSP conducts extensive assessments of technology capabilities—such as data and information sharing platforms, hardware, mobile environments, and cameras—to identify gaps and help maximize the contributions that technology can make to the crime fight.</p>
	<p><b>Community Engagement</b></p> <p>PSP promotes strategic collaboration among DOJ law enforcement and program offices to fast-track DOJ crime-fighting resources to areas that suffer from violent crime rates above the national average.</p>	

*Since the 2015 sites concluded formal PSP engagement in September 2018, the site highlights for this section include both 2018 activities and a review of their accomplishments throughout PSP engagement.*

## Compton, California

**Engagement Period: September 2015 – September 2018**

Compton PSP site partners included ATF, the City of Compton, the Compton Unified School District Police Department (PD), DEA, the FBI, the Los Angeles County Probation Department, the Los Angeles County Sheriff's Department (LASD)—Compton Station, the Los Angeles District Attorney's Office, the U.S. Attorney's Office (USAO)—Central District of California (CDCA), and USMS.



### Federal Partnerships

One of Compton's primary successes in PSP was increasing and strengthening collaboration between local and federal partners. Throughout PSP engagement, local and federal law enforcement in Compton seized more than 440 firearms, 18 pounds of fentanyl, 300 pounds of methamphetamine, and 80 pounds of explosives and made more than 1,120 felony arrests. The USAO—CDCA embedded an Assistant U.S. Attorney at the LASD—Compton Station to increase collaboration and worked with the Compton Unified School District PD to establish a Kops and Kids program in various schools. ATF and the LASD—Compton Station now regularly share NIBIN data. During PSP engagement, DEA adopted narcotics cases to reinforce federal prosecution of violent gang members. DEA and ATF conducted numerous operations into gang activities in Compton that resulted in the seizure of significant amounts of trafficked firearms and narcotics. The FBI completed a gang threat assessment for the city of Compton early in PSP engagement and assigned agents to the LASD—Compton Station's Operations Safe Streets Bureau to support gang- and firearm-related activities. The FBI also provided cold-case assistance with the LASD—Compton Station's investigations. Through the support of the Office of Juvenile Justice and Delinquency Prevention, the National Gang Center conducted a comprehensive gang assessment for the site to examine its capacity to proactively respond to gangs and to collect, analyze, and utilize data to target gangs. The USMS-led warrant task force conducted regular sweeps that were a significant tool in removing violent offenders from

the community. These sweeps resulted in more than 60 weapon seizures, 140 parole searches, and 200 arrests, including 57 documented gang members, during Compton's PSP engagement.



### Gun Violence

Combating gun violence is essential to Compton's local and federal partners to enhance public safety. The USAO—CDCA, the Los Angeles County District Attorney's Office, the LASD—Compton Station, ATF, and other federal partners established a case review process to determine the best prosecutorial venue (i.e., state or federal) for gun cases to achieve the most serious outcomes and enhance prosecutorial collaboration. In August 2018, firearm prosecutions were up 40 percent year-to-date compared to August 2017. ATF established a case flagging system with the LASD—Compton Station to prioritize the processing of recovered firearms through ATF's Electronic Tracing System (eTrace) and NIBIN and plans to continue this system beyond formal PSP engagement. By August 2018, the number of guns seized in 2018 surpassed the number seized in all of 2017. ATF and DEA conducted several operations into gang-related activities in Compton, resulting in the indictment of 23 gang members on federal drug and firearm charges. As a result of the increased collaboration in Compton and some of the initiatives discussed in the Federal Partnerships section of this report, gang shootings in Compton were down 50 percent year-to-date in July 2018 compared to 2017.

**Increased firearms  
prosecutions by 40 percent**

—From August 2017 to August 2018  
Compton, California



### Criminal Justice Collaboration

Leveraging the relationships built between local and federal partners throughout PSP engagement was an asset to the LASD—Compton Station. The LASD—Compton Station enhanced its relationship with the Compton Unified School District PD and collaborated on gang- and human trafficking-related activity, sharing intelligence gathered from schools. A focus for Compton partners throughout PSP engagement was to reduce human trafficking and increase services and support for victims of crime. Compton-area partners set up a task force of victim service providers to support victims of violence as a result of recommendations from an assessment conducted by the Office for Victims of Crime (OVC) Training and Technical Assistance Center. This task force includes representatives from Compton schools, the L.A. Regional Human Trafficking Task Force, and the Los Angeles County Probation Department.

The Los Angeles County Probation Department was an important partner in reducing crime in Compton. The department attended Compton’s monthly in-person collaborative law enforcement meetings; shared information with the LASD—Compton Station, the Los Angeles District Attorney’s Office, and USMS and cooperated with these partners on the execution of warrants; dedicated an officer to work exclusively with high-risk offenders and Compton’s PSP efforts; and continued to identify and monitor high-risk offenders using a risk-assessment tool. Compton’s city manager also was involved in PSP efforts and was essential to gaining community and executive support for PSP. The LASD—Compton Station began working more closely with the Los Angeles PD in 2018 as well, as some of its jurisdictions overlap. The LASD—Compton Station hosted the PSP sites that attended the 2018 Los Angeles Crime Fighters Conference to share lessons learned and suggestions for maximizing PSP engagement.



### Crime Analysis

The LASD—Compton Station focused on increasing its crime analysis capacity as a sustainability tool in its final year of formal PSP engagement. In January, representatives from the LASD—Compton Station attended the 2018 Chicago, Illinois, Crime Fighters Conference, where the Chicago PD provided insight on its operational, analytical, and technological lessons learned in combating violent crime. During Compton’s tenure in PSP, ATF, the FBI, and USMS provided personnel to support the LASD—Compton Station’s analytic activities and the LASD—Compton Station hired an additional crime analyst to expand its intelligence efforts. The LASD—Compton Station incorporated data analysis measures into its gang response efforts and now produces a crime analysis reporting sheet to track crime statistics and operations data. Representatives from the LASD—Compton Station attended the Naval Postgraduate School (NPS) SNA Symposium in California in May to learn more about SNA and how it can be used by law enforcement to analyze networks such as gangs.



### Technology

Representatives from the LASD—Compton Station attended multiple FBI Digital Imaging and Video Recovery Team (DIVRT) training courses, where participants learned about techniques for extracting and editing video from camera systems to assist in law enforcement investigations and the identification of suspects.



### Community Engagement

Increasing community engagement was one of the focus areas identified as part of Compton’s five-year strategic plan to reduce crime and increase community collaboration and growth. The LASD—Compton Station partnered with the Compton Initiative to work alongside community members to restore homes, schools, and parks. Federal partners hosted a job fair with the LASD—Compton Station at the local juvenile center at the request of the community, where youth were given the opportunity to engage with local LASD—Compton Station representatives and federal partners. The Compton Unified School District PD also worked with federal partners to be more visible in schools and showcase exciting technology and tools with students.

# Flint, Michigan

**Engagement Period: September 2015 – September 2018**

Flint’s PSP partners included ATF, DEA, the FBI, the Flint PD, the Genesee County Prosecutor’s Office, the Michigan State Police, the USAO—Eastern District of Michigan (EDMI), and USMS.



## Federal Partnerships

Federal partnerships were a critical force multiplier for the Flint PD throughout PSP engagement. The FBI assisted the department with intelligence and analytical support, investigative areas such as patterned robberies, search warrant execution, and gun and gang arrests. DEA also assisted with the execution of search warrants and arrests, narcotics initiatives, and drug seizures. ATF provided ballistics processing support through NIBIN. The USAO—EDMI tracked case outcomes and worked closely with the Flint PD and the Genesee County Prosecutor’s Office to manage Flint’s firearm prosecutions and high-priority offender list. Representatives from the Flint PD attended a USMS tactical training in Chicago in April, where they learned about ballistic shields and building entry and engaged in practical exercises such as breaching simulations.



## Gun Violence

Leveraging the relationships built with partners through PSP was a significant asset to the Flint PD in its efforts to reduce gun violence. The Flint PD collaborated with the FBI, ATF, and the USAO—EDMI on gang investigations and high-priority felony firearm possession cases. Throughout PSP engagement, the Flint PD also collaborated with ATF and the Michigan State Police on processing shell casings through NIBIN and instituted policy change improvements related to firearm testing and submissions to enhance NIBIN-related processes and track nonfatal shootings.



## Criminal Justice Collaboration

One of the unique aspects of PSP is the opportunity to network and learn about promising public safety strategies from PSP sites and cities around the country. In January, representatives from

the Flint PD attended the 2018 Chicago Crime Fighters Conference, where the Chicago PD provided insight on its operational, analytical, and technological lessons learned in fighting violent crime. Using lessons learned from the Los Angeles PD Crime Fighters Conferences and the Tampa Crime Symposium, the Flint PD launched a hybrid hot-spot initiative to reduce violence in the city in late 2017. The Flint PD, the Michigan Department of Corrections, and other state, local, and federal law enforcement partners focused resources, including warrant sweeps and parole and probation compliance checks, on high-priority offenders in a geographic area for one day. Community organizations and social services then increased their support in these areas following the enforcement operations. The hot spots were determined by the previous week’s crime statistics. Felony arrests increased in these areas as a result of this initiative, and the Flint PD and its partners planned to continue this holistic hot-spot initiative beyond their formal PSP engagement. With the assistance of PSP, the Flint PD hired a part-time grant writer to assist with identifying and applying for federal, state, and local grants to support its public safety goals.



## Crime Analysis

The Flint PD enhanced its crime analysis capacity through PSP engagement. The site was one of the first cities to participate in the PSP SNA pilot program, and it continued to use SNA in its investigative efforts, such as in its hot-spot initiative and to combat gang-related activity. Implementing SNA helped the department identify prolific offenders and subsequent networks, predict likely victims of future crime, and conduct a surge operation.



## Technology

Representatives from the Flint PD attended FBI DIVRT training courses, where participants

learned about techniques for extracting and editing video from camera systems to assist in law enforcement investigations and the identification of suspects. The Flint PD also purchased Street Smart, a crime-fighting software program that provides real-time crime mapping, creates bulletins, allows officers to complete analyses from their mobile data terminals, and provides a system that tracks crime, offenders, and hot spots so officers can share information across the department.

suppression efforts; developing sources; interviewing gang members; prosecution strategies; and using social media in investigations.



## Investigations

One of the Flint PD's identified target areas for PSP engagement was reforming its property and evidence storage to better support investigations and strengthen prosecutorial outcomes. Following a PSP assessment of the Flint PD's property room, the department dedicated resources to improving its property- and evidence-collection, investigative, and storage processes to enhance the department's ability to solve crimes and hold offenders accountable. These efforts included crafting new evidence-related policies, disposing of outdated property, streamlining entry processes, cataloging stored items, and organizing and securing the evidence area. Representatives from the Flint PD attended the International Association of Property and Evidence's Property and Evidence class in Las Vegas, Nevada, in February to explore best practices for evidence and property room management. The Flint PD made enhancements to its property area security and storage practices through PSP support and began updating its camera system, property room locks, and Records Management System (RMS). Restructuring the property and evidence storage area and practices will assist in case management and prosecutions beyond Flint's PSP engagement.

Combating gang activity was a substantial priority for Flint throughout its PSP engagement. Based on the results of a comprehensive gang assessment conducted in February 2017, the Flint PD began using a field interview form to better gather and utilize gang member information. Representatives from the Flint PD and other local, state, and federal agencies attended the National Gang Center's Basic Training for Street Gang Investigators class in May 2018. This training addressed topics such as gang awareness and recognition, identification, and documentation; a regional gang overview; prevention, intervention, and

# Little Rock, Arkansas

Engagement Period: September 2015 – September 2018

Little Rock’s PSP site partners included ATF, DEA, the FBI, the Little Rock PD, the Pulaski County Prosecutor’s Office, the USAO—Eastern District of Arkansas (EDAR), and USMS.



## Federal Partnerships

Invigorating relationships between local and federal partners in PSP sites is the foundation of the PSP program. The USAO—EDAR collaborated with the Pulaski County Prosecutor’s Office and the Little Rock PD on gun referrals and established a formalized, timely case referral process for both offices. This process increased the number of federally adopted gun cases in Little Rock, resulting in more serious sentences for offenders. The Little Rock PD, the Pulaski County Prosecutor’s Office, and the USAO—EDAR also collaborated on ways to improve success rates related to domestic violence and other crimes. To increase its capacity to prosecute violent crimes involving drugs and guns federally, the USAO—EDAR deputized state prosecutors from various state courts as Special Assistant U.S. Attorneys. The Little Rock PD participated in several federal task forces, including the gang enforcement (GET Rock) and violence reduction task forces. The violence reduction task force served more than 520 warrants and made more than 440 arrests and 765 felony charges throughout Little Rock’s PSP engagement. Little Rock’s local and federal partners attended regular CompStat meetings, and ATF assigned four agents to PSP efforts. Representatives from the Little Rock PD attended a USMS tactical training in Chicago in April, where they learned about ballistic shields and building entry and engaged in practical exercises such as breaching simulations.



## Gun Violence

Reducing gun violence was a key component of Little Rock’s public safety goals during its PSP engagement and will continue to be a priority beyond formal engagement. The Little Rock PD received a Bureau of Justice Assistance (BJA) Technology Innovation for Public Safety (TIPS) grant award to implement a gun crimes intelligence unit. This unit

will conduct link analysis to connect gun crimes and offenders. The purpose of this unit is to reduce gun crimes; increase the production of expedient, actionable intelligence; improve collaboration among the criminal justice agencies involved in the arrest and prosecution of gun crimes; utilize SNA to prevent gun crime; expand database access to improve communications; and evaluate the effectiveness of the unit and its efforts through an academic research partner, the University of Arkansas at Little Rock. The Little Rock PD integrated ballistic detection technology into this unit’s efforts to track shootings in a specific area of the city. This unit holds monthly case reviews with the USAO—EDAR and the Pulaski County Prosecutor’s Office. ATF works closely with the Little Rock PD on gun crime and regularly shares NIBIN intelligence with the department. During PSP engagement, ATF assisted the Little Rock PD with eliminating a backlog of more than 1,000 firearms, assigned a NIBIN expert to the department, and helped the department develop policies and practices for firearm tracing to establish timely processing times and prevent backlogs.

Established a **gun crimes intelligence unit**

—March 2018  
Little Rock, Arkansas



## Criminal Justice Collaboration

Opportunities to learn about promising practices and emerging public safety issues from other cities around the country were beneficial to the Little Rock PD during PSP engagement. In January, representatives from the Little Rock PD attended the 2018 Chicago Crime Fighters Conference, where the Chicago PD provided insight on operational, analytical, and technological lessons learned in reducing violent crime. Also in January, Little Rock

hosted representatives from several PSP sites and local jurisdictions for FBI Media Training that addressed topics such as requesting media assistance and preparing for news conferences, interviews, and breaking news stories; social media and crisis communications; fostering a positive relationship with the media; and practical application exercises. From February 27 through March 2, representatives from Little Rock attended the Innovations Suite Researcher-Practitioner Fellows Academy, which addressed the creation of a network of researchers and practitioners, how to build capacity in identifying and responding to emerging and chronic crime issues, crime analysis, and evidence-based practices. The Little Rock PD also expanded its domestic violence services in 2018 to include more personnel and collaboration between law enforcement and service providers based on lessons learned from peer exchanges conducted throughout its PSP engagement. Prior to the conclusion of its PSP engagement, Little Rock assembled a strategic plan to continue crime reduction strategies beyond formal engagement.



### Crime Analysis

The Little Rock PD focused on enhancing its crime analysis capabilities during its PSP engagement and leveraged the PSP program to do so through technical assistance, training, and a strategic assessment. Based on the recommendations from a PSP crime analysis assessment conducted early in its PSP tenure, the department hired additional analysts, who have since become certified by the International Association of Crime Analysts; reorganized and centralized the crime analysis unit; increased analysts' access to data sources; and established weekly analyst meetings. Little Rock participated in the PSP SNA pilot program. As part of this pilot program, crime analysts and supervisors received intensive SNA technical assistance. In addition, the Little Rock PD also began conducting link analysis to support SNA and its new gun crimes intelligence unit. In January, the department implemented proactive dedicated patrol units, known as Zebra Units, that are deployed to historic hot-spot areas around the city based on input from crime analysts. The U.S. Probation and Pretrial Services System also shares data on releases with the Little Rock PD to allow the strategic deployment of resources. Representatives from the Pulaski County Prosecutor's Office

attended the Manhattan District Attorney's Office Intelligence-Driven Prosecution Symposium on March 12–13, which addressed innovations in prosecution, police-prosecutor data sharing, and key intelligence resources. In April, representatives from the Little Rock PD attended the PSP Crime Analysis Community of Practice meeting in Charlotte, North Carolina, with other PSP sites. The purpose of this meeting was to connect analysts from PSP sites to identify their strengths and challenges, share expertise, identify TTA, and learn from one another.



### Technology

Based on recommendations from a PSP technology assessment that examined items such as information sharing platforms, hardware, mobile capabilities, cameras, and processes, the Little Rock PD invested in new technology and deployment strategies such as mapping software, Analyst Notebook for link analysis, a new computer-aided design (CAD) system, and use of hot-spot policing. PSP assisted the Little Rock PD with enhancing its relationship with the city's information technology department, resulting in access to additional data for analysis. Representatives from the Little Rock PD attended an FBI DIVRT training course in May to learn about techniques for extracting and editing video from camera systems to assist in law enforcement investigations and the identification of suspects.



### Community Engagement

Building relationships with the community is an important part of advancing public safety. During its PSP engagement, the Little Rock PD strengthened its relationships with the community by increasing police presence in crime hot-spot areas around the city, allowing more opportunities to build relationships. The Little Rock PD established a partnership with Women & Children First: The Center Against Family Violence, a Little Rock-area nonprofit, as a family justice center. The Little Rock PD also established a strong partnership with its local reinvigorated police foundation.

# Newark, New Jersey

**Engagement Period: September 2015 – September 2018**

Newark's PSP site partners included ATF, DEA, the Essex County Prosecutor's Office, the FBI, the Newark PD, the USAO—District of New Jersey (NJ), and USMS.



## Federal Partnerships

During Newark's PSP engagement, DEA established the Newark Cares program in partnership with the Newark PD to notify schools when students have interactions with law enforcement and exposure to trauma or violence to provide support services to these students to help mitigate the effects of trauma. ATF established a program for middle school students exposed to guns and gun violence. In June, the Newark PD and DEA also launched a comprehensive, collaborative initiative to address drug use, known as the 360 Strategy, that combines enforcement, diversion, and community outreach. This initiative involves law enforcement, medical, and drug prevention partners.



## Gun Violence

Reducing gun violence was a key priority for Newark's local and federal partners throughout its PSP engagement. PSP conducted a nonfatal shooting and gun violence reduction assessment for Newark in 2018 to support the site's efforts to enhance its capacity to conduct comprehensive nonfatal shooting investigations. Comparing crime statistics prior to Newark's PSP engagement (January 1, 2015, to August 31, 2015) to the conclusion of its engagement (January 1, 2018, to August 31, 2018), homicides decreased 24 percent, robberies were reduced by 60 percent, carjackings dropped 63 percent, and nonfatal shooting victims decreased 12 percent. During its PSP engagement, a statewide Crime Gun Intelligence Center (CGIC) program was established in New Jersey to fully utilize the expedient turnaround on NIBIN ballistic evidence analyses. This statewide approach complements Newark's efforts to aggressively investigate and prosecute gun crimes.



## Criminal Justice Collaboration

Collaboration among local, state, and federal partners is critical to address the public safety challenges faced by each jurisdiction. The Newark PD partnered with city health services on the Hope One program, which provides outreach materials and information on recovery to communities affected by the national opioid epidemic. Essex County implemented a task force as part of this program to share information with other agencies on responses to the opioid crisis. The Essex County Prosecutor's Office; the New York City, New York, PD; and federal partners participate in the Newark PD's Real Time Crime Center (RTCC). In January, representatives from Newark attended the 2018 Chicago Crime Fighters Conference, where the Chicago PD provided insight on public safety and violent crime reduction lessons learned. From February 27 through March 2, representatives from Newark attended the Innovations Suite Researcher-Practitioner Fellows Academy, which addressed the creation of a network of researchers and practitioners, how to build capacity in identifying and responding to emerging and chronic crime issues, crime analysis, and evidence-based practices. The Newark PD strengthened its relationship with the Housing Authority as a PSP partner. As a result of increased collaboration through PSP, Newark revived its Violent Crime Initiative (VCI), which combines criminal justice resources across levels of government to identify, target, investigate, and prosecute prolific violent offenders. ATF, DEA, the Essex County Prosecutor's Office, the Essex County Sheriff's Office, the FBI, the Newark PD, the New Jersey Department of Corrections, the New Jersey State Parole Board, the USAO—NJ, and USMS all participate in the VCI. Between March and September, 28 alleged drug trafficking organization members in and around Newark were charged with federal narcotic and firearm offenses through the VCI.

**28 alleged drug trafficking  
organization members arrested**

—From March to September 2018  
Newark, New Jersey



### Crime Analysis

Newark participated in PSP's SNA pilot program and worked to integrate SNA into its crime analysis efforts. Crime analysts from the Newark PD participated in intensive SNA subject-expert assistance, including an on-site assessment and overview of SNA for law enforcement executives. As part of this assessment, interviews were conducted with members of the Newark PD's command, investigative, patrol, crime lab, crime analysis, intelligence, and training staff and with ATF, DEA, and the USAO—NJ. To improve its ability to analyze, track, and address crime within each jurisdiction, the Newark PD began restructuring its larger precincts into smaller sectors.



### Technology

The Newark PD made significant strides in its use of technology and addressed numerous recommendations from a PSP technology assessment. The Newark PD jointly leads an RTCC with the New Jersey State Police, supports crime reporting and statistics tracking by precinct via mobile app, integrated gunshot detection systems with closed-circuit television, enhanced its detective case management system, implemented body-worn cameras (BWCs) in several of its precincts, purchased a new RMS and integrated its CAD system, acquired software that allows officers to complete use-of-force reports in their vehicles, and deploys mobile surveillance systems located in hot spots around the city to monitor and deter crime. The Newark PD also established a citizen virtual patrol program to act as a crime deterrent and enable citizens to better assist police in investigations. The virtual patrol program allows residents to view cameras deployed around the city via the department's website in order to monitor neighborhoods and report suspicious activity to the police. Representatives from the Newark PD participated in a peer exchange in May with the FBI's DIVRT to learn techniques for extracting and editing

digital video from camera systems for public consumption to assist law enforcement investigations.



### Community Engagement

Community engagement was a key component of the Newark PD's DOJ consent decree and PSP engagement. The Newark PD created a sixth precinct in Newark's West Ward to increase police presence, improve response times, and provide more opportunities to build relationships between officers and the community through smaller patrol areas. The Newark PD hosted events such as Cops With Kids, in which officers and students acted out scenarios to learn about negative officer/community interactions; Coffee With a Cop; Gang Resistance Education and Training; and citizen academies that provided the opportunity to learn about basic operations of the police and fire departments, crime prevention, trauma-informed responses to violence, gang issues, domestic violence, officer training, deployment and calls for service, and a typical day for officers.

The Newark PD participated in numerous trainings that addressed community relations, such as the BJA Violence Against Law Enforcement and Ensuring Officer Resilience and Survivability (VALOR) Initiative's Tact, Tactics, and Trust training that improves officers' tactical and social skills in de-escalation and Community Policing and Bias-Free Policing trainings with assistance from the COPS Office. Through PSP support, in 2018, the Newark PD completed the training of every active officer on its new community policing policy, fulfilling this requirement of its consent decree, and continued to develop its new use-of-force training curriculum.

# West Memphis, Arkansas

Engagement Period: September 2015 – September 2018

West Memphis’s PSP site partners included the Arkansas Community Corrections—West Memphis Area Office, the Arkansas Second Judicial District’s Prosecutor’s Office—Crittenden County Office, the Arkansas State Attorney General’s Office, the Arkansas State Crime Lab, ATF, DEA, the FBI, the USAO—EDAR, U.S. Federal Probation, USMS, and the West Memphis PD.



## Federal Partnerships

During PSP engagement, DEA partnered with the West Memphis PD’s narcotics detectives to address illegal drug trafficking into the city and combat the increase in opioid use and overdoses. ATF worked with the West Memphis PD and the USAO—EDAR to target violent gun offenders. ATF also collaborated with the Memphis PD to increase the department’s access to NIBIN and helped the West Memphis PD clear a backlog of more than 800 firearms.



## Criminal Justice Collaboration

Providing opportunities to learn from other jurisdictions regarding promising public safety strategies is one of the key components of the PSP program. In January, representatives from the West Memphis PD attended the 2018 Chicago Crime Fighters Conference, where the Chicago PD provided insight on its operational, analytical, and technological strategies to reduce gun violence. Based on lessons learned at this conference, the West Memphis PD modified its daily and weekly briefings as well as its weekly intelligence summaries.



## Crime Analysis

Through its participation in PSP, the West Memphis PD radically expanded its crime analysis capacity. Through peer exchanges, assessments, and TTA, the West Memphis PD made organizational adjustments to better support crime analysis and developed data analysis policies and procedures. In April, representatives from the West Memphis PD attended the PSP Crime Analysis Community of Practice meeting in Charlotte with several PSP sites. The purpose of this meeting was to connect analysts from PSP sites to identify their

strengths and challenges, share expertise, identify TTA, and learn from one another.

In May, the West Memphis PSP team and the West Memphis PD presented the site’s experience with enhancing law enforcement analytical capacity and technology integration on a BJA National Training and Technical Assistance Center (NTTAC) webinar. The presenters shared the site’s lessons learned through the (1) implementation of an innovative software program that integrates disparate data systems into a cohesive tool; (2) emphasis on data access and quality; (3) focus on technology integration and procurement; (4) determination of analytical expectations; and (5) fostering of personnel roles. To support its expanded crime analysis capacity, the West Memphis PD conducted frequent data integrity and capacity improvements to perform analyses on calls for service and crimes reported and trained an additional detective to become the department’s second crime analyst to enhance its ability to conduct proactive law enforcement efforts.



## Technology

Expanding technological capacity was a key focus area for the West Memphis PD as part of its PSP engagement and will be a critical part of its sustainability efforts beyond formal PSP engagement. West Memphis was the recipient of a BJA TIPS grant, which it used to install mobile data terminals in patrol cars and increase other intelligence-gathering capabilities. The West Memphis PD also purchased case management and analytic software to expand its crime analysis and technology-based efforts. These efforts will help the department increase its intelligence-gathering capabilities, engage in more targeted data-driven policing, and support more comprehensive investigations.



## Investigations

The West Memphis PD established Operation DETER (Data Enhanced Targeted Enforcement and Restoration) in February 2017 to leverage data to determine crime trends, patterns, and resource deployment to a specific geographic area to focus on neighborhood restoration and chronic offenders, violent crimes against people, and firearm-related crime. This initiative was modeled after the Los Angeles PD's Strategic Extraction and Restoration Program (Operation LASER). Between February 2017 and February 2018, Operation DETER focus areas experienced a 27 percent decrease in violent crimes. The scalability and success of this strategy enabled the West Memphis PD to expand Operation DETER to a second hot-spot location in the city. Local and federal partners are closely involved in this initiative, with federal law enforcement partners assisting with enforcement activities and directed patrols in the DETER focus areas.

**27 percent decrease in crimes in  
Operation DETER focus areas**

—From February 2017 to February 2018  
West Memphis, Arkansas

certified law enforcement security assessment specialists. Representatives from the West Memphis PD, including the new Community Outreach Coordinator, participated in a peer exchange in August to the Austin, Texas, PD to learn about its school outreach project and community-based crime reduction efforts. Participants took away ideas from this peer exchange for new community outreach efforts, such as a walking survey using technology to gather community feedback, involving public utilities such as sanitation, and pursuing assistance from a local university or school district. In 2018, the West Memphis Police Foundation launched its efforts to support the West Memphis PD by acquiring funding and donations to assist with community engagement and other public safety efforts such as technology.



## Community Engagement

Operation DETER partners worked closely with schools and housing developments to identify safety concerns and assist with neighborhood restoration efforts. Over the last few months of its PSP engagement, West Memphis continued to identify community outreach and engagement efforts and projects to support Operation DETER and citywide crime reduction strategies. In July, representatives from West Memphis attended the Security Assessment for Law Enforcement Officers Seminar in Land O' Lakes, Florida. This seminar provides a unique crime prevention certification training program developed by the American Crime Prevention Institute for law enforcement personnel to effectively conduct a wide range of security surveys or assessments for the community (e.g., assessments for residential properties, commercial/retail facilities, schools, industry/manufacturing, public utilities, and houses of worship). Through this seminar, the West Memphis PSP site representatives are now

# Jackson, Mississippi

**Engagement Period: September 2016 – September 2019**

Jackson's PSP site partners include ATF, DEA, the City of Jackson, the FBI, the Hinds County District Attorney's Office, the Jackson PD, Jackson State University (JSU), the Mississippi Department of Public Safety; the USAO—Southern District of Mississippi (SDMS), and USMS.



## Federal Partnerships

As Jackson enters its final year of formal PSP engagement in 2019, sustaining the relationships built between partners is essential to continuing Jackson's public safety successes. The USAO—SDMS launched Project EJECT (Empower Jackson Expel Crime Together), a multidisciplinary partnership between the USAO—SDMS and federal and local law enforcement and community organizations, in December 2017 to reduce and address the root causes of violence. Since its launch, Project EJECT has had a significant impact on reducing carjackings, and now all carjacking and firearm cases are prosecuted federally when applicable. The USAO—SDMS reported that in approximately one year of operation, nearly 130 individuals were indicted under Project EJECT for federal crimes in and around Jackson and roughly 129 illegal guns were seized. Jackson experienced a 50 percent reduction in carjackings in 2018 compared to 2017. Project EJECT received an award presented by DOJ in December for Outstanding Overall Partnership/Task Force. During a surge operation in April, the USMS Gulf Coast Regional Fugitive Task Force arrested 45 individuals, including 31 documented gang members, and seized several firearms. Individuals with charges related to firearms, business robberies, and carjackings were prosecuted under Project EJECT. Several individuals arrested through USMS "Operation Triple Beam" were also indicted under Project EJECT in June. Operation Triple Beam targeted Jackson and several other areas in Mississippi and resulted in 270 arrests, including 90 gang members, of alleged violent fugitives and criminal offenders on charges such as homicide, felony and sexual assault, illegal possession of firearms, illegal drug distribution, robbery, and arson; and the seizure of 50 firearms, including assault rifles. The Jackson PD and other

local and federal partners participated in this operation. The Hinds County District Attorney's Office works with the USAO—SDMS on case referrals to enhance prosecution outcomes on cases with a federal nexus, such as illegal firearms, business robberies, and carjackings. In addition to the work done under Project EJECT, the USAO—SDMS participates in the Jackson PD's CompStat meetings. The FBI worked with the Jackson PD to process latent fingerprints to assist with investigations, one set of which was linked to an armed business robbery and charged federally.



## Criminal Justice Collaboration

Fostering opportunities to learn from other cities around the country regarding prescient crime issues and collaboration among local and federal partners is a central facet of PSP. In January, representatives from Jackson attended an FBI Media Training in Little Rock that addressed topics such as requesting media assistance and preparing for news conferences, interviews, and breaking news stories; social media and crisis communications; how to foster a positive relationship with the media; and practical application exercises. Representatives from Jackson attended the 2018 Los Angeles PD Crime Fighters Conference in February, where they learned about the Los Angeles PD's Community Safety Operations Centers, CompStat, building trust and effectiveness, and leveraging technology against crime. From February 27 to March 2, representatives from Jackson attended the Innovations Suite Researcher-Practitioner Fellows Academy, which addressed the creation of a network of researchers and practitioners, how to build capacity in identifying and responding to emerging and chronic crime issues, crime analysis, and evidence-based practices. Representatives from the Jackson PD and

surrounding jurisdictions participated in a two-day training on the New Orleans, Louisiana, PD’s Ethical Policing Is Courageous (EPIC) peer-intervention program in August. EPIC encourages officers to “police” one another to prevent harm and promote officer wellness. The St. Louis, Missouri, Metropolitan PD hosted participants from the Jackson PD in a peer exchange on its violence reduction strategies, such as crime analysis, strategies to target and map violent crime hot spots, how suspect information is shared with officers, and homicide investigation practices.



### Crime Analysis

Throughout its PSP engagement, the Jackson PD has focused on enhancing its crime analysis capacity. The site began creating an embedded analyst program with JSU that will provide the Jackson PD with analytic support and evaluate successes and gaps in its efforts. An on-site visit for the embedded analyst program took place in October to provide training on crime trend and operational analyses and to examine the Jackson PD’s crime analysis and violence reduction goals. In December, embedded analyst program interns reported to the Jackson PD for orientation.

Established an **embedded analyst program** to support **crime analysis**

—2018

Jackson, Mississippi



### Investigations

The Jackson PD participated in several trainings this year aimed at improving investigative processes. Representatives from the Jackson PD attended an International Association of Property and Evidence training in February, where they learned more about the legal and ethical requirements to operate a professional evidence and property unit; how to effectively and efficiently manage evidence and property; storage management and documentation; purging of items and inventories; and techniques to improve functionality. Proper evidence and property collection and storage better enables police departments to solve crimes and hold offenders

accountable. In March, PSP provided two trainings to Jackson on interviews and interrogations and on courtroom testimonies. A combined total of 80 officers attended these trainings.

The Jackson PD is establishing a multidisciplinary team to review sexual assault investigation policies and establish goals for future enhancements. RTI International continues to work with Jackson on the Sexual Assault Kit Initiative to enhance sexual assault investigations, conducting site visits and holding regular discussions around the department’s current capacities, strategies, and sexual assault response needs. To improve homicide investigations, representatives from the Jackson PD attended the International Homicide Investigators Association (IHIA) Eastern Regional Basic Homicide Investigators Course in Springfield, Massachusetts, in May to learn about topics such as crime scene analysis and processing, responsibilities of the homicide investigator and duties of the first responder, the role of the coroner/medical examiner, investigative practices, offender motivation, suspect development and interview techniques, serial murder, victimology, ethics, public messaging, prosecution, and officer wellness. Representatives from the Jackson PD also attended the IHIA’s Advanced Homicide/Violent Crimes Investigations training course in November at the FBI Academy. The Jackson PD learned how the FBI can assist with evidence retrieval from cell phones to aid in investigations as part of this training.



### Community Engagement

Expanding community engagement is a priority for Jackson’s PSP site partners. As part of Project EJECT, the USAO—SDMS hosted several community forums and town halls to discuss the project’s efforts within the community and how community members can become more involved. These forums included discussions on how best to rehabilitate and reintegrate offenders and creative ways to reach youth, especially middle school students. Local and federal partners held engagements and dialogue with approximately 400 youths in Jackson through schools, churches, and nonprofits to discuss violence and the outcomes of different life choices. Project EJECT will continue these discussions into 2019.

# Milwaukee, Wisconsin

**Engagement Period: March 2016 – September 2019**

Milwaukee's PSP site partners include ATF, DEA, the FBI, the Milwaukee County District Attorney's Office, the Milwaukee County Sheriff's Office, the Milwaukee PD, the USAO—Eastern District of Wisconsin (EDWI), USMS, the Wisconsin Department of Corrections, and the Wisconsin State Department of Justice.



## Federal Partnerships

PSP promotes strategic collaboration among federal and local law enforcement and program partners to support each PSP site's unique violent crime challenges. In addition to its work in the CSC, one of Milwaukee's PSP focus areas, the FBI expanded its gang task force to cover the south side of Milwaukee and obtained laptops and DIVRT software for the Milwaukee PD to use in the development of video evidence extraction to support investigations. The Milwaukee PD also has task force officers assigned to the FBI. The FBI completed an annual geospatial mapping of homicides using data from the Milwaukee PD that help inform the Milwaukee PD's intelligence unit. The maps identified a decrease in nonfatal shootings in Districts Five and Seven in 2018 compared to 2017 and an additional homicide and nonfatal shooting hot spot in District Two outside of the CSC focus area. The FBI's District Three task force, which includes the Milwaukee PD and ATF, solved 21 investigations as of September. USMS made more than 25 arrests in February, including a high-value target; 10 arrests of violent offenders in May; 6 arrests of violent felons through mid-October; and 3 arrests of wanted violent subjects through mid-November, one of whom was a high-value target. The DEA High Intensity Drug Trafficking Area (HIDTA) group executed a search warrant in October that resulted in the seizure of two pistols and heroin. The USAO—EDWI assigned an Assistant U.S. Attorney to work with HIDTA one day a week to enhance collaboration, and the USAO—EDWI actively works with local and federal partners to determine the strongest cases for federal prosecution. Representatives from the Milwaukee PD attended a USMS tactical training in Chicago in April, where they learned about ballistic shields and

building entry and engaged in practical exercises such as breaching simulations.



## Gun Violence

Combating gun crime is essential to Milwaukee's public safety and violence reduction goals. As a result of collaborative efforts and strategic enforcement, as of December 20, 2018, nonfatal shootings decreased 37 percent and homicides decreased 42 percent year-to-date compared to 2017 in the CSC. ATF collaborates with the USAO—EDWI to charge individuals who repeatedly attempt to purchase firearms but are prohibited from doing so. A major focus for ATF has been the reduction of firearm traffic in the CSC, as 16 percent of illegal gun arrests occur within that geographic area. ATF conducts firearm arrests and gun recoveries and provides NIBIN support in collaboration with the Milwaukee PD. In August, ATF and the Milwaukee PD reinstated regular NIBIN meetings to ensure accountability and follow-up on cases. Federal partners also are embedded personnel in the Milwaukee CGIC. The USAO—EDWI and the Milwaukee County District Attorney's Office worked with local and federal partners to streamline the gun case referral process to determine the most appropriate system (state or federal) to ensure the most unyielding prosecutorial outcomes. The FBI recovered six guns during the execution of one search warrant in the first quarter of 2018. Based on lessons learned from peer exchanges to the Oakland, California, PD, the Milwaukee PD implemented a shooting review process for local and federal partners to analyze violent crime in real time and focus on prolific offenders in order to solve gun crimes and prevent future incidents. The department further enhanced this process by adjusting the reviews to weekly rather than biweekly and implementing a

rolling follow-up of cases to provide more accountability. The Milwaukee PD also holds meetings with community partners to discuss shooting victim assistance and is strengthening the community engagement portion of its shooting review process. USMS coordinates with the Milwaukee PD to target shooting suspects by adopting warrants and assisting in investigations when possible. In September, the Milwaukee PD and the Milwaukee County Sheriff’s Office formed a tactical enforcement unit that focuses on violent crime and illegal firearms in Milwaukee’s highest crime areas.



### Criminal Justice Collaboration

The collaboration among Milwaukee’s PSP partners has become a model for other PSP sites throughout its engagement. The Wisconsin Department of Corrections assigned additional staff members to monitor those released into the CSC and to ensure that individuals are provided the support necessary to decrease recidivism. In June, a large-scale operation involving all PSP law enforcement partners resulted in the arrest of 18 individuals, the execution of 21 search warrants, and the seizure of 58 guns. This operation disrupted a large-scale heroin distribution network in Milwaukee and a specific group believed to be responsible for numerous overdose deaths and several homicides. The Milwaukee County District Attorney’s Office designated staff members to work specifically on drug-related and gun-related cases to enhance collaboration and focus on violent crime prosecutions. In March, representatives from Milwaukee attended the Manhattan District Attorney’s Office Intelligence-Driven Prosecution Symposium to learn about innovations prosecution and intelligence strategies.

**Nonfatal shootings decreased 37 percent and homicides decreased 42 percent** in the CSC.  
 —2018 compared to 2017  
 Milwaukee, Wisconsin



### Crime Analysis

The Milwaukee PD has incorporated crime analysis into its core operations and continues to enhance its capacity. Representatives from the Milwaukee PD attended the 2018 Chicago Crime Fighters Conference in January. The Milwaukee attendees were interested in the successful relationship between the University of Chicago Crime Lab and the Chicago PD, using live Global Positioning System (GPS) data to monitor the deployment of resources, and programs for tracking community satisfaction. Representatives from Milwaukee also attended the Innovations Suite Researcher-Practitioner Fellows Academy from February 27 to March 2, which addressed the creation of a network of researchers and practitioners, how to build capacity in identifying and responding to emerging and chronic crime issues, crime analysis, and evidence-based practices. In April, representatives from the Milwaukee PD attended the PSP Crime Analysis Community of Practice meeting in Charlotte with several PSP sites. The purpose of this meeting was to connect analysts from PSP sites to identify their strengths and challenges, share expertise, identify TTA, and learn from one another. The Milwaukee PD participated in the NPS SNA Symposium in California in May, where representatives learned more about SNA and its benefits and challenges, its application in law enforcement, the importance of analyzing dark networks, and academic and law enforcement partners that can help support SNA.



### Technology

Representatives from the Milwaukee PD attended an FBI DIVRT training course in October to learn about techniques for extracting and editing video from camera systems for distribution to assist in law enforcement investigations and the identification of suspects. The Milwaukee PD and law enforcement partners used DIVRT in the last quarter of 2018 to assist in the apprehension of two suspects responsible for four business robberies. Using video evidence, DEA was able to identify commonalities that tied the crimes together, and the Wisconsin Department of Corrections assisted in the identification of subjects in the videos.



## Investigations

The Milwaukee PD established a new Special Investigations Division (SID) that focuses on shootings and violent offenders. The SID regularly meets with local and federal partners to review shooting cases and coordinate efforts when applicable. The Milwaukee County District Attorney's Office also provides support to the SID and has established specific communication channels for SID-related activities. The SID and the Milwaukee PD's anti-gang unit executed a search warrant in September that resulted in the seizure of \$65,000 worth of drugs and two firearms. Another warrant executed by the SID in September in coordination with DEA's HIDTA team resulted in the seizure of five guns and 265 grams of cocaine, fentanyl, and oxycodone.

The SID also focuses on combating carjackings. Historically, a majority of the carjackings in Milwaukee are committed by juveniles. The SID collaborates with the crime analysts assigned to the Milwaukee PD's Intelligence Fusion Center through the Milwaukee PD's Network of Criminals (NOC) Youth Offender Program to use SNA, intelligence, and criminal records to identify offenders; analyze the nexus between car thefts, shootings, and other violence; enhance collaboration between analysts and investigative personnel; and form targeted approaches. The NOC conducted a sweep targeting juveniles responsible for carjackings in October, and the Milwaukee PD established a suburban violent crimes task force to combat carjacking sprees in Milwaukee, since these often have a suburban and NOC nexus. In the last quarter of 2018, the Milwaukee PD compiled a list of its most wanted offenders, primarily for shootings and carjackings, which was shared with all divisions and USMS.

# Nashville, Tennessee

Engagement Period: September 2016 – September 2019

Nashville’s PSP site partners include ATF, the Davidson County Sheriff’s Office, DEA, the District Attorney’s Office of Metropolitan Nashville and Davidson County, the FBI, the Metropolitan Nashville PD, the Tennessee Department of Correction, the USAO—Middle District of Tennessee (MDTN), the U.S. Department of Homeland Security (DHS)—Homeland Security Investigations (HSI), USMS, and U.S. Probation and Pretrial Services.



## Federal Partnerships

PSP facilitates strategic collaboration among federal and local law enforcement and program partners to support each PSP site’s unique violent crime challenges. PSP assisted the Metropolitan Nashville PD with identifying a task force officer to detail to ATF. This officer works specifically on NIBIN cases and serves as a liaison between ATF and the Metropolitan Nashville PD. ATF also assigned agents to four of the Metropolitan Nashville PD’s precincts to work with investigators more closely on firearm- and NIBIN-related cases. Reducing commercial robberies is a priority for Nashville as they relate to shooting incidents and homicides in the city. The FBI established a Commercial Robbery Task Force to help combat commercial robberies, and the USAO—MDTN committed to prosecuting more of these cases. In June, commercial robberies were down 39 percent in 2018 compared to 2017. The USAO—MDTN, the FBI, USMS, and the Metropolitan Nashville PD established a gang violence task force in August. The USAO—MDTN also hired additional violent crime prosecutors to expand the office’s ability to focus on violent offenders. The USAO—MDTN holds biweekly meetings with partners to review cases from the Metropolitan Nashville PD that may be eligible for federal prosecution.



## Gun Violence

Reducing gun crime is a priority for all of Nashville’s local and federal PSP partners. The Metropolitan Nashville PD reported a 16 percent decrease in fatal shootings from January to August 22, 2018, compared to the same period in 2017. The Metropolitan Nashville PD arrested 85

individuals in one week in July on gun, cocaine, heroin, and other charges and executed a search warrant in September that resulted in the seizure of 15 firearms.



## Criminal Justice Collaboration

Collaboration among local, state, and federal partners is critical to PSP’s mission to increase and enhance public safety. In December, ATF assigned an agent to work directly with investigators at each of the Metropolitan Nashville PD’s eight precincts to enhance the investigation of both fatal and nonfatal crimes involving firearms. The Metropolitan Nashville PD also assigned a sergeant as a liaison between ATF and the police department’s newly established NIBIN investigative team. In January, representatives from the Metropolitan Nashville PD attended the 2018 Chicago Crime Fighters Conference, where the Chicago PD provided insight on its operational, analytical, and technological lessons learned in enhancing public safety.



## Crime Analysis

Enhancing crime analysis capacity has been a priority for the Metropolitan Nashville PD as part of its PSP engagement. In April, representatives from the Metropolitan Nashville PD attended the PSP Crime Analysis Community of Practice meeting in Charlotte with several PSP sites. The purpose of this meeting was to connect analysts from PSP sites to identify their strengths and challenges, share expertise, identify TTA, and learn from one another. The Metropolitan Nashville PD also is focusing on expanding its use of SNA in daily operations. Subject experts conducted SNA training for the Metropolitan Nashville PD’s gang unit to enrich its crime analysis

capacity and use of SNA to target high-risk offenders. To supplement this training, representatives from the Metropolitan Nashville PD attended the NPS SNA Symposium in California in May to learn more about SNA's application in law enforcement. Several PSP sites also submitted applications to the NPS to participate in its year-long intensive TTA initiative, and Nashville was among those selected for the 2018 engagement. The Nashville PSP site team and PSP subject experts conducted site visits in November to work with the Metropolitan Nashville PD on the sustainability of its PSP violence reduction strategies and successes and on its SNA and data analysis work. Using SNA has enabled the Metropolitan Nashville PD to conduct more proactive gang interdiction and suppression efforts. The Metropolitan Nashville PD developed a new SNA application that allows users to access incident and arrest data to visualize and examine social networks defined by co-arrest or victim-perpetrator association. The Metropolitan Nashville PD's crime analysis unit, gang unit, and precinct personnel now collaborate regularly on SNA initiatives, and the department is exploring how to expand its SNA collaboration with local and federal partners. Analysts with the Metropolitan Nashville PD also received ArcGIS training in August to support the department's crime analysis initiatives.



### Technology

In December, the city announced that it would engage in a 90-day trial period to determine the most appropriate BWCs and dash cameras for the Metropolitan Nashville PD. Earlier in its PSP engagement, Nashville participated in peer exchanges related to BWCs on topics such as implementation requirements and policy development. Representatives from the Metropolitan Nashville PD attended FBI DIVRT training courses in May and October to learn about mining and editing video from camera systems to assist in law enforcement investigations and the identification of suspects.

**24 percent reduction in  
homicides**

—From 2017 to 2018  
Nashville, Tennessee



### Investigations

Criminal homicides declined more than 24 percent in Nashville in 2018 compared to 2017. Based

on the recommendations from the homicide investigations and prosecution assessment, the Metropolitan Nashville PD developed a homicide hybrid team in its South and Hermitage Precincts. Three detectives from each of these precincts work exclusively on homicide cases and collaborate with their counterparts in other precincts. PSP subject experts conducted training for this hybrid team in May on the investigation and solvability of homicides and the relationship between survivors and the Metropolitan Nashville PD. To support this homicide hybrid effort, the District Attorney's Office of Metropolitan Nashville and Davidson County assigns incidents involving homicide or gun violence in the South and Hermitage Precincts to a rotating team. The team stays with the investigation until completion once assigned. The Metropolitan Nashville PD developed standard operating procedures with the District Attorney's Office and the USAO—MDTN for these teams.



### Community Engagement

Strengthening relationships with the community is a critical aspect of improving public safety. A team of subject experts conducted training in March to launch a collective efficacy project in the Metropolitan Nashville PD's North and West Precincts. The Metropolitan Nashville PD increased its presence and community engagement in these precincts and developed a community outreach plan with PSP subject experts. In the West Precinct, an officer prevented a likely shooting by using de-escalation tactics on an armed subject. The officer was familiar with the individual through his work in the targeted collective efficacy neighborhood. Following this incident, the rest of the Metropolitan Nashville PD's precincts and the community fully embraced the philosophy of collective efficacy. Officers assigned to the target neighborhoods interact daily with residents and have received positive feedback from the community on this initiative. The collective efficacy pilot neighborhoods in these precincts experienced a 42 percent reduction in serious violent crime from 2017 to 2018. In several instances, individuals have come forward to provide information that led to arrests. The Metropolitan Nashville PD is considering how to expand this effort to additional neighborhoods and precincts.

# New Orleans, Louisiana

**Engagement Period: March 2016 – September 2019**

New Orleans PSP site partners include ATF, DEA, the FBI, the New Orleans PD, the Orleans Parish District Attorney's Office, the USAO—Eastern District of Louisiana (EDLA), and USMS.



## Federal Partnerships

Through a peer exchange with the Milwaukee PD in late 2017 to observe its PSP CompStat process, New Orleans developed its own customized PSP CompStat approach. New Orleans' new PSP CompStat approach has resulted in improvements in violent offender identification, intelligence sharing, and crime reduction strategies. New Orleans' local and federal partners regularly attend these monthly CompStat meetings.



## Gun Violence

One of New Orleans' main priorities at the beginning of PSP engagement in 2016 was to reduce armed robberies. The Tactical Intelligence Gathering and Enforcement Response (TIGER) team was originally established in 2016 to address armed robberies in the city and has since been expanded to include homicide and shooting teams. The multiagency gang unit was transferred to the New Orleans PD from the Mayor's Office and works with the TIGER teams on armed robberies and shootings in the city. In December, New Orleans reported a 30 percent decrease in shootings and a 12 percent reduction in armed robbery year-to-date. In 2018, for the third year, New Orleans experienced a decline in armed robberies. New Orleans also concluded 2018 with its lowest number of murders since the early 1970s and experienced its second straight year with a 10 percent decrease in homicides. The New Orleans PD achieved some of these reductions through an increased use of crime cameras through its RTCC and the deployment of TIGER teams.

New Orleans' local and federal partners also formalized and refined their federal gun case review process and reduced NIBIN turnaround time from approximately 19 days to approximately 1 day. To support the revision of its gun case review process,

PSP subject expert Chief Scott Thomson from the Camden County, New Jersey, PD conducted an on-site visit with the New Orleans PD, the Orleans Parish District Attorney's Office, and the USAO—EDLA to review its gun case referral processes and provide gun crime intelligence assistance. Through PSP engagement, the New Orleans PD and ATF have improved information sharing and use of NIBIN data, which is now integrated into the New Orleans PD's regular intelligence products.



## Criminal Justice Collaboration

To support the site in its public safety plans as it enters its final year of PSP engagement, PSP Strategic Site Liaison (SSL) Nola Joyce and subject expert Dr. Richard Rosenfeld conducted a site visit to facilitate the development of the New Orleans PD's three-year strategic plan. New Orleans' local and federal partners participated in this planning session. The New Orleans PD also hired three new social workers in 2018 using federal grant funding to increase its support to victims of crime and complement the city's overall violence reduction strategies. The New Orleans PSP site team and OVC are exploring additional avenues through which PSP can support the New Orleans PD's focus on domestic violence advocacy and investigations. In January, representatives from the New Orleans PD attended the 2018 Chicago Crime Fighters Conference to learn about the Chicago PD's operational and technological strategies to reduce violent crime. The New Orleans PD presented its EPIC program to PSP sites through a webinar that reviewed the development of the program, how to educate and support officers in peer intervention, and how EPIC can prevent harm and promote officer wellness to combat some of the issues faced by officers today. EPIC was developed by the New Orleans PD in collaboration with community partners to promote a culture of quality and ethical policing. The program is not an internal affairs or

discipline program; rather, it empowers and supports officers on the streets to “police” one another and provides suggestions on how to intervene before misconduct takes place. Trainers from the EPIC program also traveled to the Jackson PSP site in August to provide training on the EPIC program. To enhance its SNA capabilities, New Orleans is developing more comprehensive data on individuals on probation or parole. The site also is planning “Witness New Orleans PD,” a collaboration with the Louisiana Department of Corrections to identify 40 high-risk offenders who will receive special attention related to probation, parole, and services.



### Crime Analysis

New Orleans began its PSP engagement in 2016 with the goal of establishing a crime analysis unit and increasing capacity. As a result of PSP assistance and TTA opportunities, the New Orleans PD now has a well-integrated, robust, and widely recognized analysis unit with five analysts. Using crime data, the New Orleans PD established target areas to address violence through PSP and coordination with local, state, and federal partners. As the site entered its third year of PSP engagement, it refined its focus on using data, analytics, and evidence-based practices to identify hot spots, focus on high-risk individuals, prioritize resources, and increase the use of SNA. To further enhance crime analysis capacity, representatives from the New Orleans PD attended the PSP Crime Analysis Community of Practice meeting in Charlotte in April with several PSP sites to share their expertise, identify TTA available to continue advancing the New Orleans PD’s crime analysis unit, and learn from other sites. Representatives from the New Orleans PD attended the NPS SNA Symposium in California in May as both presenters and participants to share information and learn more about SNA and its benefits and challenges, its application in law enforcement and the integration of other data sources, the importance of analyzing dark networks, and academic and law enforcement partners that can help support SNA.



### Technology

The New Orleans RTCC was established in late 2017 and has since processed more than 2,300 requests for assistance, saving the New Orleans PD more than 2,000 hours of manpower and allowing the

department to focus more on improving investigations and community engagement. Representatives from the New Orleans PD attended FBI DIVRT training courses in May and October to learn techniques for compiling video from camera systems to assist in law enforcement investigations and the identification of suspects.



### Investigations

The New Orleans PD has continued to refine its focuses in the PSP geographic target areas in its 1st, 5th, and 6th Districts. The department updates its prolific offender target list frequently, and local and federal partners have identified several main perpetrators of gang violence. In 2018, the most violent offenders in the Central City Square, part of New Orleans’ PSP geographic focus area, were identified and arrested, resulting in a 40 percent reduction in violent crime for the area. In 2018, robbery clearance rates increased to the highest level since 2011, and armed robbery clearance rates increased from 29 percent in 2016 to 38 percent in 2018. Shooting clearance rates also increased from 23 percent in 2017 to 34 percent in 2018. An operation between ATF and DEA also led to the indictment of nine individuals in the New Orleans PD’s 1st District. More than 70 drug dealers were arrested as part of the New Orleans PD’s “Operation Summer Heat,” a three-month investigation that targeted strategic locations across the city prone to violence and drug dealing.

**Clearance rate increases for robbery, armed robbery, and shootings**

—2016 to 2018  
New Orleans, Louisiana



### Community Engagement

The Local Community Initiatives Support Corporation is working with the New Orleans PD to increase and strengthen community engagement to sustain the progress achieved in its PSP target areas. The New Orleans PD participated in numerous community events, including a school giveaway and neighborhood cleanups. The New Orleans PD also enlisted reserve officers to walk the PSP target areas to conduct community outreach with residents impacted by violence and discuss PSP efforts.

# St. Louis, Missouri

**Engagement Period: March 2016 – September 2019**

St. Louis’s PSP site partners include ATF, BJA’s Diagnostic Center, the BJA Police-Prosecution Partnership Initiative (3PI), the City of St. Louis Mayor’s Office, DEA, the FBI, the Justice Reinvestment Initiative, the St. Louis Circuit Attorney’s Office, the St. Louis Metropolitan PD, the USAO—Eastern District of Missouri (EDMO), and USMS.



## Federal Partnerships

Sustaining the relationships built among local and federal partners is essential to continuing St. Louis’s public safety successes as it enters its third and final year of PSP engagement. In 2018, local and federal law enforcement partners in St. Louis focused resources on Commissioner John Hayden’s violence reduction zone, which is an area of St. Louis identified by Commissioner Hayden that significantly drives crime in the city. The FBI, DEA, ATF, and USMS aggressively pursue gang investigations and NIBIN hits in this zone to target homicides, nonfatal shootings, robberies, and narcotics dealing. The USAO—EDMO also dedicated resources and personnel to supporting the efforts in this target area, expanding its focus on violent crime to include an additional unit. In January, a search warrant executed in this area resulted in the seizure of 17 guns from one residence, 6 of which were stolen. In addition to the law enforcement efforts in this target area, the USAO—EDMO announced federal indictment charges in July against 15 individuals in a specific public housing complex on conspiracy to distribute fentanyl, deaths resulting from the conspiracy, and firearm charges. ATF and the St. Louis Metropolitan PD assigned two agents and one officer to the USAO—EDMO to collaborate more closely on firearm-related and other violent crime. The FBI and DEA have embedded agents within the St. Louis Metropolitan PD, and ATF embedded agents and firearm examiners in the gun crime intelligence center. The St. Louis Metropolitan PD continues to engage in monthly intelligence meetings with DEA, and the FBI assists with investigating homicides in public places. USMS and other federal partners assisted in a warrant roundup in May of approximately 700 individuals with outstanding gun and drug warrants that resulted in more than 160

arrests and the seizure of 21 firearms. USMS and the St. Louis Metropolitan PD conducted a sex offender compliance operation against 540 offenders and continue to follow up with and apprehend noncompliant offenders when necessary. Representatives from the St. Louis Metropolitan PD attended a USMS tactical training in Chicago in April, where they learned about ballistic shields and building entry and engaged in practical exercises such as breaching simulations.

**160 arrests, 21 firearms**  
**seized**  
 —May 2018  
 St. Louis, Missouri



## Gun Violence

Reducing gun violence is a top priority for all of St. Louis’s local, state, and federal PSP partners. Based on the recommendations from a PSP nonfatal shooting assessment, the St. Louis Metropolitan PD established nonfatal shooting teams in strategic areas throughout the city in late 2017. To support this effort, officers canvass neighborhoods to collect shell casings and provide contact information to residents to report shots fired. The St. Louis Metropolitan PD now tracks and analyzes assaults involving firearms and internally tracks all nonfatal shooting incidents in the city. The USAO—EDMO, the St. Louis Circuit Attorney’s Office, and the St. Louis Metropolitan PD collaborate to enhance investigative outcomes, determine the best prosecutorial venue for cases, and develop lists of prolific shooters using NIBIN and nightly crime reports. A list of top shooters was developed in January with the assistance of these partners and additional federal and local law enforcement, prosecutors, probation officials, and

social service groups. By July, 15 of these shooters had already been charged. The St. Louis Metropolitan PD's gun crime intelligence center helps partners employ a targeted, strategic approach to developing these cases. Through the identification of prolific shooters and increased collaboration, local and federal partners use data analysis to support a regional, proactive approach to crime and the stabilization of neighborhoods. With the assistance of PSP, St. Louis pursued and received a BJA 3PI grant award in September that will be used to expand the gun crime intelligence center and its capacity. The 3PI grant seeks to expand partnerships between police and prosecutors to implement evidence-based and innovative strategies to combat exponential increases in crime, while supporting research partnerships to assess these efforts.



### Criminal Justice Collaboration

Collaboration among federal, state, and local partners helps PSP sites collectively address the systemic issues facing each community. As a result of work done since 2016 by the St. Louis Metropolitan PD, the St. Louis Circuit Attorney's Office, and the PSP team, state legislation was passed in June that allowed the creation of a domestic violence fatality review board and information sharing among partner agencies. The domestic violence fatality review board will review domestic violence-related deaths in order to prevent future deaths and hold accountable offenders and agencies and organizations that intersect with domestic violence cases. Law enforcement and community partners engaged in this initiative received training in November that included discussions on themes such as the role of the criminal justice and advocacy systems in fatality reviews and participated in a mock review with facilitators. The site will continue to receive TTA to support the development of this review program.

To combat an increase in carjackings, law enforcement in and around St. Louis established a carjacking task force that meets weekly. The St. Louis Metropolitan PD, the St. Louis County Police, the Missouri and Illinois State Highway Patrols, the FBI, ATF, USMS, and law enforcement in the Metro East region all participate in the task force. The USAO—EDMO adopts firearm and robbery cases, such as carjackings and business robberies, whenever possible to assist with these efforts. Law enforcement

partners also reported that the use of license plate readers (LPRs) has significantly contributed to countering carjackings.

In January, representatives from the St. Louis Metropolitan PD attended the 2018 Chicago Crime Fighters Conference, where the Chicago PD provided insight on its technological, analytical, and operational public safety strategies. Representatives from the St. Louis Metropolitan PD also attended an FBI Media Training in January that addressed topics such as requesting assistance from the media and preparing for news conferences, interviews, and breaking news stories; social media and crisis communications; how to foster a positive relationship with the media; and practical application exercises. Participants from the St. Louis Metropolitan PD received procedural justice training in July, and the St. Louis Metropolitan PD hosted a BJA VALOR Survive and Thrive training that focused on deconfliction and de-escalation in September.



### Crime Analysis

In April, representatives from the St. Louis Metropolitan PD attended the PSP Crime Analysis Community of Practice meeting in Charlotte with several PSP sites. The purpose of this meeting was to connect analysts from PSP sites to identify their strengths and challenges, share expertise, identify TTA, and learn from one another.



### Technology

The St. Louis Metropolitan PD implemented a new approach to addressing crime hot spots around the city using mobile technology and crime analysis. Based on crime analyses, officers with mobile technology units equipped with cameras and gunshot technology are deployed to hot-spot areas around the city. The St. Louis Metropolitan PD then saturates the area with officers to knock on doors and distribute informational packets to build relationships and engage with the community. These mobile technology units have had an impact on the stabilization of areas following events such as shootings and are helping to break retaliation cycles. In August, the St. Louis Metropolitan PD received a donation to implement cameras and LPRs in Commissioner Hayden's violence reduction zone, increasing the number of LPRs in the city to

approximately 140. In December, St. Louis experienced a significant decline in robberies and carjackings. The St. Louis Metropolitan PD attributes this decrease to the RTCC's new capacity to input license plate numbers for real-time monitoring following a carjacking, which has significantly expedited the apprehension of offenders.

planning efforts for TTA regarding strategic messaging and communication with the public about its priorities and crime reduction goals. The implementation of the St. Louis Metropolitan PD's mobile technology units enabled an increase in community contacts and opportunities for relationship building and have had a substantial impact on crime and community relations.



### Investigations

PSP provided the St. Louis Metropolitan PD and the St. Louis Circuit Attorney's Office with comprehensive TTA on combating witness intimidation as follow-up to a 2017 peer exchange to New York in which St. Louis participated. This TTA covered strategies to promote witness safety, establish vigorous detection and investigative methods, and maintain and strengthen community relationships. A report was provided to the site following the TTA with recommendations related to training, staffing, and funding to strengthen and enhance witness intimidation practices. In response to these recommendations, the St. Louis Metropolitan PD received multiple levels of witness intimidation training to learn about updated processes and resources. The department also designated an advocate to assist victims and witnesses at risk of intimidation and to work collaboratively with investigators. This advocate is tied into the gun crime intelligence center. Representatives from the St. Louis Metropolitan PD also attended an IHIA Advanced Homicide/Violent Crimes Investigations training course in November at the FBI Academy in Virginia.



### Community Engagement

To supplement law enforcement's efforts in Commissioner Hayden's violence reduction zone, the St. Louis Metropolitan PD participated in expanded community engagement efforts such as beat patrols to build relationships with residents in these areas. The St. Louis Metropolitan PD participated in additional community engagement efforts, such as mobile ice cream trucks, an anti-violence march, events to provide meals and books to local youth, and inviting residents to tour its RTCC. To enhance its dialogue with the public, the St. Louis Metropolitan PD and the Mayor's Office began

# Baton Rouge, Louisiana

Engagement Period: September 2017 – August 2019

Key PSP site partners for Baton Rouge include ATF, the Baton Rouge PD, DEA, the FBI, the Louisiana Department of Corrections and Safety, Louisiana State University (LSU), the Parish of East Baton Rouge District Attorney’s Office, the East Baton Rouge Sheriff’s Office, the USAO—Middle District of Louisiana (MDLA), and the U.S. Department of Probation and Parole.



## Federal Partnerships

The Baton Rouge PD works closely with federal partnerships on several formal engagements. The USAO—MDLA works closely with both the Parish of East Baton Rouge District Attorney’s Office and the Baton Rouge PD, especially in numerous violent crime reduction initiatives, including the city’s legacy, federally funded, focused deterrence initiative, Baton Rouge Area Violence Elimination (BRAVE), and the newest community-led nonprofit initiative aimed at reducing violent crime, TRUCE. Continued collaboration with the federal partnership is necessary for the success of TRUCE to be an effective violence reduction tool in the city of Baton Rouge.

The Baton Rouge PD is closely aligned with the Louisiana State Analytical and Fusion Exchange (LA-SAFE) supported by DHS. The federal partners involved in this fusion center include U.S. Immigration and Customs Enforcement (ICE); the FBI; the Governor’s Office of Homeland Security and Emergency Preparedness; the Gulf Coast HIDTA; the Louisiana National Guard; and HSI. The Baton Rouge PD often lends its analysts to LA-SAFE to enhance federal resource coordination and communication among the network of inter-agencies working in the region as the department continues its focus on regional data sharing with state and federal resources.

The Baton Rouge PD continues to strengthen federal collaboration by including key federal partners, such as ATF, DEA, the FBI, the U.S. Department of Probation and Parole, and the USAO—MDLA, through the PSP working group.



## Criminal Justice Collaboration

In addition to the Baton Rouge PD working closely with its federal partners, the city of Baton Rouge depends on its public safety and criminal justice partners to coordinate and collaborate regularly. For example, the Baton Rouge PD works closely with the East Baton Rouge District Attorney’s Office, which supports the violent crime unit and the regional CGIC. The East Baton Rouge violent crime unit also employs a National Guard analyst, who specializes in complex investigations involving human networks (e.g., drug trafficking organizations, robbery crews, gang-gun violence). This partnership has enabled the Baton Rouge PD to work closely with prosecutors and regional criminal justice partners to investigate persistent offenders who are disrupting communities.

Since the end of the BRAVE initiative in 2017, criminal justice providers have been collaborating via TRUCE to launch a similar focused-deterrence model. TRUCE is led by public safety officials (i.e., the Baton Rouge PD, the East Baton Rouge Sheriff’s Office, and the Parish of East Baton Rouge District Attorney’s Office) and funded by local business leaders rather than by public grants. This violence reduction initiative aims to help youth leave behind lives of violence and offers access to skills training, social workers, and support for participants seeking employment.



## Crime Analysis

Effectively using data to inform intelligence-led policing is one of the top priorities for the city of Baton Rouge and the Baton Rouge PD. As a result of this focus, the Baton Rouge PD requested assistance

from PSP to enhance its analytical capacity. The department has been planning and building an RTCC at the Baton Rouge PD headquarters to support its efforts to be a regional leader in intelligence-led policing.

The Baton Rouge PD used a 2018 peer exchange to gain valuable knowledge and model practices in regard to crime analysis. In November, Baton Rouge PD personnel, including a captain and a deputy chief, participated in a peer exchange, facilitated by PSP, with the New Orleans PD to (1) observe the New Orleans PD's meetings related to analysis, data-driven police responses, and review of information for investigations; (2) meet with commanders and support staff from the New Orleans PD regarding processes for modernization of technology for police purposes; (3) learn more about how the New Orleans PD has developed data-driven policing techniques by modernizing technology and structuring its analytical unit, developing priorities, and supporting intelligence-led police; and (4) learn how analysis contributes to command-level meetings to drive operations and develop crime reduction strategies. The participants brought back the information they gathered, which enabled Baton Rouge PD leadership and civilian staff to better understand how to evolve the crime analysis unit for the RTCC. They also learned about the expected evolution or life cycle of the unit, as well as financial and physical resources necessary for a successful crime analysis unit. The peer exchange taught the Baton Rouge PD about required skill sets for RTCC personnel and provided points of contact with a local peer agency for future networking opportunities.

As part of the RTCC effort, the Baton Rouge PD worked with PSP to develop a strategic plan. An evaluation of four analytical components—personnel, technology, data access and quality, and analytical expectations—was performed to provide the Baton Rouge PD with (1) an evaluation of its current state across four components that support analytical processes within a police organization and (2) considerations and areas for enhancing the adoption and implementation of the Baton Rouge PD's robust analytical platform to drive its crime reduction strategies. A report that provides guidance and national model practices on organizational changes to support a centralized crime analysis function, while maintaining divisional intelligence support functions,

will be delivered in 2019. PSP will continue to provide guidance to the Baton Rouge PD as personnel and positions are reviewed, in addition to establishing analytical workflows.

The Baton Rouge PD also sought to enhance its civilian crime and intelligence analysts' hard skill sets. In 2018, the PSP team initiated coordination for crime analysis and intelligence trainings to take place in 2019. These trainings include the Alpha Group, Inc.'s Crime Analysis Applications and Intelligence and Analysis trainings and will provide hands-on instruction to better understand the operational issues and statistical processes in developing a successful crime analysis program.



## Technology

Information sharing has historically been a challenge for the Baton Rouge PD and its regional criminal justice partners. Though some challenges have decreased over the years with collaborative initiatives, the leaders within the city wanted more streamlined and continuous information sharing. Technology modernization for critical public safety data collection and management (e.g., records management systems, data warehousing) is a priority for the city. This focus on technology has allowed the city to gather collective resources to support the purchase of a CAD system and an RMS. To support technology implementation and the use of advanced analytics for crime responses, the Baton Rouge PD is leading a regional technology committee. This committee began meeting in late 2018 and supports collaborative, strategic efforts for regional criminal justice partners to evaluate, purchase, and implement advanced technologies.

In addition, the Baton Rouge PD has leveraged advanced technologies in business analytics and mapping to develop a customized analytical platform. This system, the Public Safety Common Operation Platform (PSCOP), supports patrol operations through robust analytics from the Baton Rouge PD CAD and RMS data sources. PSCOP provides the Baton Rouge PD with enhanced situational awareness for officer safety purposes (including GPS locators within officers' radios rather than cruiser GPS), a visual aid that identifies where all the active assets are located around the city, and an improved awareness of real-time statuses for all patrol staff. The

Baton Rouge PD plans for PSCOP to be even more powerful with the inclusion of “Command Central Aware” technologies in the future. In 2018, PSP provided various considerations for additional dashboards and visualizations to be implemented within PSCOP that will enhance the effectiveness and utilization of the tool for the Baton Rouge PD line staff.

**60 percent clearance rate for  
violent crimes**

—Spring and Summer 2018  
Baton Rouge, Louisiana



## Community Engagement

Strong relationships with the community are an essential component to improving and sustaining public safety. The city of Baton Rouge and the Baton Rouge PD have identified enhanced community engagement and community-oriented policing as one of their top priorities moving forward.

Beginning in May and concluding in August, the Baton Rouge PD command staff leveraged PSP resources to revive and implement community-oriented policing practices. Subject experts on this topic worked with the Baton Rouge PD command staff to refocus efforts on community outreach and reconciliations. The department’s outreach during the summer included numerous community meetings, collaborative efforts with faith-based leaders, and a stronger connection with its business partners. Baton Rouge PD leadership reported a 60 percent clearance rate for violent crimes during the spring and summer months—the highest clearances seen in years for the department—which they partially attributed to the community-oriented policing practices.

For 2019, the Baton Rouge PD is receiving technical assistance to revise its training delivery for basic and in-service training, which supports its priorities of community policing and data-driven crime reduction strategies. The message of the trainings will focus on enhancing procedural justice, thus attempting to shift the department’s culture to a more community-oriented focus. By focusing on community engagement, trust, and witness cooperation, the Baton Rouge PD aims to build on its 2018 successes and further reduce gun violence and improve investigation clearance rates.

# Birmingham, Alabama

Engagement Period: June 2017 – September 2020

Birmingham PSP site partners include the Alabama Board of Pardons and Paroles, ATF, the Birmingham PD, the Birmingham Mayor’s Office, DEA, DHS, the FBI, the Housing Authority of the Birmingham District, the Jefferson County District Attorney’s Office, the Jefferson County Sheriff’s Office, the USAO—Northern District of Alabama (NDAL), and USMS.



## Federal Partnerships

The Birmingham PSP site, through the leadership of U.S. Attorney Jay Town, has emphasized robust collaboration between local and federal partners to drive down violent crime. In 2018, the USAO—NDAL established two task forces in Birmingham to enhance coordination and improve public safety. The Public Safety Task Force involves targeted enforcement strategies against Birmingham’s most prolific and violent offenders, and the Safe Neighborhoods Task Force focuses on community outreach, prevention, and reentry efforts to reduce violence. The Alabama Board of Pardons and Paroles, ATF, the Birmingham PD, DEA, DHS—HSI, the FBI, the Housing Authority of the Birmingham District, the Jefferson County District Attorney’s Office, the Jefferson County Sheriff’s Office, Mayor Randall Woodfin’s Office, the Shelby County Drug Task Force, the USAO—NDAL, and USMS participate in these task forces. The USAO—NDAL dedicated an Assistant U.S. Attorney to outreach and prevention efforts in its district to support the Safe Neighborhoods Task Force.

To promote further collaboration, the Birmingham PD and the Jefferson County Sheriff’s Office assigned several task force officers to ATF. The Birmingham PD also assigned officers to DEA and to several of the Housing Authority’s public housing communities to combat the rise in juvenile and violent crime. In 2018, ATF used information provided by the Alabama Board of Pardons and Paroles to apprehend a top-ten offender who was a linchpin in violent crime in the city. In early November, the Public Safety Task Force arrested another top-ten offender as part of a gang investigation. The USAO—NDAL has charged 15

gangs as part of this task force work. In December, ATF followed up on an interstate gun trafficking and gang case that resulted in the seizure of drugs, guns, and cash by the Birmingham PD and bolstered charges for two gang members.

**The USAO—NDAL established two collaborative task forces to enhance public safety.**

—2018  
Birmingham, Alabama



## Gun Violence

Combating gun violence is a critical aspect of Birmingham’s plans to advance public safety. PSP provided Birmingham with a nonfatal shooting and gun violence reduction assessment in 2018 to enhance the site’s capacity to conduct comprehensive nonfatal shooting investigations in efforts to reduce gun violence. As part of this assessment, the assessment team interviewed members of ATF, the USAO—NDAL, and the Birmingham PD’s command, investigative, patrol, crime lab, crime analysis, intelligence, victim/witness, and training staff; reviewed the Birmingham PD’s policies and practices; and provided a report to the site that included recommendations for future enhancement. This assessment helped establish a gun case review model to address gun referrals and identify the best venue for prosecution and enhanced communication between the USAO—NDAL and the Jefferson County Prosecutor’s Office.

ATF continues to target straw purchasers and trace shell casings through the use of NIBIN. A straw purchase is the illegal purchase of a firearm by one person for another. Preventing these purchases helps

disrupt firearms trafficking organizations and violent crime. As of December, ATF had averaged approximately two to three suspicious purchaser referrals to the Birmingham PD per month. NIBIN information is shared regularly between ATF and the Birmingham PD and has produced more than 1,800 leads.



### Criminal Justice Collaboration

The PSP partnerships and collaboration in Birmingham continue to be exemplary. In February, representatives from the Birmingham PD attended the 2018 Los Angeles PD Crime Fighters Conference, where they discussed and learned about the Los Angeles PD's Community Safety Operations Centers, CompStat, building trust and effectiveness, and leveraging technology against crime. Birmingham served as host to the 2018 PSP Symposium on Violent Crime on September 24–26. The symposium convened approximately 280 representatives from PSP sites—including state and local law enforcement; prosecutorial, corrections, and community partners; and representatives from DOJ, such as ATF, the COPS Office, DEA, the FBI, OJP, OVW, and USMS—to share strategies to address needs in public safety and build capacity to fight violent crime. The Birmingham PD and the Alabama Board of Pardons and Paroles began conducting weekly welcome visits with released violent offenders. The Birmingham PD, the Jefferson County Sheriff's Office, and the USAO—NDAL participated in a two-month operation that concluded in May that resulted in federal charges against 71 defendants and the seizure of more than 140 firearms. A four-day operation by the Birmingham PD, the USAO—NDAL, and USMS in August resulted in 29 arrests on violent crime charges such as attempted murder and robbery.

As part of the Safe Neighborhoods Task Force, the USAO—NDAL regularly communicates with Mayor Woodfin's Office of Community Engagement and considers how to incorporate community partners to supplement the efforts of this task force, such as the Helping Families initiative that supports crime prevention by partnering with schools. This initiative also has been integrated into Birmingham's PSP work. The sexual assault justice initiative through the Jefferson County District Attorney's Office employs a multidisciplinary review of sexual assault cases by

a team that includes law enforcement, the medical community, and victim advocates.



### Crime Analysis

Crime analysis is an essential facet of combating violent crime in Birmingham. A PSP crime analysis assessment was conducted for Birmingham this year to determine its crime analysis capacity and suggest recommendations for future enhancement. To supplement this assessment, BJA hosted a Building Analytical Capacity workshop for the site. In April, representatives from the Birmingham PD attended the PSP Crime Analysis Community of Practice meeting in Charlotte with several PSP sites. The purpose of this meeting was to connect analysts from PSP sites to identify their strengths and challenges, share expertise, identify TTA, and learn from one another. During this meeting, analysts heard presentations from experts on areas such as crime analysis efforts to reduce crime, DOJ crime analysis assistance available, how the Charlotte-Mecklenburg PD has built up its crime analysis capacity, major violence reduction practices and their evidence base, leveraging police data, and data integration and expansion. Birmingham PD analysts also participated in the NPS SNA Symposium in California in May, where they learned more about SNA and its benefits and challenges, its application in law enforcement, the importance of analyzing dark networks, and academic and law enforcement partnerships that can help support SNA.



### Technology

The Birmingham PD continues to explore available technologies and their applicability to the site's crime-fighting goals. Representatives from the Birmingham PD attended multiple FBI DIVRT training courses, where they learned about techniques for extracting and editing digital video from camera systems to solicit the public's help with identification of suspects to assist law enforcement investigations.



### Investigations

To enhance its investigative processes and facilitate increased information and intelligence sharing, the Birmingham PD combined its robbery and homicide units, designated additional detectives to investigate sexual assaults, created a felony assault

unit, began hiring eligible retired officers to increase manpower and patrol coverage, and adjusted the length of its patrol shifts to provide more coverage in the community.

The Birmingham PD also increased its coordination with the Jefferson County Sheriff's Office's Metro Area Crime Center (MACC) and joined a records sharing platform that involves six other agencies. The PD announced plans in September to install cameras in nonresidential high-crime areas that would be monitored by the MACC. The Birmingham PD will determine camera locations based on crime trends. Representatives from the Birmingham PD attended the IHIA Eastern Regional Basic Homicide Investigators Course in Springfield, Massachusetts, in May that covered investigative topics such as crime scene analysis and processing, responsibilities of the homicide investigator and duties of the first responder, the role of the coroner/medical examiner, investigative resources and techniques, homicide types and offender motivation, suspect development, interview and interrogation, serial murder, victimology, ethics, media relations, report writing and documentation, prosecution, and stress management.



### Community Engagement

Increasing community engagement is a priority for Birmingham's PSP site partners. The Birmingham PD renewed its beat patrol deployments in which officers patrol neighborhoods on foot to foster relationships with the community. The PSP team held discussions with Mayor Woodfin's Office of Community Engagement regarding best practices to address youth violence, such as reducing exposure and susceptibility to violence. Birmingham PSP stakeholders are exploring the development of data-driven prevention, intervention, enforcement, and reentry strategies to decrease youth and gang violence while also driving positive youth outcomes through initiatives such as youth courts, restorative justice programs, and community justice centers. The Safe Neighborhoods Task Force conducted numerous listening sessions with the community focused on perceptions of crime, crime prevention, and offender re-entry into the community. The Birmingham PD also held its first Holiday Gala in December and invited the public to attend.

# Buffalo, New York

Engagement Period: June 2017 – August 2019

Key PSP site partners for Buffalo include ATF, the Buffalo PD, DEA, FBI, Erie County Central Police Services, the Erie County Crime Analysis Center, the Erie County District Attorney's Office, Erie County Probation, the Erie County Sheriff's Office, New York/New Jersey HIDTA, New York State Correctional Services, the New York State Police, the USAO—Western District of New York (WDNY), and USMS.



## Federal Partnerships

Strengthening relationships between the PSP sites, local partners, and federal law enforcement is one of the central tenants of the PSP program. The Buffalo PD displays its level of commitment to these relationships by organizing and participating in initiatives throughout the city of Buffalo. Mayor Byron Brown's Operation Clean Sweep initiative is supported by local, state, and federal partners such as law enforcement, citizen service, and the New York State Attorney General.

The Buffalo PD has continued to engage federal collaboration and partnerships by including key federal partners, such as ATF, DEA, the FBI, and the USAO—WDNY, through the PSP working group.



## Gun Violence

The Buffalo PD coordinated with ATF to improve its application of NIBIN technologies to reduce gun violence in Erie County. Following TTA provided by PSP, the Buffalo PD modified its Investigations Division into two sections, with one section focusing on homicides and the other focusing on nonfatal shootings. This modification to a more streamlined approach to investigations was implemented to help each investigator reduce his or her caseload, provide an opportunity for increased focus, and produce greater ability to build expertise through that focus.

In addition, as a result of its participation in the 2018 PSP Symposium on Violent Crime, the Buffalo PD has shown interest in participating in a nonfatal shooting evaluation in support of its goal to reduce gun violence.



## Criminal Justice Collaboration

The Buffalo PD partners with the Erie County Sheriff's Office and the New York State Police on a variety of public safety and criminal justice services. Through this partnership, the group provides crime prevention, public safety services, and informational services to their residents and visitors. The Buffalo PD and the Erie County Sheriff's Office are also engaged in several community events that provide community resource programs to residents.

In collaboration with the New York Division of Criminal Justice Services (DCJS), the city of Buffalo and the Buffalo PD were able to implement data-driven policing approaches to address violent crime. The Buffalo PD utilized DCJS funding to target firearm-related crimes, robbery, and aggravated assaults. In doing so, the Buffalo PD expanded its agency's personnel to include a detective, an assistant district attorney, a field intelligence officer, probation officers, and an evidence clerk.

In 2012 and 2014, the Buffalo PD received additional funding from two grants: (1) The Buffalo Promise Neighborhood and (2) DCJS Gun Involved Violence Elimination (GIVE). The funds were leveraged to increase police presence, target outreach to youth and families, enhance community empowerment and engagement, mandate the use of focused deterrence, and provide overtime pay for officers to respond to murders and shootings. Through the GIVE initiative, partners are provided jurisdiction support to implement evidence-based approaches supported by DCJS, such as the Problem-Oriented Policing Scanning, Analysis, Response, and Assessment (SARA) Model. In addition, a critical element of this

initiative is fostering collaboration between agency crime analysts and regional crime analysis centers to share relevant data and analyses.



### Crime Analysis

In 2007, the Buffalo PD established a robust Crime Analysis Division through its involvement in the Erie County Crime Analysis Center, located in the department's headquarters. Access to the center has provided the Buffalo PD with the ability to conduct in-depth crime analyses of all county crime incidents and help inform decisions in areas of strategic planning and tactical deployment. PSP explored options for providing TTA to the department in the area of crime analysis; however, department executives decided to focus efforts elsewhere to address areas that were in greater need of TTA.



### Technology

The Buffalo PD is uniquely positioned with its support from local, state, and federal partners to implement technological solutions throughout the department to engage with the community and investigate criminal incidents. Through the Buffalo PD's partnership with the Erie County Crime Analysis Center, analysts can generate reports and conduct geographic incident analyses to support data-driven decisions. The Buffalo PD also has an extensive working relationship with ATF through its use of NIBIN. In addition to the use of NIBIN, the Buffalo PD has concurrently used eTrace, a paperless firearms trace request submission system and interactive trace analysis module that facilitates firearms tracing through ATF. The Buffalo PD benefits from using eTrace to develop investigative leads, reduce the trace request turnaround time, improve the quality of trace-related information, and generate statistical reports and perform online analytical research.



### Investigations

At the request of the Buffalo PD, PSP engaged two subject experts to provide model practices and strategies to reduce violent crime, conduct high-quality investigations, and produce successful investigations and prosecutions in homicide cases. During a three-day visit, the subject-expert team met with command staff, supervisors,

investigators, and prosecutors from the department. They toured the police department's facilities, reviewed active homicide investigation case files, engaged in roundtable discussions, and met individually with homicide investigators, supervisors, and prosecutors. In addition, they reviewed crime data, policies, procedures, and other documents related to the Buffalo PD's homicide investigative function.

During the site visit, it was apparent that investigators and prosecutors cared about their responsibilities, worked extremely hard, and were trying to make a positive difference in their communities. It also was evident that the Buffalo PD is understaffed, needs to increase its number of homicide investigators or alleviate nonmurder responsibilities, and must implement effective investigator training programs, from basic detective through advanced homicide. The subject experts provided considerations for effective and successful homicide investigations and prosecutions, and the Buffalo PD is prioritizing next steps.



### Community Engagement

Community engagement through community policing has been a long-standing priority of the Buffalo PD. Mayor Brown announced the official start of the city of Buffalo's Operation Clean Sweep initiative with the creation of the Save Our Streets (SOS) Task Force. The SOS Task Force is composed of various law enforcement and government agencies. The charge of the task force is to empower residents in the community and improve the quality of life in the city of Buffalo by ridding residential properties of drug activity, nuisance properties, and other neighborhood issues in a collaborative manner. Over a six-month period, the SOS Task Force conducted over 30 "clean sweeps" to assist in the delivery of services throughout the city of Buffalo.

In addition to the announcement of the Operation Clean Sweep initiative, the Buffalo PD assigned 12 officers to begin taking part in the new Neighborhood Engagement Team (NET). NET officers spent approximately two weeks in several designated neighborhoods, engaging the community and further strengthening the relationship between police officers and residents. They provided high-visibility foot and

mobile patrols, addressed problem areas and problem properties, worked with the Department of Community Services' Division of Citizen Services, district community police officers and school resource officers (SROs), the Department of Permits and Inspections, the Department of Public Works, the Division of Parks and Recreation, and the Police Athletic League of Buffalo.

To keep up with its effort to bridge the gap between the police and the community it serves, the Buffalo PD actively engages in reporting alerts of traffic, weather, and other public safety issues via its official Twitter account.

**The SOS Task Force** conducted over **30 “clean sweeps”** in a six-month period.

—2018  
Buffalo, New York

# Cincinnati, Ohio

**Engagement Period: June 2017 – August 2019**

Key PSP site partners for Cincinnati include ATF, Christ Temple Full Gospel Baptist Church, Church of Living God, Cincinnati Children’s Hospital, the Cincinnati Initiative to Reduce Violence (CIRV), the Cincinnati PD, the Cincinnati Works Phoenix Program, the City of Cincinnati Prosecutor’s Office, DEA, the FBI, Hamilton County Adult Probation, the Hamilton County Prosecutor’s Office, the Hamilton County Sheriff’s Office, the Urban League of Greater Southwestern Ohio, the USAO—Southern District of Ohio (SDOH), and USMS.



## Federal Partnerships

The Cincinnati PD continues to engage federal partnerships, including ATF, the FBI, the USAO—SDOH, and USMS, through PSP.

According to senior command executives at the Cincinnati PD, an increase in collaboration with federal partners and, in particular, the USAO—SDOH has led to a significant increase in federal prosecutions, especially in the prosecution of 18 U.S.C. § 922(c) and 18 U.S.C. § 922(g) cases. As a result, violence reduction initiatives (such as offender focused-deterrence initiatives) have contributed to the significant reduction of Part I crimes in 2018, which fell by 19.9 percent from 2017.

In addition, through collaboration and coordination with ATF, NIBIN has had significant impacts in clearing open violent gun cases. NIBIN was able to incriminate a suspect in an open robbery case in which witnesses refused to cooperate in a separate case with the same suspect. Without the utilization of NIBIN, that individual most likely would not have been prosecuted for either case. PSP worked with the Cincinnati PSP Working Group to identify opportunities to expand on these efforts to further violent crime reductions in Cincinnati.



## Gun Violence

One of the Cincinnati PD’s goals is to maintain the trending reduction in homicide, felonious assaults, and aggravated robbery rates that it has experienced over the past two years, focusing specifically on gun violence. The Cincinnati PD continues its efforts to disable violent organized

groups and mitigate locations that systematically contribute to such crimes. Based on conversations with the Cincinnati PD’s executive command staff, the violent crime prevention initiatives yielded a 30 percent reduction in shooting victims.

Due in part to the Cincinnati PD’s efforts, the city of Cincinnati experienced the following decreases in crime in 2018 from the previous year: 19 percent in homicides, 5 percent in rapes, 26 percent in robberies, and 17 percent in aggravated assaults.

PSP and the Cincinnati PD sought to reduce violent crime victimization/retaliatory crime to further support gun violence reduction efforts. The Cincinnati PD hopes to focus on the targets/victims of crime to influence the reduction in criminal events throughout the city of Cincinnati.

**Reductions of 19 percent in homicides, 26 percent in robberies, and 17 percent in aggravated assaults**

—2018 compared to 2017  
Cincinnati, Ohio



## Criminal Justice Collaboration

In conjunction with technology and federal partnerships, the city of Cincinnati received a second NIBIN machine from ATF. As a result of this additional NIBIN machine, Cincinnati’s already robust NIBIN program has evolved to a regional hub for the surrounding states and criminal justice partners. The Cincinnati PD trains other criminal justice departments on the second NIBIN machine

and has reduced gun violence in the tri-state area (Ohio, Indiana, and Kentucky) as a result.



### Crime Analysis

The city of Cincinnati has a vigorous Crime Analysis Division that houses five crime analysts and partners with local universities for various internship opportunities. In 2018, the Cincinnati PD experienced a reported reduction in crime of seven percent as compared to the previous year. From 2015 to 2018, reported crime decreased by 13.5 percent.

Through CIRV, the Cincinnati PD continues to utilize its robust analytical capacities and capabilities to focus on all shootings (fatal and nonfatal) and particularly those with suspected group member involvement. Stakeholders from the city of Cincinnati, particularly the Cincinnati PD, have demonstrated the city's robust analytical capabilities in helping reduce violent crime and maintain transparency to the community in real time. The Cincinnati PD acts as a peer agency for using robust analytics to drive violence reduction for other agencies.



### Technology

One of the Cincinnati PD's strategic priorities is to upgrade information technology systems and implement new technology in the city of Cincinnati. The Cincinnati PD and the city of Cincinnati intend to implement a comprehensive informational technology strategy, in conjunction with other intelligence platforms, that will become the center of the Cincinnati PD's crime reduction strategies.

In addition to the second NIBIN machine from ATF, the city of Cincinnati has leaned on its enhanced ShotSpotter network to help reduce gun violence in the city. With enhanced federal prosecution cooperation and the utilization of advanced technologies such as NIBIN and ShotSpotter, the Cincinnati PD has used technology as a major tool to reduce violent crime.



### Community Engagement

One of the Cincinnati PD's strategic priorities is community engagement and

development. The Cincinnati PD understands that crime and disorder reductions can best be sustained by community engagement, coupled with strategic planning efforts. In 2018, the Cincinnati PD continued to engage stakeholders to establish and foster a community culture in which crime and disorder are not tolerated.

In addition, one of the Cincinnati PD's goals is to enhance the department's understanding and implementation of constitutional policing to improve levels of community trust. With leadership from both the Cincinnati PD and the USAO—SDOH, the city of Cincinnati has prioritized this request for technical assistance in community engagement and development, understanding and utilizing constitutional policing, improving community trust, and enhancing police transparency during crises. The prioritization of this focus area was further supported by the city of Cincinnati's representatives' attendance at the 2018 PSP Symposium on Violent Crime in Birmingham, where they participated in a session facilitated by the Los Angeles PD's Director of Constitutional Policing and Policy, Arif Alikhan.

PSP-sponsored technical assistance in the focus area of community engagement and constitutional policing is scheduled for the second quarter of 2019.

# Houston, Texas

Engagement Period: September 2017 – August 2019

Key PSP site partners for Houston include ATF, the FBI, the Harris County District Attorney’s Office, the Houston PD, ICE, the Mayor’s Anti-Gang Office, the Texas Anti-Gang Center, the USAO—Southern District of Texas (SDTX), USMS, and Walgreens Asset Protection.



## Federal Partnerships

The Houston PD continues to strengthen federal partnerships by including key federal partners, such as ATF, the FBI, ICE, the USAO—SDTX, and USMS, in PSP.

In January, three Houston PD personnel members attended media training hosted by the FBI in Little Rock. This federally sponsored training provided strategies to local law enforcement on how to enhance its coordination and communication with local media in part to foster improved community relations. The purpose of the training was to help attendees develop a media engagement strategy and view media as an opportunity to reach the general public rather than an obstacle to overcome.

PSP also is coordinating logistics to send five sworn Houston PD personnel members to the FBI’s DIVRT training in 2019.



## Criminal Justice Collaboration

In addition to subject experts who support technical assistance within investigations and crime analysis, the Houston PD has connected with other criminal justice leaders in Albany, New York; Los Angeles; and Milwaukee to learn about crime reduction strategies and community outreach. PSP shared resources from Chicago and the Center for Problem-Oriented Policing to inform Houston PD leaders on collaborative approaches to crime reduction.

PSP is coordinating a peer exchange opportunity for the Houston PD Robbery Division, expected to occur in the second quarter of 2019. Two lieutenants from the Houston PD Robbery Division will attend the 2019 Los Angeles PD Crime Fighters Conference, which assembles senior police leaders from cities

supported by PSP, Southern California, and other cities around the country to learn about innovative, evidence-based violence reduction strategies.

The city of Houston prioritizes its anti-gang suppression efforts through the collaboration with approximately 15 federal, state, and local public safety agencies. Houston recognizes that Houston gangs are violent and responsible for a large percentage of criminal acts throughout the Houston metropolitan area; as a result, the city continues to disrupt and dismantle the most significant and violent gangs with numerous initiatives, such as the Mayor’s Anti-Gang Office, StopHoustonGangs.com, and the Texas Anti-Gang Grant Program.

PSP will work with the Houston PD to pinpoint high-robbery crime areas and coordinate with patrol and other proactive units to do targeted enforcement, including implementation of a problem-oriented policing project in partnership with groups such as the Harris County District Attorney’s Office. These focus areas could potentially call for community outreach and increased collaboration with community partners.

**Fifteen** federal, state, and local public safety agencies collaborate on gang suppression efforts.

—Houston, Texas



## Crime Analysis

While the Houston PD has a centralized crime analysis unit to support overall departmental statistics, additional personnel are embedded within the Patrol and Investigations Divisions for crime and/or location-specific support. The Houston PD Robbery Division is supported by an investigative

analyst and an officer designated-crime analyst. Houston PD leaders requested technical assistance to build the analysts' capacity and knowledge base to keep up with current crime reduction trends and techniques. In January 2019, the Houston PD Robbery Division's criminal intelligence analyst will attend crime intelligence training. Crime analysis training was coordinated in 2018 for the Houston PD Robbery Division's officer designated-crime analysts and will occur in the second quarter of 2019.

PSP also has held virtual training sessions with Houston PD officers regarding robbery statistics and tracking events to support problem solving. These virtual training sessions with the Houston PD Robbery Division's crime analysts have focused on strategic crime analysis (long-term patterns) and identifying various seasonal trends in robberies, per district, throughout the calendar year. In 2018, the PSP team began a review of the Houston PD Robbery Division's crime analysis capabilities for upcoming technical assistance for the second quarter of 2019, in which a problem-oriented policing subject expert will work with the Houston PD Robbery Division to reduce robbery rates in outlined areas within the city of Houston.



### Technology

The Houston PD Technology Committee establishes strategic planning processes and prioritizes projects related to technology upgrades, implementation, and ongoing life-cycle efforts. As of 2018, the department has been planning the implementation of a new RMS and case management system. PSP provided the department with information on BJA's Technology TTA Initiative to enhance its technology capabilities and strategic planning efforts in this area.



### Investigations

During OJP's 21st Century Violence Reduction Strategies Symposium in December 2016, Houston PD leaders and county criminal justice stakeholders discussed their challenges in the volume and complexity of robbery offenses in Houston. With a four-year average of 9,382 robberies a year,

investigators and local prosecutors acknowledged the need for advanced data analysis and proven crime reduction strategies to address the organized nature of robbery offenders.

To assist the agency in these efforts, PSP solicited the expertise of Dr. Scott Decker to conduct a robbery review to understand the Houston PD's investigation processes and identify areas to enhance its crime reduction strategies. This review provided considerations for the department regarding recent robbery trends, staffing and training, investigation processes, case management, and crime prevention efforts. Briefings to the department on this report allowed PSP to share information from other criminal justice agencies and identify additional technical assistance support.

For crime prevention efforts, the Houston PD requested assistance from social media and communications subject expert Laura McElroy. Ms. McElroy enhanced the website maintained by the Robbery Division to share video and digital evidence of offenses. The website, and eventually the Houston PD's social media accounts, allows the division to solicit incident information from the community anonymously and also enables the department to keep citizens aware of crime concerns. Beginning in October 2017, Ms. McElroy and the Houston PD leadership worked together to make several process enhancements to the website (e.g., posting digital videos and photos from incidents), launch social media sites, and collect website analytics. These enhancements to the website and utilization of social media resulted in five times more page views in a one-year period, and an 85 percent increase in watch time of YouTube videos posted on the Robbery Division's website. Ms. McElroy will continue to work with the Houston PD in 2019 to conduct outreach and gather information in support of investigations. Since the implementation of Ms. McElroy's considerations, the Houston PD Robbery Division has reported an increase in the volume of tips, which has possibly led to more information to help investigations and case closure rates.

# Indianapolis, Indiana

**Engagement Period: June 2017 – September 2020**

Indianapolis’s PSP site partners include ATF, DEA, the FBI, the Indianapolis Metropolitan PD, Indiana University, the Marion County Probation Department, the Marion County Prosecutor’s Office, the USAO—Southern District of Indiana (SDIN), and USMS.



## Federal Partnerships

Strengthening relationships between the PSP sites’ local partners and federal law enforcement is one of the central tenets of the PSP program. The USAO—SDIN detailed more federal prosecutors this year to focus on violent-crime and drug-related cases. The USAO—SDIN and the Indianapolis Metropolitan PD participated in numerous community meetings to discuss the site’s violence reduction efforts with the community. In January, a joint operation between the FBI and the Indianapolis Metropolitan PD resulted in the seizure of 19 guns and 87 sex offender registry checks. In November, the FBI reported that a new internal team executed 15 search warrants, seized 10 firearms, and made 16 arrests in the five months since its establishment. ATF led an operation in February against a group responsible for trafficking large amounts of guns and drugs into Indianapolis that resulted in 14 federal indictments and 56 state and local indictments and the seizure of 45 NIBIN-eligible firearms. DEA reported the seizure of more than 16 guns in a period of a few weeks in November. USMS increased the number of warrants served throughout the year, especially for shootings and homicides, and is leading witness protection efforts. In November, USMS reported three arrests in the month prior, including one for homicide and an arrest of a serious, violent felon. The USMS task force worked in coordination with the Indianapolis Metropolitan PD on several of its arrests.

and developed a partnership with ATF to train officers on retrieving and processing crime guns and strengthening gun cases. The Indianapolis Metropolitan PD is socializing its NIBIN processes departmentwide. NIBIN submissions increased to 1,800 year-to-date in July 2018 compared to 636 in 2017. ATF brought on an analyst to support the increase in NIBIN work, and the Marion County Prosecutor’s Office brought on a part-time assistant prosecutor to assist in examining NIBIN leads. In fall 2018, the Marion County Prosecutor’s Office received the Innovative Prosecution Solutions for Combating Violent Crime and Illegal Opioids grant award from BJA to hire a designated NIBIN prosecutor; this new prosecutor started in November. In November, the site reported approximately 1.5 NIBIN leads per day. The Indianapolis Metropolitan PD plans to hire new crime analysts who will focus on gun violence and social networking by analyzing intelligence from NIBIN leads to perform link analysis on recovered shell casings to help target shooters and using social media to track criminal activity. Indianapolis plans to launch a CGIC in 2019 as part of its efforts to identify serial shooters and remove illegal guns from the community.

**1.5 NIBIN leads per day**

—November 2018  
Indianapolis, Indiana



## Gun Violence

Reducing gun violence is a key priority for Indianapolis and its PSP partners. The USAO—SDIN filed more than double the number of federal gun crime cases in 2018 compared to 2017, and the Marion County Prosecutor’s Office filed more than 1,500 gun crime cases. The Indianapolis Metropolitan PD expedited and streamlined its NIBIN processes



## Criminal Justice Collaboration

Collaboration among federal, state, and local partners helps PSP sites collectively address the systemic issues facing each city. An important aspect of this collaboration is peer exchanges, which allow participating sites to learn from one another on central public safety issues. In March, representatives from the Indianapolis Metropolitan PD participated in a

peer exchange to the Charlotte-Mecklenburg PD to observe its electronic monitoring program for offenders, tour its RTCC, and meet with a juvenile court judge to discuss electronic monitoring for juveniles. In July, the Indianapolis Metropolitan PD and other local and federal partners identified more than 40 juveniles and young adults responsible for at least 20 violent crimes since 2017, including shootings, robberies, and murder. Monitoring and conducting home visits for high-risk juvenile offenders is part of the Indianapolis Metropolitan PD's larger targeted enforcement strategy identified in 2018. This strategy includes providing beat officers timely information on criminal activity, strengthening gun crime investigations, adding more personnel to the homicide unit, and focusing on youth in additional ways such as providing job-skills training, financial guidance, and employment assistance. The Marion County Probation Department conducts home visits in strategic areas to high-risk offenders, for both adults and juveniles, often with the assistance of ATF and the Indianapolis Metropolitan PD. Firearms confiscated from these visits are processed through NIBIN by ATF. The Marion County Probation Department reported the completion of 371 successful checks in 2018, with 72 firearms recovered from these visits.



### Crime Analysis

A vital aspect of Indianapolis's plans for public safety enhancement through PSP includes increasing its crime analysis capacity. A PSP crime analysis assessment was conducted in Indianapolis in the last quarter of 2018 to enhance the Indianapolis Metropolitan PD's ability to conduct analyses that pinpoint violent offenders and hot spots and to inform the crime analysis efforts of the analysts that the department plans to hire, in addition to the new crime analysts hired in 2018. These analysts will assist in analyzing crime data to identify patterns and perform in-depth link analysis for gun crime and criminal networks. As follow-up to the assessment, Indianapolis received technical assistance on hiring a new intelligence analysis supervisor and is addressing additional recommendations from the crime analysis assessment report.

Representatives from the Marion County Prosecutor's Office attended the Manhattan District Attorney's Office Intelligence-Driven Prosecution

Symposium on March 12–13 to learn about innovations in prosecution, police-prosecutor data sharing, reentry initiatives, hot-spot prosecution, and key intelligence resources. In April, representatives from the Indianapolis Metropolitan PD attended the PSP Crime Analysis Community of Practice meeting in Charlotte with several PSP sites to share expertise with analysts from other PSP sites, identify TTA, and learn from one another. Representatives from the Indianapolis Metropolitan PD also attended the NPS SNA Symposium in California in May to learn about SNA's benefits for law enforcement.



### Technology

One of the Indianapolis Metropolitan PD's priorities is to enhance its use of intelligence-led policing to support its violent crime reduction goals. A PSP technology assessment was conducted for the site in April. The purpose of the assessment was to help inform the site's technology-related aspirations moving forward, such as upgrading its RMS and CAD system. Representatives from the Indianapolis Metropolitan PD attended FBI DIVRT training courses in May and October to learn about techniques for extracting and editing video from camera systems to assist in law enforcement investigations and the identification of suspects.



### Investigations

Enhancing investigative processes can help reduce crime, increase clearance rates, and promote strengthened prosecutions, making communities safer. The Indianapolis Metropolitan PD attended the IHIA Eastern Regional Basic Homicide Investigators Course in Springfield, Massachusetts, in May to learn about investigative topics such as crime scene analysis and processing, investigative strategies, homicide types and offender motivation, suspect development, serial murder, victimology, ethics, media relations, report documentation, prosecution, and stress management. Representatives from the Indianapolis Metropolitan PD also attended the IHIA Advanced Homicide/Violent Crimes Investigations training course on November 5–9 at the FBI Academy in Virginia, which covered investigative topics such as crime scene analysis, digital forensics and evidence, evidence preservation, interviews, and homicide prosecutions. The Indianapolis Metropolitan PD increased its overall homicide

clearance rate in 2018 to approximately 69 percent in August, up from approximately 45 percent in 2017. The department attributes this increase to strengthened relationships with the community, enhanced collaboration, the addition of more detectives, and the increased use of crime analysis. Violent crime also decreased in Indianapolis 17 percent overall from July to December 2018 compared to the same period in 2017.

reduction efforts. The Indianapolis Metropolitan PD also developed community councils in each district to address social factors that contribute to violent crime. In the last quarter of 2018, the Indianapolis Metropolitan PD began planning for TTA regarding strategic messaging and communication with the public about its crime reduction efforts to enhance its dialogue with the public.



### Community Engagement

Strong relationships with the community are an essential component to improving and sustaining public safety. The Indianapolis Metropolitan PD implemented a beat policing program, in which officers patrol smaller assigned areas to foster relationship building between law enforcement and the communities they serve. Using lessons learned from the 2018 Los Angeles PD Crime Fighters Conference, the Indianapolis Metropolitan PD also launched a social media campaign, #9PMRoutine, which reminds citizens to remove valuables, particularly guns, from vehicles and lock all doors to reduce thefts as part of their nightly routine. The department also implemented daily meetings in each of its six districts to examine crime analysis, resource deployment, and neighborhood activities based on lessons learned from the Los Angeles PD Crime Fighters Conference.

The Indianapolis Metropolitan PD collaborated with the Mayor's Office to create two new roles for the city: the Director of Community Violence Reduction and Peacemakers (who are overseen by the director). These new positions seek to reduce homicides and nonfatal shootings by identifying potential offenders and victims, connecting these individuals with services to encourage constructive life choices, and diffusing conflicts before escalation. The community violence reduction director and the peacemakers work closely with the Indianapolis Metropolitan PD, the Mayor's Office, and community and social services partners but remain a separate entity from the police department to foster community trust. The Indianapolis Metropolitan PD and the USAO—SDIN participated in numerous community meetings to talk with the community and detail the site's violence

# Jackson, Tennessee

Engagement Period: June 2017 – August 2019

Key PSP site partners for Jackson include Benton Future Leaders of Tennessee; Community Corrections; community members; the District Attorney General, Tennessee 26th Judicial District; the Jackson Chamber, 26th Judicial District; the Jackson PD; the Madison County Sheriff’s Office; the Tennessee Department of Correction; the University of Memphis; and the USAO—Western District of Tennessee (WDTN).



## Federal Partnerships

The Jackson PD has continued to pursue federal collaboration and partnerships by including key federal partners, such as the FBI and the USAO—WDTN, through PSP. The USAO—WDTN has played an integral part in the strategic development of Jackson’s focused-deterrence strategy and in the planning of Jackson’s first offender call-in. Its efforts surrounding research and strategic partner outreach have been critical to the projects’ early developmental success.

At the 2018 PSP Symposium on Violent Crime in Birmingham in September, representatives from the city of Jackson had the opportunity to modify the original TTA plan initially delivered by PSP in 2017. Jackson representatives indicated a need for technical assistance in federal grant strategy, management, and submissions in the Jackson PD. Through this opportunity, PSP identified a subject expert to provide technical assistance to the city of Jackson and the Jackson PD in grants management and strategy.

In addition, PSP supported coordination between the Jackson PD and the BJA VALOR Initiative to attend VALOR’s Executive Leadership session.



## Gun Violence

The Jackson PD decided to address gun violence by first training its officers on issues related to their safety and, consequently, the safety of those they serve in situations with firearms. To accomplish this goal, the PSP team helped coordinate the delivery of VALOR Officer Safety training to the Jackson PD and neighboring jurisdictions. One Jackson PD

officer who attended the VALOR training was able to put his training into action just a few weeks later.

Utilizing the lessons learned at this training, the officer was able to identify a 15-year-old male child who was acting in a manner that signaled he may be carrying a gun. The officer and a colleague approached the boy and confirmed their suspicions and disarmed the boy without issue (This success story is further documented on the [BJA website](#)).

The Jackson PD continues to address gun violence by requiring officer safety training across the department to ensure that officers serving their community are safe, healthy, and educated on how to identify potential unsafe situations and address them properly.

**Reduced ballistics-testing and casings-matching time from 18 months to 48 hours through direct access to NIBIN**

–Jackson, Tennessee



## Criminal Justice Collaboration

In order to successfully maximize resources and drive communitywide safety, the Jackson PD works closely with criminal justice partners. The Jackson PD worked with the High Point, North Carolina, PD and the Madison, Wisconsin, PD to understand the inner workings of their focused-deterrence strategies and adapted those strategies for implementation in Jackson. Through these peer-to-peer learning exchanges, the Jackson PD developed a comprehensive and tailored strategy to roll out its own focused-deterrence program aimed at reducing

violence. Since its peer exchange trip to Madison, the Jackson PD, in collaboration with the District Attorney General's Office and the USAO—WDTN, has conducted outreach to both state and local partners (such as the Tennessee Bureau of Investigation and the Tennessee Department of Correction), to replicate the successful structure of the focused-deterrence team in Madison. The city of Jackson has planned its initial focused-deterrence group activities (offender call-in) for the second quarter of 2019.

The Jackson PD also partnered with the Memphis, Tennessee, PD (a PSP site) to bring the VALOR Officer Safety training program to their region for all law enforcement officers. A location was secured midway between Jackson and Memphis, and the training was delivered to nearly 87 law enforcement officers from throughout the region (30 of whom came from the Jackson PD).



### Crime Analysis

Jackson has recently expressed interest in crime intelligence technical assistance, and the PSP team is exploring options for delivery based on the current experience level of the Jackson PD crime intelligence analyst. With programs such as NIBIN and ShotSpotter and the Jackson PD's camera system, the Jackson PD has been able to see reductions in violent crime. With direct access to NIBIN, a program that allows law enforcement to compare bullet casings in a database to match casings to weapons, the Jackson PD has been able to reduce the amount of time needed for ballistics testing and casings matching from 18 months to 48 hours.



### Technology

One of the Jackson PD's priorities is to improve research and analytic capacity to understand how the department utilizes data to address priority issues and develop operational strategies. In fall 2018, the Jackson PD adopted ShotSpotter to use data to inform decision making and focus the department's deployment strategy. ShotSpotter is a service that uses multiple hidden sensors on buildings and lampposts to record and triangulate the sound of gunshots, giving police coordinates for the approximate location where the weapon was fired.

Working in conjunction with the Jackson PD's extensive camera system and NIBIN tools will help provide actionable leads for investigators to combat violence.



### Investigations

The Jackson PD sent two officers to the IHIA Advanced Homicide/Violent Crimes Investigations training course hosted by the IHIA and the FBI. Throughout the course, the Jackson PD officers gained knowledge of mass killing and no-body homicide investigations, personality-based interviews, digital criminalistics, victim services, and social media/imbedded engineering. Skills and lessons learned from this course can be passed on to additional Jackson PD investigators and patrol officers, expanding the Jackson PD's ability to improve homicide and other violent crime clearance rates.

In addition, the Jackson PD will be sending a detective to FBI DIVRT training in the second quarter of 2019 and will also explore potential training opportunities to improve investigation skills and build stronger relationships with local prosecutors.



### Community Engagement

The Jackson PD utilizes its social media presence to connect and inform the community it serves. By applying a combination of traditional and community-oriented policing methods, the Jackson PD fosters partnerships with the community and promotes creative problem solving and communication. The Jackson PD actively participates in providing information and open communication through Facebook and Twitter on a regular basis. By utilizing its presence online, the Jackson PD can post alerts, request information, promote events, and engage with citizens.

The Citizen's Police Academy is an important tool in law enforcement and police-community relations. As part of a continuing program to develop citizen awareness and understanding of the role of law enforcement, the Jackson PD has created a police academy course designed for citizens of all backgrounds and occupations. Over the course of eight weeks, students cover topics such as the job of the uniformed patrol officer, investigative

procedures, tactical operations, laws and legal issues, use of the “drug dog,” and drug task force operations. Students participate in many interesting activities, such as touring police facilities, using police equipment, collecting evidence, and role-play scenarios.

# Lansing, Michigan

Engagement Period: June 2017 – August 2019

Key PSP site partners for Lansing include ATF, community members, the FBI, the Ingham County Prosecutor's Office, the Lansing PD, the Michigan Department of Corrections, the Michigan State Police, Michigan State University, the neighborhood resource coordinator, and the USAO—Western District of Michigan (WDMI).



## Federal Partnerships

Strengthening relationships among the PSP sites, local partners, and federal law enforcement is one of the central tenants of the PSP program. PSP helped identify Lansing PD officers to attend the IHIA Basic and Advanced Homicide classes held by the FBI, which continued to build the relationship between federal law enforcement and the Lansing PSP site. The Lansing PSP team also participated in BJA's Gun Crime Investigative Cycle webinar on violence reduction strategies related to gun violence.

The Lansing PD continues to promote federal collaboration by including key federal partners, such as ATF, the FBI, and the USAO—WDMI, in the PSP working group. Lansing also employs the VCI and the Secure Cities Partnerships (SCP) to enhance partnerships with ATF, the FBI, the USAO—WDMI, and the Michigan State Police. Because of the continued success working with its federal partners, Chief Mike Yankowski represented the Lansing PD on a federal partnerships panel during the 2018 PSP Symposium on Violent Crime that highlighted successes, challenges, and lessons learned in building federal partnerships.



## Gun Violence

The Lansing PSP team completed a violence reduction assessment survey to review its initial capacity to implement data-driven violence reduction strategies. Lansing's response to the survey (i.e., the Violence Reduction Action Tool [VRAT] developed by Michigan State University) guided discussions with PSP on ways Lansing can work to address gun violence in the city. PSP also worked with subject expert Terry Gainer to review the Lansing PD's violence reduction strategy and to identify areas to grow multiagency violence reduction efforts.

Mr. Gainer identified several recommendations for the Lansing PD to improve its violent crime response strategy.

Lansing continues to focus on reducing gun violence, participating in BJA resources such as the Gun Crime Investigative Cycle webinar that outlined violence reduction strategies to combat gun violence. In addition, as a component of its partnership with the Michigan State Police, the Lansing PD is part of the Capital Area VCI, which focuses on reducing drug and gun violence.



## Criminal Justice Collaboration

The Lansing PD has been working more effectively by expanding its partnership with the Michigan State Police and using intelligence from federal law enforcement, including the FBI and ATF. The Capital Area VCI is a regional crime control effort that began in 2013 and focuses on violence, drugs, and guns. The initiative studies small groups that have been responsible for a large percentage of crimes in the community and combines resources, intelligence, and knowledge from different law enforcement entities in the area.

Similar to VCI, but expanded statewide, the SCP allows the Lansing PD to work with state troopers and university police as force multipliers. They have employed a variety of programs, specialized teams, and techniques to combat violent crime, including the Ingham County Violent Crime Task Force. These partnerships have resulted in reduced firearm offenses, which decreased from 200 shootings in 2013 to 115 shootings in 2017. The programs have had a significant impact on shootings, dropping the number approximately 43 percent in four years. ATF and FBI agents are physically embedded in the

department, which the Lansing PD cited as a major reason for its success. These agencies share not only their physical resources (e.g., officers) but also data and information to support cases.

PSP has supported Lansing with subject expertise focusing on enhancements to violence reduction efforts and criminal justice collaboration in focused-deterrence initiatives. Subject experts John Skaggs and John Colello will conduct a site visit in January 2019 to review Lansing's current homicide investigation practices, including the relationships with the Ingham County Prosecutor's Office, and provide guidance in adjusting homicide investigative processes, practices, and feedback on developing critical relationships with key partners.



### Crime Analysis

PSP and Lansing representatives worked with crime analyst subject expert Dr. Noah Fritz to evaluate crime analysis methods and capabilities, including data collection and information sharing. Considerations proceeding the review included re-evaluating the city's RMS to ensure that functionality meets the demands of policing; improving communications across the chain of command by establishing a clear vision of the mission and key priorities; and focusing on improving data quality, data access, and quality control.

PSP and Lansing representatives attended the Data-Driven Policing Summit: Using Data Analytics and Predictive Modeling to Mitigate and Reduce Crime. The two-day training event covered data analytics best practices, risk management and predictive analytics, and other solutions that police departments have employed throughout the country. Following the conference, the Lansing PD identified new technologies for data collection and other data-collection best practices for improving data-driven performance reviews in police departments. The Lansing PD is working on efforts to utilize Michigan State University graduates as supplemental support to its crime analysis needs.



### Technology

The Lansing PD invests in using quality crime and intelligence analysis. For the past six years, the Lansing PD has employed two crime analysts and

provided them with access to CrimeView and ArcGIS software, as well as various Microsoft Office products. The Lansing PD also has invested in the state's Motorola Premier One RMS. Its CAD system is a county-driven public safety answering point that provides calls-for-service data and call-center services. The Lansing PD also has funded training opportunities and sent attendees to the International Association of Crime Analysts conference. In addition, the Lansing PD recently acquired funding and plans to purchase NC4 software to enhance communication, crime bulletin management, and mission communications. The Lansing PD will engage with a grants-assessment subject expert in spring 2019 to identify additional federal grants that can be used to acquire and implement new technologies and to learn about best practices when applying for additional grants.



### Investigations

In January 2019, the Lansing PD and the PSP team will work with Mr. Colello and Mr. Skaggs to provide Lansing PD with support on improving investigation and prosecutions to increase clearance rates and a review of the Lansing PD's current homicide investigation practices. These subject experts were on-site to work with department personnel and partners to educate them on homicide investigation smart practices and procedures.

The Lansing PD sent three officers to the IHIA Advanced Homicide/Violent Crimes Investigations training course hosted by the IHIA and the FBI. Throughout the course, Lansing PD officers gained knowledge of mass killing and no-body homicide investigations, personality-based interviews, digital criminalistics, victim services, and social media/imbedded engineering. Skills and lessons learned from this course can be passed on to additional Lansing PD investigators and patrol officers, expanding the Lansing PD's ability to improve homicide and other violent crime clearance rates.



### Community Engagement

The Lansing PD has been a long-time leader in community policing. Lansing employs a community services unit to support and provide resources to the residents of Lansing. This includes

Neighborhood Watch groups, providing senior citizens with safety tips, management of the Citizens' Police Academy, offering crime prevention seminars to businesses and residents, monitoring false alarms, conducting home security surveys, and using McGruff the Crime Dog to spread crime prevention messages.

Lansing also participated in a peer exchange with the High Point, North Carolina, PD to review the department's domestic violence strategy and gather promising practices from the agency. The peer exchange provided participants with a better understanding of how an intimate-partner-violence focused-deterrence program was implemented in High Point including the use of community partnerships and how Lansing could implement an adapted version in Michigan. The city of Lansing peer exchange participants are currently focused on creating a working group to unite all domestic violence stakeholders, including community members, to address incidents in Lansing.

# Memphis, Tennessee

Engagement Period: June 2017 – September 2020

Memphis PSP site partners include ATF, DEA, DHS—HSI, the FBI, the Memphis PD, the Memphis Shelby Crime Commission, the Shelby County District Attorney’s Office, the Shelby County Sheriff’s Office, the Tennessee Department of Correction, the USAO—WDTN, USMS, the U.S. Postal Inspection Service, U.S. Probation and Pretrial Services, and the U.S. Secret Service.



## Gun Violence

Reducing gun crime is a major priority for all of Memphis’s local and federal PSP partners. In partnership with ATF, the Memphis PD established a dedicated full-time NIBIN team to work on NIBIN investigation coordination. This unit increased its follow-up on NIBIN submissions and responds to NIBIN leads in real time. ATF has provided trainings to the Memphis PD, with more than 100 local investigators and prosecutors attending an eTrace and NIBIN training in November. The Shelby County Prosecutor’s Office also receives monthly NIBIN updates and has three NIBIN investigators to facilitate increased information sharing among partners and amplify prosecutorial outcomes. As of December, the Memphis PD and ATF NIBIN technicians evaluated more than 2,800 firearms, generating more than 380 leads for NIBIN investigators. ATF plans to assign additional agents on a semipermanent basis to support an ATF strike force to investigate crimes involving firearms. The USAO—WDTN expanded its violent crime unit with new federal prosecutors to focus specifically on carjackings, business robberies, and crimes involving firearms. The USAO—WDTN, ATF, the Memphis PD, and the Shelby County District Attorney’s Office also participated in several campaigns targeting firearm use and straw purchasers. The Memphis PD was the recipient of a CGIC grant award in 2018. The site has participated in trainings with other CGIC sites, such as Milwaukee (a PSP site), to prepare for

this effort and is exploring the creation of a regional CGIC.



## Criminal Justice Collaboration

Collaboration among local, state, and federal partners has been instrumental for Memphis in addressing robberies and carjackings. In July, business robberies were down 28 percent in Memphis’s PSP focus area, Raines Station. The FBI works closely with the Memphis PD on commercial robbery investigations and reported significant arrests in June, with three individuals receiving sentences of more than 15 years. The Memphis PD also increased its number of bike patrols and use of unmarked cars in Raines Station and held discussions with Juvenile Court Probation on how to collaborate more closely on the growing number of juveniles involved in carjackings and burglaries. Local and federal law enforcement partners meet monthly to review carjacking cases. A joint operation in October involving ATF, the USAO—WDTN, and the Memphis PD’s violent crime unit resulted in the indictment of five individuals involved in firearm-related carjackings.

PSP is conducting an ongoing, comprehensive prosecution assessment for the Shelby County District Attorney’s Office to assess its policies and practices related to homicides and violent crime. Based on recommendations from this assessment, the Shelby County District Attorney’s Office combined prosecutors working on gun, gang, and drug cases in different units into one cohesive crime strategies prosecution unit that works with the Multi-Agency Gang Unit, the NIBIN team, and the USAO—WDTN, and on priority offenders. The Shelby County District Attorney’s Office also began a focused-deterrence call-in program to reduce

**2,800 firearms evaluated,**  
resulting in over **380 leads** for  
**NIBIN** investigators

—As of December 2018  
Memphis, Tennessee

recidivism of top violent offenders by providing resources and community support such as assistance with affordable housing, substance abuse, and job training. Memphis’s local, state, and federal law enforcement and community partners, including ATF, DEA, the FBI, the Memphis PD, the Shelby County Sheriff’s Office, the Tennessee Department of Correction, and the USAO—WDTN, participate in the call-ins. The focused-deterrence partners have conducted call-ins with two groups of prolific violent offenders, who were offered directed resources, community support, and strict accountability, with great success. Case officers noted that many of the individuals from the first cohort of ten violent felony offenders gained employment and were attending classes, receiving counseling, learning life skills, and avoiding reoffending. An individual who participated in the first focused-deterrence group attended the call-in for the second cohort to speak to the group about his experience in the initiative and the possibilities for success with continued participation. OVC conducted a victim services assessment for Memphis to examine victim service strengths and provide recommendations for enhancements, especially related to domestic violence.

In January, representatives from Memphis attended an FBI Media Training in Little Rock that addressed topics such as requesting assistance from the media and preparing for news conferences, interviews, and breaking news stories; social media and crisis communications; how to foster a positive relationship with the media; and practical application exercises. In February, representatives from the Memphis PD attended the 2018 Los Angeles PD Crime Fighters Conference, where they learned about the Los Angeles PD’s Community Safety Operations Centers, CompStat, community engagement efforts, and leveraging technology against crime.



### Crime Analysis

Enhancing its use of crime analysis is a focus for the Memphis PD as part of its PSP engagement. The Memphis PD employed a “Blue Crush” strategic hot-spot model in Raines Station that determined officer deployment based on weekly crime maps. This approach resulted in the recovery of six guns from a single burglary in June. The Memphis PD also

conducted Operation Summer Heat and Operation Cool Down using information produced by its crime analysis unit to direct proactive patrols in areas with frequent violent crime calls for service. Operation Summer Heat resulted in 522 arrests and 105 recovered firearms, while Operation Cool Down resulted in 134 felony arrests and 29 recovered weapons. Representatives from the Shelby County District Attorney’s Office attended the Manhattan District Attorney’s Office Intelligence-Driven Prosecution Symposium on March 12–13 to learn about innovations in prosecution and police-prosecutor data collaborations. Representatives from the Memphis PD attended the NPS SNA Symposium in California in May, where they learned more about operationalizing SNA and the importance of analyzing dark networks.



### Investigations

Cooperation among PSP site partners has been critical in addressing gang violence in Memphis. In February, the USAO—WDTN announced the arrest of 24 alleged gang members for drug conspiracy and money laundering offenses as a result of an extended investigation involving ATF, DEA, the FBI, the Memphis PD, the Multi-Agency Gang Unit, the Shelby County Sheriff’s Office Narcotics Unit, the U.S. Postal Inspector’s Office, and the West Tennessee Drug Task Force. This gang was believed to be responsible for significant drug trafficking into Memphis. The Multi-Agency Gang Unit participated in a joint task force operation with USMS to locate offenders on outstanding murder warrants; it located 11 of the 16 wanted suspects. To further support its gang-related violence reduction efforts, in February, Memphis received an assessment of its responses to gang activity that provided recommendations related to understanding gang activity and the countermeasures available to law enforcement. To support additional investigative enhancements for the Memphis PD, PSP subject experts assessed homicide investigations and prosecutions for the Memphis PD and the Shelby County District Attorney’s Office. As part of this assessment, recommendations were provided for identifying the most effective and efficient homicide investigation and prosecution strategies.

# Springfield, Illinois

Engagement Period: September 2017 – August 2019

Key PSP site partners for Springfield include ATF; the City of Springfield Government; the Illinois Department of Corrections, Court Services and Parole Division; the Illinois Department of Juvenile Justice; the Illinois National Guard; Sangamon County Community Resources; Sangamon County Juvenile Parole/Aftercare; Sangamon County Probation and Court Services; the Sangamon County Sheriff's Department; the Sangamon County State's Attorney's Office; Southern Illinois University (SIU); the Springfield PD; and the USAO—Central District of Illinois (CDIL).



## Federal Partnerships

The city of Springfield and the Springfield PD will partner with ATF to conduct a NIBIN training in the first quarter of 2019. Springfield and the Springfield PD are anticipating the procurement of a NIBIN machine from ATF (after the training) and plan to utilize the machine's eTrace capability to assist in their investigations. The Springfield PD plans to utilize the best practices learned from collaboration with ATF and other federal partners to leverage NIBIN to address gun violence. In addition, the Springfield PD is currently working with PSP to identify a peer agency, in collaboration with its federal partners, for its crime analysts to share analytical practices for gun violence output data from NIBIN and eTrace.

The Springfield PD assigned a detective to the FBI Safe Streets Task Force who shares information on violent offenders with the department's Criminal Investigation Division. The Illinois National Guard assigned a crime analyst to support the Springfield PD's proactive crime unit (PAC) to help address and target violent offenders who are linked among illegal drugs, gangs, and violence.

The Springfield PD continues to embolden federal collaboration and partnerships by including key federal partners, such as ATF and the USAO—CDIL, through the PSP working group.



## Gun Violence

In 2016, the Springfield PD was awarded a grant with the National Network for Safe Communities to develop and deploy a focused-

deterrence strategy within the eastern side of the city. This area was identified by Springfield PD leaders as a primary area of gang and gun violence, particularly among young offenders. This gun violence reduction program completed two call-ins in 2018 (May and October). The Springfield PD initially reported that the confirmed shots fired were down 24 percent in 2018 compared to 2017 and the number of shooting victims fell by 14 percent when compared to 2017.

Additional support from PSP has focused on gun violence within the intelligence analysis unit. PSP has worked with Springfield PD analysts to enhance crime analysis techniques to support problem-solving strategies. This includes data mining within existing police data to further identify relationships and patterns among places and people. This enhancement to the Springfield PD's current capabilities in analytical strategies will support future gun violence reduction strategies in Springfield.

The city of Springfield and the Springfield PD are heavily focused on reduction in gun violence and other violent crimes. When comparing 2017 to 2018, the city of Springfield experienced 2 fewer homicides, 34 fewer robberies (commercial, person, armed, and aggravated) and 24 fewer aggravated assaults. Although the city experienced a 4.7 percent increase in calls for service, the Springfield PD had a reduction in Part I Index Crimes by 11.7 percent when compared to 2017.

Part I Index Crimes **declined by**  
**11.7 percent.**

—2018 compared to 2017  
Springfield, Illinois



### Criminal Justice Collaboration

PSP has brought information and networking connections to the Springfield PD leadership. Collaboration among federal, state, and local partners helps PSP sites collectively address the systemic issues facing each city. An important aspect of this collaboration is peer exchanges, which allow participating sites to learn from one another on central public safety issues. Planning has begun for the Springfield PD to work with a peer city that has had success in its focused-deterrence program focused on minors.

The Springfield PD collaborates with the Illinois National Guard by embedding an analyst in the Springfield PD's anti-drug task force/PAC. This criminal justice collaboration adds technical and analytical skills and resources to the task force that are normally unavailable to the Springfield PD.

In addition, the Springfield PD utilizes a group of criminal justice and community stakeholders in its focused-deterrence grant through the National Network for Safe Communities. Termed the Multi-Disciplinary Team (MDT), the working group coordinates its communication and resources to provide social services to those individuals identified within the focused-deterrence program. The MDT is composed of numerous federal, state, local, and academic groups ranging from the USAO—CDIL to Sangamon County Juvenile Parole/Aftercare to SIU.



### Crime Analysis

To enhance the skills and efforts of the Springfield PD analysts and commanders, PSP conducted a two-day site visit in December to review the department's analytical approaches and capacity. This review indicated several areas for improvement to build analysts' skill sets, change workflow processes to focus on problem-solving methods, and develop internal information sharing. PSP continues to work with the department analysts to shift practices toward industry standards for intelligence bulletins and data development. Initial sessions with the department have led Springfield PD leaders to implement new accountability practices within roll call and/or routine divisional meetings.

The Springfield PD is focused on improving the technical skill set of its two civilian intelligence analysts, specifically in the four types of crime analysis (tactical, strategic, operational, and criminal intelligence). As a result of the Springfield PD's emphasis on crime analysis technical assistance, the PSP team identified an intensive crime analyst training, to occur in the first quarter of 2019.



### Technology

The Springfield PD has a robust technological component and has both internal and external technology support personnel to assist with technology management and planning. Internal staff maintain all life-cycle and information technology information specific for the police department. Current technology includes hardware (e.g., computers, access control, dash and body-worn cameras); software, including video analysis and digital forensics; and data governance tools. City information technology personnel provide contract planning and management as well as regional licensing negotiations for required needs such as the internet, Wi-Fi, city cameras, and software.

As PSP works with the department on analytical functions and planning, further evaluation of technology needs and/or processes may become evident for the department. The Springfield PD has budgeted for the procurement of ShotSpotter in the city of Springfield in the 2020 fiscal year.

In 2018, PSP helped the Springfield PD analysts identify and begin to utilize existing available software for enhanced analytics (Microsoft Power BI) as well as free mapping software/ applications. PSP is training the Springfield PD analysts on using these available and free software to develop and deliver actionable outputs for the Springfield PD's Field Operations and Investigations Divisions.



### Investigations

Springfield PD leadership requested assistance in enhancing its violent crime investigation processes and tools through trainings. In December, social media investigations subject expert Detective Sam Palmer provided hands-on, actionable training to about 40 Springfield PD investigators, patrol officers, and analysts. After two training sessions, attendees

indicated the following perceptions: 95 percent indicated that the Springfield PD will better use social media/open source intelligence to supplement its investigations; 92 percent indicated that the Springfield PD was better situated to solve, prevent, and reduce violent crime utilizing social media and open source intelligence; and 97 percent indicated a perception that the Springfield PD is better equipped to procure the appropriate social media as open source intelligence tools to utilize in its investigation cases.

In addition, to supplement the Springfield PD's investigations, initial planning has begun for a subject expert in problem-oriented policing projects, investigations, and crime analysis to provide technical assistance to the Springfield PD. This technical assistance has been planned for the second quarter of 2019 and will help the Springfield PD develop a systematic approach and strategy for problem-solving policing within the city of Springfield to enhance investigations and reduce violent crime.



### Community Engagement

The Springfield PD leadership has a history of strong rapport with community groups, local business owners, and other stakeholders (e.g., faith-based leaders). This may be a result of the long-standing neighborhood police officer (NPO) program in the city of Springfield. NPOs are assigned to one of the eight beats that make up the city of Springfield, and they work hard to improve the quality of life in those neighborhoods by actively working with the residents to identify issues and concerns in their areas and develop appropriate solutions. During the planning phases of the problem-oriented policing projects in 2018, NPOs were identified as key stakeholders to participate in the technical assistance in order to effectively communicate department strategies to the community.

In 2018, the Springfield PD established a Homeless Outreach Team officer position to concentrate on homelessness and connect those individuals with appropriate services. This strategy hopes to reduce the homeless population by helping individuals find and maintain jobs in the city, which may result in lowered associated law enforcement contacts and medical costs over time.

# Toledo, Ohio

**Engagement Period: June 2017 – September 2020**

Toledo PSP site partners include ATF, the City of Toledo, DEA, the FBI, the Lucas County Criminal Justice Coordinating Council, the Lucas County Prosecutor’s Office, the Lucas County Sheriff’s Office, the Ohio Department of Rehabilitation and Corrections Adult Parole Authority, the Ohio State Highway Patrol, the Toledo PD, the USAO—Northern District of Ohio (NDOH), and USMS.



## Federal Partnerships

Toledo’s local and federal partners have increased their coordination and collaboration as a result of PSP engagement. In March, federal partners, the Lucas County Prosecutor’s Office, the Toledo PD, and the USAO—NDOH established weekly intelligence meetings and case reviews on high-priority offenders and ongoing investigations related to guns, drugs, and violent offenders to discuss investigative strategies and evidentiary collection to support successful prosecutions on both the state and federal levels. The Toledo PD plans to incorporate crime data into these meetings and focus more on felony firearm possession cases. The USAO—NDOH provided training to state and local law enforcement on the types of gun and violent crimes that can be elevated to federal prosecution. The USAO—NDOH also expanded its focus on violent crime by adding federal prosecutors and appointing a Special Assistant U.S. Attorney to the Lucas County Prosecutor’s Office to enhance collaborative efforts between the two offices and the Toledo PD.



## Gun Violence

Reducing gun violence is one of Toledo’s main PSP focus areas. ATF assisted the Toledo PD with the acquisition of a NIBIN machine from the state lab to be hosted on-site at the Toledo PD. Having a NIBIN machine in-house will assist the department with timely entry and analysis of firearm evidence. The Toledo PD is developing policies and training on NIBIN processes and investigations. To prepare for the acquisition of the NIBIN machine, the Toledo PD participated in subject-expert assistance, training, and peer exchanges with other agencies related to CGICs and NIBIN and reported plans to purchase gunshot detection technology through a BJA TIPS grant to more easily identify shooting locations and recover

shell casings for NIBIN. The Toledo PD attended an ATF-hosted TTA session in October on CGIC development and investigation that reviewed CGIC data management, NIBIN entry and firearms processing, investigations, evidence collection, and local and federal prosecutor roles in CGICs.



## Criminal Justice Collaboration

Using lessons learned from observing other collaborative PSP geographic focus area models, Toledo launched a pilot project in its Junction Neighborhood to focus PSP efforts to reduce violent crime. This neighborhood was selected based on analyses of crime hot spots, particularly nonfatal shootings, in the city and the PSP violence analysis assessment conducted early in Toledo’s PSP engagement. All local, state, and federal partners are involved in this initiative. In February, representatives from the Toledo PD attended the 2018 Los Angeles PD Crime Fighters Conference, where they discussed and learned about the Los Angeles PD’s Community Safety Operations Centers, CompStat, building trust and effectiveness, and leveraging technology against crime. From February 27 to March 2, representatives from Toledo attended the Innovations Suite Researcher-Practitioner Fellows Academy, which addressed the creation of a network of researchers and practitioners, how to build capacity in identifying and responding to emerging and chronic crime issues, crime analysis, and evidence-based practices.

Selected for a year-long  
intensive **SNA TTA initiative**

—2018  
Toledo, Ohio



## Crime Analysis

The Toledo PD identified enhancing its crime analysis capacity as an increasing priority and need as part of its PSP engagement. In April, representatives from the Toledo PD attended the PSP Crime Analysis Community of Practice meeting in Charlotte with other PSP sites. The purpose of this meeting was to connect analysts from PSP sites to identify their strengths and challenges, share expertise, identify TTA, and learn from one another. Representatives from the Toledo PD attended the NPS SNA Symposium in California in May to learn more about implementing SNA and its application in law enforcement. Several PSP sites also submitted applications to the NPS to participate in its year-long intensive TTA initiative, and Toledo was among those selected for the 2018 engagement. As part of this engagement, representatives from the NPS's Common Operational Research Environment Lab provided on-site training to the Toledo PD on topics such as data extraction from varying sources. The Toledo PD will continue to focus on using SNA to support NIBIN and CGIC efforts.

To increase Toledo's analytical capacity, the Ohio National Guard Counterdrug Task Force provided two analysts to the Toledo PD to support drug crime prevention. The Toledo PD also began planning efforts for a PSP crime analysis assessment in late 2018 to identify gaps in operational processes and data integrity to support the Toledo PD's increased use of data-driven strategies to address violent crime. Representatives from the Toledo PD also attended the International Association of Directors of Law Enforcement Standards and Training Crime Analysis for Executives training in August and Foundations for Intelligence Analysis Training in December, which covered legal issues, source development, intelligence models and cycles, and analysis methods and skills.



## Technology

PSP conducted a technology assessment for Toledo that examined its information technology support and planning, RMS, patrol and vehicle technology, network and infrastructure, detective investigations, and databases. This assessment will

help the site identify focus areas for strategic technology planning to support its public safety initiatives.



## Investigations

PSP conducted a major crimes assessment for the Toledo PD to examine its policies and processes related to nonfatal shootings, aggravated assaults, and other violent crimes. PSP also completed a violent crime assessment for the Toledo PD. These assessments helped establish a baseline for violent crime in the city and included recommendations on homicide case reviews, crime scene investigation and suspect identification, training, nonfatal shootings, and community engagement. Toledo plans to implement many of the recommendations from these assessments, such as upgrading software. The Toledo PSP site also used these assessments to determine the location of its PSP geographic focus area pilot project in the Junction Neighborhood. Representatives from the Toledo PD attended an IHIA Advanced Homicide/Violent Crimes Investigations training course in November at the FBI Academy in Virginia and will receive additional homicide investigations training in 2019.



## Community Engagement

The Toledo PD hosted multiple virtual ride-alongs on Twitter to show the community daily law enforcement activities. The department's police chief, gang task force, field operations, and K-9 unit participated in these social media campaigns. Toledo PSP partners held community meetings in early 2018 to discuss PSP's efforts in the site. The Toledo PD and community partners also conducted community engagement efforts and listening sessions in Toledo's new PSP geographic focus area, Junction Neighborhood. Local and federal law enforcement and community partners will be involved in the violence reduction efforts in this pilot area.

# Kansas City, Missouri

Engagement Period: August 2018 – September 2021

Kansas City PSP site partners include ATF, DEA, the FBI, the Jackson County Prosecutor’s Office, the Kansas City PD, the Missouri Department of Corrections, the USAO—Western District of Missouri (WDMO), and USMS.



## Federal Partnerships

Collaboration among federal, state, and local partners is critical to support each PSP city’s public safety concerns. Kansas City originally joined PSP as a Diagnostic site in June 2017 and transitioned to a PSP Operations site in August 2018. Kansas City’s introduction to PSP as an Operations site took place at the 2018 PSP Symposium on Violent Crime in September, where site leaders were exposed to a variety of public safety and violence reduction strategies. Following the symposium, an introductory on-site PSP listening session hosted by the USAO—WDMO was held in November. This listening session provided the opportunity for local and federal partners to share with DOJ the violent crime issues facing Kansas City and for DOJ to provide insight on PSP engagement and the assistance available. Representatives from ATF, the COPS Office, DEA, the FBI, the Jackson County Prosecutor’s Office, the Kansas City PD, the Missouri Department of Corrections, the USAO—WDMO, and USMS attended the listening session. Kansas City is particularly interested in employing a program like Tampa’s Violent Impact Player program, which it learned about at the symposium.

management of its priority offender list and the delivery of services and to maximize its effectiveness.

Identified **three** priority  
assessments for PSP  
engagement

—2018  
Kansas City, Missouri



## Investigations

Kansas City identified two investigation-related assessments as early priorities for its PSP engagement: a victim/witness intimidation and protection assessment and a gun crime investigation and prosecution assessment. The victim/witness intimidation and protection assessment will examine relevant protocols in order to enhance victim and witness cooperation and security in investigations. The gun crime investigation and prosecution assessment will involve ATF, the Jackson County Prosecutor’s Office, the Kansas City PD, and the USAO—WDMO and will assist in the identification and enhancement of best practices, strategies, and tactics for gun crime cases.



## Criminal Justice Collaboration

Kansas City identified a process mapping assessment and a focused-deterrence assessment as two of its initial priorities in PSP engagement. The process mapping assessment will examine overlaps and/or gaps in crime reduction programs already operating in the city. The focused-deterrence assessment will help support its existing No Violence Alliance by refocusing its efforts on violent gun offenders and reviewing processes such as the

# Miami, Florida

**Engagement Period: August 2018 – September 2021**

Miami PSP site partners include ATF, DEA, the FBI, the Florida Department of Corrections, the Florida Department of Law Enforcement, the Miami-Dade County Juvenile Services Department, the Miami-Dade State Attorney's Office, the Miami PD, the USAO—Southern District of Florida (SDFL), and USMS.



## Federal Partnerships

Collaboration among federal, state, and local partners is central to addressing each PSP city's public safety concerns. DOJ announced Miami's acceptance into PSP in August. Miami's introduction to PSP took place at the 2018 PSP Symposium on Violent Crime in September, where site leaders were exposed to a variety of public safety and violence reduction strategies. Following the symposium, an introductory on-site PSP listening session hosted by the USAO—SDFL was held in October. This listening session provided the opportunity for local and federal partners to share with DOJ the violent crime issues facing Miami and for DOJ to provide insight on PSP engagement and the assistance available. Representatives from ATF, DEA, the FBI, the Florida Department of Corrections, the Florida Department of Law Enforcement, the Miami-Dade County Juvenile Services Department, the Miami-Dade State Attorney's Office, the Miami PD, the USAO—SDFL, and USMS attended the listening session. In December, ATF worked with the Miami PD, the Miami-Dade PD, USMS, and several other partners to apprehend 24 of the 25 intended targets involved in murders for hire, homicides, and carjackings.



## Crime Analysis

Miami identified crime analysis as one of its PSP focus areas to address violent crime. To support this work, PSP will conduct a crime analysis assessment as one of Miami's first activities in PSP engagement. This assessment will help identify successful practices related to the increased use of crime analysis in operational and investigative support, such as using data to generate actionable intelligence, SNA to address gang networks, and

hot-spot analyses and geographical trends to examine environmental issues that affect violence.



## Technology

The Miami PD determined the PSP technology assessment to be another one of its first priorities in PSP engagement. This assessment will help examine the state of the department's current technological capacity, ascertain opportunities for system integration, assess plans for future technology to support the establishment of an RTCC, and identify any technological gaps and redundancies. This assessment is planned for the first quarter of 2019.

**Apprehended 24 out of 25  
intended targets involved in  
murders for hire, homicides, and  
carjackings**

—December 2018  
Miami, Florida

# Saginaw, Michigan

Engagement Period: August 2018 – March 2020

Key PSP site partners for Saginaw include ATF, the FBI, the Michigan Department of Corrections, the Michigan State Police Tri-City Post (MSPTCP), the Saginaw Community Foundation, the Saginaw County Prosecutor’s Office, the Saginaw PD, the Saginaw Sheriff’s Office, Saginaw Valley State University (SVSU), Saginaw Community Mental Health, and the USAO—EDMI.



## Federal Partnerships

The Saginaw PD has continued to strengthen federal collaboration and partnerships by including key federal partners, such as ATF, the FBI, and the USAO—EDMI, in the PSP working group. The Saginaw PD identified technical assistance in grants management as one of its top PSP initiative priorities. Facing regular budgetary reductions in the past decade, the department is focusing on federal grants to supplement its protection and service to the city of Saginaw. The Saginaw PD and the PSP team took initial coordination and planning steps to prepare for an expert to help the Saginaw PD develop a grant development strategy, identify new public grant opportunities, and adopt enhanced grant-writing approaches for future submissions. The grants management technical assistance and accompanying after-action report are planned for the first quarter of 2019. The city of Saginaw has been successful in receiving federal grants focused on programs that include expanding federal partnerships to combat violent crime, such as a Project Safe Neighborhoods (PSN) grant from 2014 to 2016, to target top offenders.



## Gun Violence

The Saginaw PD and the city of Saginaw are focusing on their coordination and collaboration with ATF and the MSPTCP to better engage the services of NIBIN to reduce gun violence. The PSP initiative offers a variety of technical assistance available to Saginaw (e.g., NIBIN, crime gun intelligence, backlog clearing), and the community has expressed interest in pursuing these opportunities.

Saginaw identified addressing nonfatal shootings as a possible area to focus on throughout its PSP engagement, including a potential PSP nonfatal

shooting assessment. This assessment will help identify and implement best practices to facilitate a strategic approach for nonfatal shootings in the city of Saginaw. Prioritization in this area will depend upon SSL Chief Ed Flynn and his review of the Saginaw PD in the first quarter of 2019.



## Criminal Justice Collaboration

The Saginaw PD is fully committed to utilizing criminal justice partnerships to support the city of Saginaw. The Saginaw PD and the city of Saginaw partnered with the state of Michigan for a Victims of Crime Act grant to improve relations with victims of crime. The Saginaw PD also partnered with SVSU to assist with the city’s and the department’s statistical and crime analyses. Supported by a Byrne Justice Assistance Grant, the city of Saginaw is an original participant in the SCP, established in 2012 through a collaborative effort with the MSPTCP. Through data provided by the MSPTCP, Saginaw has been positively impacted in the reduction of violent crime by the collaboration with criminal justice partners. Within the first four years of the partnership with the MSPTCP and the participation in the SCP, Saginaw experienced a reduction in violent and property crimes by 25 percent. Currently, Chief Robert Ruth praises the criminal justice collaboration with the MSPTCP, which provides 14 uniformed troopers, 2 sergeants, and 6 investigators assigned to the Saginaw PD’s Detective Bureau. One commander from the MSPTCP noted that the partnership between the Saginaw PD and the MSPTCP has been beneficial for both investigations and community engagement in the city of Saginaw. PSP continues to help expand and build the relationship.

Exercising its available resources as a participant in the PSP initiative, the Saginaw PD is utilizing the

services of Chief Flynn to perform a departmental review, which will enable the department to categorize and prioritize the most needed and impactful technical assistance. This departmental review is planned for the first quarter of 2019.

In January 2019, Saginaw PD personnel will attend the 2019 Chicago Crime Fighters Conference. At the conference, the Saginaw PD attendees will engage with more than 200 police officers from around the country, as well as international law enforcement, to share relevant industry information and model practices.



### Investigations

Investigations, specifically investigations training, is a top priority for the Saginaw PD. The department has hired approximately 40 new officers in the past four years, including eight starting in December who will require investigative training. Initial planning for homicide investigation trainings began, with plans to bring subject experts to the city of Saginaw in the second quarter of 2019. These subject experts will provide hands-on investigational training and will work with investigators and prosecutors to enhance homicide investigation strategies and improve clearance rates. In addition, the Saginaw PD will attend the IHIA Advanced Homicide/Violent Crimes Investigations training course hosted by the IHIA and the FBI in spring 2019.

**Hired 40 new officers in the  
last four years**

—December 2018  
Saginaw, Michigan



### Community Engagement

Community engagement and community-oriented policing have been a major focus of the Saginaw PD and the city of Saginaw through its engagement with the PSP initiative. One of the three goals within its violence reduction action plan is to foster increased community trust. The Saginaw PD chose to use SROs to consistently increase positive interactions between the public and public safety officers, particularly within the school system. In November, three Saginaw PD officers attended a

basic SRO training hosted by the National Association for School Resource Officers. Feedback from this 40-hour training indicated that the training educated officers to better identify and interact with troubled youth; equipped officers with more knowledge on how to improve community trust within schools and the community; supplemented their prior academy training experience for policing in a school environment; and demonstrated how to apply the learned strategies in real-life situations. In addition, the Saginaw PD hopes to incorporate more community-oriented policing practices within the city and is planning to incorporate community-oriented training for its line staff.

The Saginaw PD's goal is to build trust within the community through transparent and open communications. Saginaw PD command staff identified communications training as a technical assistance need. In the first quarter of 2019, the Saginaw PD will attend the National Criminal Justice Training Center's Managing the Media training, focused on fostering increased communication and messaging to the community during crisis incidents.

# Salisbury, North Carolina

Engagement Period: August 2018 – March 2020

Key PSP site partners for Salisbury include ATF, community members, DHS—HSI, the FBI, the Livingstone College PD, the North Carolina Department of Public Safety, the North Carolina State Bureau of Investigations, the Rowan County Department of Telecommunications, Rowan County’s Project Safe, the Rowan County Sheriff’s Office, the Rowan National Association for the Advancement of Colored People (NAACP), the Salisbury PD, the USAO—Middle District of North Carolina (MDNC), and the Youth Service Bureau.



## Federal Partnerships

The Salisbury PD has continued to engage federal collaboration and partnerships by including key federal partners, such as ATF, the FBI, and the USAO—MDNC, in the PSP working group. The Salisbury PD is also a PSN site—a DOJ BJA nationwide effort to support efforts in reducing violent crime. PSP provides Salisbury partners with targeted TTA tailored to their unique violence reduction needs, in support of DOJ’s national PSN strategy.

The city of Salisbury and the Salisbury PD have developed a strong working relationship with their local federal agencies in conducting investigations. These relationships with the FBI and ATF have proved to be useful when conducting citywide searches or seizing large quantities of illegal guns and drugs. Through its involvement in PSN, Salisbury also participates in violent crime critical incident reviews with neighboring law enforcement agencies to share information and identify Rowan County’s most violent offenders while developing a strategy for addressing violent crime in the county.



## Gun Violence

In 2013, the Salisbury PD’s efforts to apprehend violent offenders, specifically those who use gun violence, resulted in several arrests and a 38 percent decrease in gun violence the following year. Despite this progress, the Salisbury PD recorded an increase in gun violence between 2016 and 2017. PSN and PSP support the networking of existing local programs that target violent crime and provide these programs with tools necessary to be successful in crime reduction. In the city of Salisbury and the

greater Rowan County area, PSN’s current effort is directed toward reducing gun violence and using data-driven methods to identify individuals who may be likely to reoffend or be victims of gun violence.

In January 2019, Salisbury PD personnel will attend the 2019 Chicago Crime Fighters Conference. At the conference, the Salisbury PD attendees will engage with more than 200 police officers from around the country, as well as international law enforcement, to share relevant industry information and model practices.



## Criminal Justice Collaboration

Salisbury has identified strategic partners to include in its efforts to reduce violent crime through PSP. Salisbury has engaged ATF, the City Manager, the FBI, Probation and Parole, Rowan County E-9-1-1, the Rowan County District Attorney’s Office, Rowan County Schools, the Rowan County Sheriff’s Office, the Rowan NAACP, and Social Services in an effort to utilize available strengths in support of its mission to reduce violent crime. Salisbury will continue to coordinate with its PSP partners to utilize available support to the department through the PSP initiative.



## Crime Analysis

Through prior work with DOJ, the Salisbury PD leveraged the analytical capabilities of PSP to focus on crime reduction efforts, shift patrol and investigation resources, and work with city leadership to justify an analyst position with the department. This work led to several achievements in 2018.

First, using additional crime analysis tools, the Salisbury PD was able to focus community outreach and existing partnerships to areas that presented higher-risk crimes. These efforts showed some success, with quick closures of homicides and cooperation among community members.

Second, the Salisbury PD received approval (and subsequent resources) from the city to hire a crime analyst. PSP provided support to leadership on the construction of the position description, advertisement for regional applicants, and evaluation processes for the position.

PSP has provided ongoing analytical support to the Salisbury PD and aids them in proactively reducing holiday-related criminal incidents through crime analysis. PSP provided a three-year temporal and spatial analysis of the holiday months to help the Salisbury PD make data-driven decisions in deploying additional personnel throughout the community. Through these efforts, the Salisbury PD created “Santa Patrol,” with results indicating a 22 percent decrease in larcenies and a 45 percent decrease in robberies.

**22 percent decrease in larcenies;  
45 percent decrease in robberies**  
—2018  
Salisbury, North Carolina



### Technology

One of the Salisbury PD’s priorities is to enhance data management and utilization in its violent crime reduction strategies. PSP supported the Salisbury PD in the adoption of Microsoft Power BI, a business intelligence tool that enables the Salisbury PD’s crime analysts to develop data-driven analyses and create refreshable daily, weekly, or monthly crime dashboards. PSP will continue to support this effort as the department onboards a crime analyst.

In addition, PSP conducted a review of the Salisbury PD’s RMS, specifically its data collection fields related to place-based crime reduction strategies, to

help identify revisions to its data fields. This process enhanced the Salisbury PD leadership’s knowledge of its existing RMS and its capacity to provide much needed details for crime reduction strategies. As a result of the RMS analysis, the Salisbury PD leadership identified annual goals to implement quality assurance processes to improve officer report writing and data entry.



### Investigations

Improvements in investigation practices have been identified as a priority for the Salisbury PD. The Salisbury PD will be sending a detective to FBI DIVRT training in the second quarter of 2019 and will also explore potential training opportunities that improve investigation skills and build stronger relationships with local prosecutors.



### Community Engagement

The Salisbury PD has worked proactively to engage members of its community through events and continues to have a strong visual presence throughout the city. In 2017, the Salisbury PD expanded its use of foot patrols to include a routine presence in many local neighborhoods. In addition, the Salisbury PD hosts a monthly Salisbury Neighborhood Action Group meeting, which allows citizens to receive updates on drug investigations, criminal investigations, and code enforcement issues. The Salisbury PD also implements a community policing philosophy, which operates on the premise that both the police and their community must work together to identify, prioritize, and solve contemporary problems.

The Salisbury PSP representatives indicated a need for technical assistance in internal/external communications, as well as strategic and tactical social media usage, to engage their community and Salisbury PD partners. PSP identified Ms. Laura McElroy as a technical assistance provider who can assist the city of Salisbury and the Salisbury PD in communications and social media. Kick-off for this communication technical assistance is tentatively planned for the second quarter of 2019.

# Tulsa, Oklahoma

**Engagement Period: August 2018 – September 2021**

Tulsa PSP site partners include ATF, the City of Tulsa, DEA, the FBI, the Oklahoma Department of Corrections Probation and Parole Services, the Osage Nation PD, the Tulsa County District Attorney's Office, the Tulsa PD, the U.S. Department of Interior Bureau of Indian Affairs, the USAO—Northern District of Oklahoma (NDOK), and USMS.



## Federal Partnerships

Collaboration among federal, state, and local partners is critical to achieve each PSP city's public safety goals. DOJ announced Tulsa's acceptance into PSP in August. Tulsa's introduction to PSP took place at the 2018 PSP Symposium on Violent Crime in September, where site leaders were exposed to a variety of public safety and violence reduction strategies. Following the symposium, an introductory on-site PSP listening session hosted by the USAO—NDOK was held in November. This listening session provided the opportunity for local and federal partners to share with DOJ the violent crime issues facing Tulsa and for DOJ to provide insight on PSP engagement and the assistance available. Representatives from ATF, the Cherokee Nation Marshal Service, DEA, the FBI, the Oklahoma Department of Corrections, the Osage Nation PD, the Tulsa PD, the U.S. Department of Interior Bureau of Indian Affairs, the USAO—NDOK, and USMS attended the listening session. Tulsa is the first PSP site to engage tribal agencies as PSP partners during engagement.

**First** PSP site to **engage**  
**tribal partners**

—2018  
Tulsa, Oklahoma



## Crime Analysis

The Tulsa PD identified PSP crime analysis and technology assessments as initial priorities for its PSP engagement to facilitate effective information sharing and increase its use of intelligence-led policing.



---

*This report is a text-only version of the interactive online 2018 PSP Annual Report. For more information and graphical representation of content, please visit the online report.*

---

Crime data and site activities detailed in this report are provided by the PSP sites throughout the year and have not been independently verified.

This project was supported by Grant No. 2016-DG-BX-K006 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the U.S. Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART). Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.