



2019 ANNUAL REPORT

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Message From the PSP Support Team

The National Public Safety Partnership (PSP) was established in June 2017 to enhance the U.S. Department of Justice's (DOJ) federal support of state, local, and tribal law enforcement and prosecution authorities in combating violent crime. PSP serves as a DOJ-wide initiative that enables cities to consult with and receive coordinated training and technical assistance (TTA) from DOJ to help support public safety strategies and build sustainable capacities. **PSP promotes intra- and inter-agency coordination by leveraging specialized law enforcement expertise with dedicated prosecutorial resources to promote public and community safety.** PSP draws on the expertise and support from DOJ's programmatic and law enforcement partners, including the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); the Executive Office for United States Attorneys; the Federal Bureau of Investigation (FBI); the Office of Community Oriented Policing Services (COPS Office); the Office of Justice Programs; the Office on Violence Against Women (OVW); the U.S. Drug Enforcement Administration (DEA); and the U.S. Marshals Service (USMS).

The year 2019 was one of unprecedented growth for PSP. **PSP added ten new sites in 2019** (Amarillo, Texas; Anchorage, Alaska; Anniston, Alabama; Baltimore, Maryland; Baton Rouge, Louisiana; Cleveland, Ohio; Davenport, Iowa; Harris County, Texas; Oxford, Alabama; and Wichita, Kansas) **and graduated five pilot sites in September** (Jackson, Mississippi; Milwaukee, Wisconsin; Nashville, Tennessee; New Orleans, Louisiana; and St. Louis, Missouri). Many sites experienced reductions in violent crime. For example, **Birmingham, Alabama, experienced a 15.2 percent reduction in violent crime in 2019 compared to 2018. Memphis, Tennessee, experienced a 12.1 percent reduction in carjacking offenses year-to-date at the end of 2019.** Sites implemented National Integrated Ballistic Information Network (NIBIN)¹ programs, increased collaboration among law enforcement and across multidisciplinary networks, expanded crime analysis units, identified prolific offenders, increased federal prosecutions, and continued to challenge themselves to engage in innovative practices to combat complex violent crime issues.

The PSP team would like to acknowledge and thank the PSP site executive leadership and U.S. Attorneys for their steadfast commitment to enhancing public safety in their communities. We are energized by the work done in 2019 and enthusiastic about expanding these successes in 2020.

—The PSP Support Team

PSP by the Numbers

Weekly News Email Bulletins	51
TTA and Grant Opportunities Email Bulletins	26
Peer Exchanges	59
Sites	22
Trainings (300+ people trained)	20+
Assessments	28
Recommendations	300+
Strategic Plans	4

2019 IN REVIEW

February 6–7: Los Angeles, California, PD's 2019 Crime Fighters Leadership Conference: The Los Angeles PD hosted a two-day event that convened leaders from DOJ and police executives from across the country, including PSP sites. This conference served as a peer learning opportunity for PSP sites and DOJ to learn about the Los Angeles PD's data-driven policing, technology integration, professional standards, and violence reduction strategies.

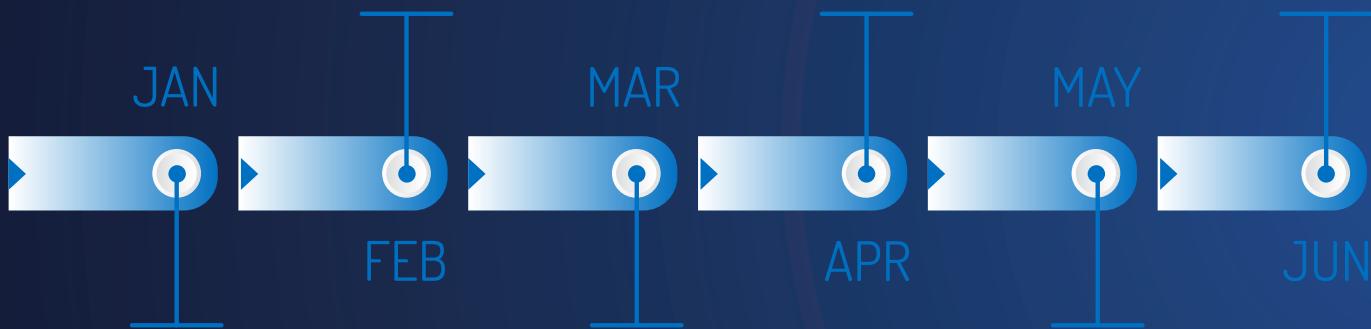
April 12–14: Harvard Executive Session Public Safety Summit: At the summit, participants from several PSP sites learned from prominent subject-matter experts (SMEs) and shared best practices on leading and sustaining transformation, as well as pacing the level of change effectively.

April 29 – May 3: Intelligence-Driven Prosecution Symposium: This symposium, hosted by the Manhattan, New York, District Attorney's Office and the Second Judicial District Attorney's Office of New Mexico, featured topics such as crime strategies units and intelligence-driven prosecution, building data tools for prosecutors, police and prosecutor data collaboration, hot-spot prosecution, information sharing across agencies, and internal metrics by which to measure successes.

June 4: DOJ announced a cohort of ten new sites to join PSP in 2019.

June 5–6: Technology Community of Practice (TCoP) Inaugural Meeting: This 1.5-day event hosted by the Camden County, New Jersey, PD focused on technology-related innovative crime-fighting tools, emerging technologies, strategies, lessons learned, and programs from cities across the country.

June 20: PSP Webinar—Digital Trust: PSP hosted a webinar with Strategic Site Liaison Nola Joyce that explored the importance of building digital trust in law enforcement agencies through transparent data and digital ethics, crafting a digital ethics framework that can be used by police executives and stakeholders to guide discussions on technology, and addressing public concerns on transparency of what and how data is used by law enforcement.



January 24–25: Chicago, Illinois, Crime Fighters Conference: The Chicago Police Department (PD) hosted a two-day event focused on violence reduction strategies, analytics, technology, and community engagement. This conference was supported by a collaboration with PSP, the University of Chicago Crime Lab, the Chicago Police Foundation, and the Major Cities Chiefs Association. More than 200 law enforcement leaders attended the conference from across the United States, including PSP sites, in addition to international law enforcement executives.

March 21: PSP Webinar: The 101—NYPD and Victim Assistance: PSP hosted a webinar on the work that the New York City, New York, PD has done to modify its victim assistance program. This webinar provided an overview of the 101 ways in which the NYPD enhanced its response to victims of crime; the internal and external assessments that the NYPD completed to produce the initiatives currently in place; the Crime Victim Assistance Program that has been the cornerstone of the department's efforts to improve its response to victims of crime; and the resources available through DOJ's Office for Victims of Crime (OVC).

May 6–10: Naval Postgraduate School (NPS) Social Network Analysis (SNA) Symposium: At this annual symposium, participants received a broad overview of SNA and its benefits and challenges and learned about SNA of dark networks, the integration of data sources, and academic and law enforcement partners that can help support SNA.

May 20–22: International Association of Chiefs of Police (IACP) Technology Conference: PSP, through the COPS Office, sponsored technologists from PSP sites to attend the 2019 IACP Law Enforcement Information and Technology Conference, where participants learned about topics such as real-time critical incident monitoring, technology integration, Global Positioning System (GPS) technology, facial recognition, cloud storage services, officer safety and wellness, public safety apps and mobile forensics data, and private and public video and its impact on policing.

Throughout August, PSP conducted site introductory meetings in the ten new PSP sites. These meetings included DOJ, the PSP site teams, TTA providers, and executive stakeholders from the sites to share more about the PSP program and the public safety goals of each site.

Throughout October, PSP conducted planning efforts for peer exchanges, assessments, trainings, webinars, strategic planning, and other TTA support for the sites based on priorities identified at the 2019 PSP Symposium.

December 9: El Paso, Texas, Intelligence Center (EPIC) Visit:

Representatives from six of the new sites visited DEA's EPIC, where they received a tour of the facility and briefings on EPIC's capabilities, the EPIC portal, and using EPIC for gang interdiction.

December 12: Webinar:

CompStat360: CompStat has proved to be a valuable tool in modern policing, and adding community measures can enhance the adoption of community policing and the coordinated response to public safety. This webinar highlighted lessons learned from CompStat360 pilot sites, how PSP sites can incorporate these concepts, and how to request assistance.

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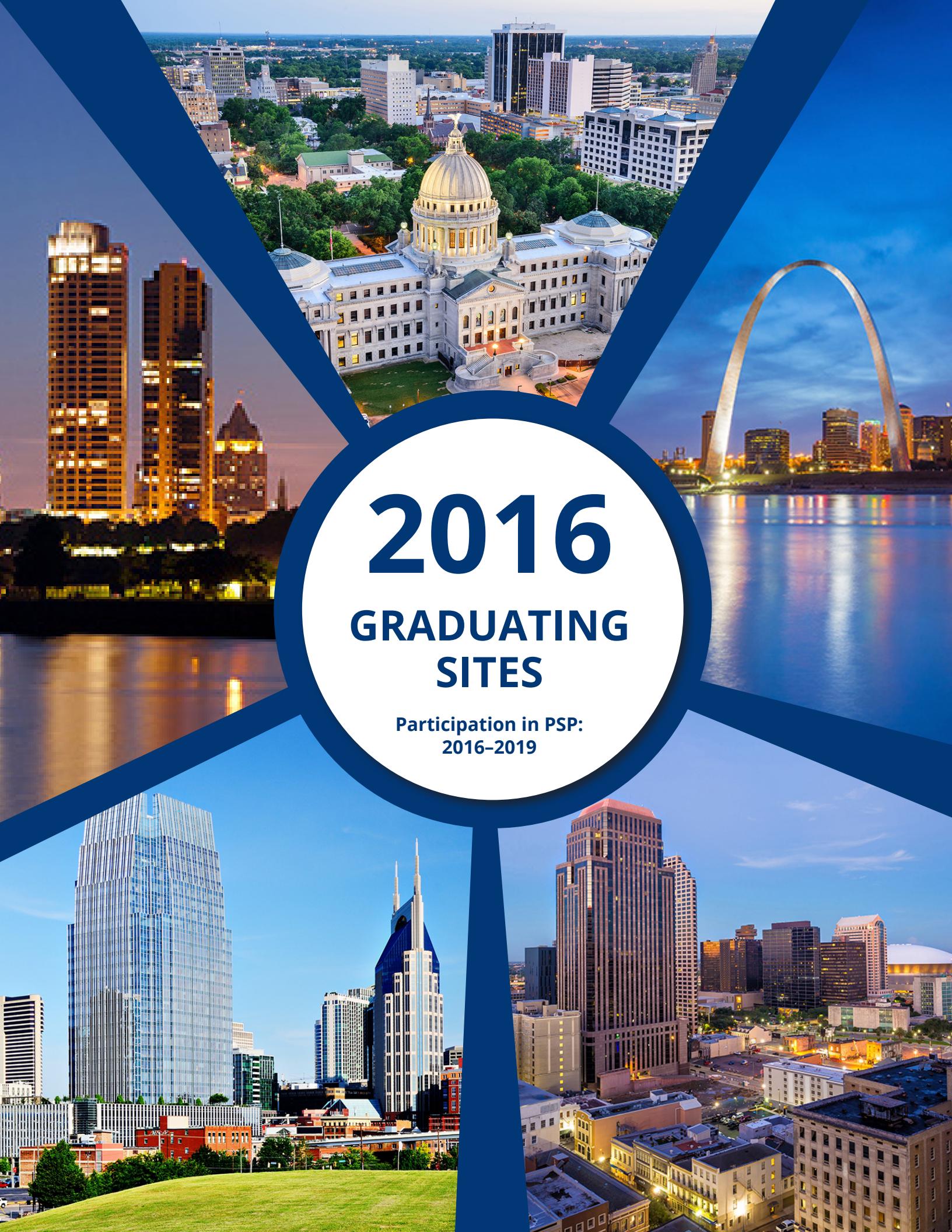
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Throughout July, PSP conducted site introductory meetings in the ten new PSP sites. These meetings included DOJ, the PSP site teams, TTA providers, and executive stakeholders from the sites to share more about the PSP program and the public safety goals of each site.

September 9–11: 2019 PSP Symposium on Violent Crime: This symposium convened nearly 400 attendees from 17 PSP sites and regional agencies from the tri-state area. This was the largest symposium to date, featuring sessions on topics such as: federal law enforcement partnerships, improving nonfatal shooting investigations, SNA, advanced technology and community engagement, intelligence-driven prosecution, Crime Gun Intelligence Centers (CGICs), and enhancing victim services.

September 23–24: Crime Analysis CoP Meeting: This second annual meeting convened crime analysts across PSP sites to share successes and challenges, network, learn about advanced crime analysis strategies, and hear from SMEs.

Throughout November, PSP conducted planning efforts for peer exchanges, assessments, trainings, webinars, strategic planning, and other TTA support for the sites based on priorities identified at the 2019 PSP Symposium.



2016 GRADUATING SITES

Participation in PSP:
2016–2019

Highlights in this section will include activities, outcomes, and lessons learned since joining PSP from the five PSP sites that concluded formal engagement in September 2019: Jackson, Mississippi; Milwaukee, Wisconsin; Nashville, Tennessee; New Orleans, Louisiana; and St. Louis, Missouri.

Jackson

Investigations

Strengthening victim services and investigations, specifically sexual assault investigations, was a priority for the Jackson PD. To support this effort, the Jackson PD participated in peer exchanges and other TTA to explore domestic violence and sexual assault investigative practices; engaged in an OVC victim services assessment to examine critical needs and law enforcement's and community partners' responses to victims of domestic and sexual violence; and connected with RTI International, a nonprofit research institute that supports the Bureau of Justice Assistance's (BJA) Sexual Assault Kit Initiative, to enhance its sexual assault investigative protocols and strategies. **At the conclusion of its PSP engagement, the Jackson PD was instituting a robust, multidisciplinary approach to sexual assault investigations and modifying sexual assault investigative procedures through these efforts and PSP support.** Throughout its PSP engagement, the Jackson PD also engaged in training on evidence and property management, basic and advanced homicide investigations, interviews and interrogations, courtroom testimony, and narcotics investigations to enhance investigative capacities.

Criminal Justice Collaboration

Bolstering collaboration with local and federal criminal justice partners was essential to Jackson's public safety strategies. In 2017, the United States Attorney's Office (USAO)—Southern District of Mississippi (SDMS) established Project Empower Jackson Expel Crime Together (EJECT), a federal-local task force, to reduce violent crime and address key contributing factors. Project EJECT combines law enforcement and prosecutorial efforts; communication with the community; and prevention, rehabilitation and reentry, and educational initiatives to enhance public safety. **This task force and the relationship building done through participation in PSP increased the number of cases referred for federal prosecution and collaboration among partner agencies.** The Hinds County District Attorney's Office coordinates with the USAO—SDMS on case referrals to strengthen prosecutorial results in cases with a federal nexus.

PSP provided Jackson with TTA on grant strategy development. The Jackson PD leveraged these efforts to apply for an increased number of grants during its PSP engagement and cultivated a stronger relationship with the Mississippi Department of Public Safety. During its PSP engagement, Jackson was awarded a hot-spot policing grant from the Mississippi Department of Public Safety and a body-worn camera grant from BJA. Implementing a comprehensive grant strategy will help the Jackson PD sustain and expand its violence reduction strategies by enhancing access to critical resources and technology.

Crime Analysis

Enhancing crime analysis capacity through PSP support to inform police operations was also a priority for the Jackson PD. Expanding crime analysis capabilities enabled the department to focus more specifically on violent and firearm-related crime and is a critical component of its public safety sustainability plans beyond PSP engagement. The Jackson PD participated in several peer exchanges with other PSP sites and TTA opportunities to support these efforts. Based on recommendations from PSP assessments, peer exchanges, and TTA, **the Jackson PD collaborated with Jackson State University and the Mississippi Analysis and Information Center to establish a student analyst program**, which launched in 2018, to incorporate crime analysis and data-driven policing into the department's crime-fighting strategies. At the conclusion of its PSP engagement in September 2019, the Jackson PD was in the process of implementing a crime analysis section and a pilot hot-spot policing initiative and examining strategies to improve crime reporting.

Milwaukee

Criminal Justice Collaboration

The substantial relationships built among local, state, and federal partners in Milwaukee through participation in PSP will continue to produce successes long after Milwaukee's conclusion of formal engagement in the program. Milwaukee developed broad collaborative efforts among these partners with PSP support and served as a model for other PSP sites. Early in its PSP engagement, Milwaukee's PSP partners determined that a significant portion of violent crime in the city and priority calls for service were generated from a 2.3-square-mile area of the city known as the Center Street Corridor (CSC). The Milwaukee PD and other public safety partners—such as ATF, DEA, the FBI, the Milwaukee County District Attorney's Office, the USAO—Eastern District of Wisconsin, USMS, and the Wisconsin Department of Corrections—assigned considerable resources to the CSC to combat homicides, nonfatal shootings, robberies, carjackings, and other violent crimes, and the Intelligence Fusion Center helped to identify prolific violent offenders. These partners conducted regular PSP CompStat meetings to maintain ongoing accountability and engage in productive discussions regarding law enforcement and prosecutorial efforts. **In September 2019, at the conclusion of Milwaukee's PSP engagement, the CSC experienced notable year-to-date reductions in homicides and nonfatal shootings compared to 2018, with homicides decreasing by 18 percent and nonfatal shootings by 15 percent.**

Gun Violence

Building on the successful targeted strategies in the CSC, Milwaukee shifted to a person-based approach by establishing a shooting review process to focus more on individuals driving violence in the city. The goals of Milwaukee's interagency shooting review are to address crime through targeted enforcement, decrease recidivism and reduce incarceration rates, and strengthen community relations. Local, state, and federal partners hold weekly meetings to review shooting incidents and, when possible, distinguish contributing factors. Partners then establish a tailored strategy for individuals and locations impacted by the shooting to solve gun crime and prevent future incidents. Community partners are incorporated in the shooting review as well. **This information**

exchange and collaboration among partners have proved critical to Milwaukee's efforts to reduce violent crime, particularly gun crime. Milwaukee's interagency shooting review incorporates lessons learned from several peer exchanges with Oakland, California—a PSP alumni site. The Milwaukee PD also has hosted several PSP sites, such as Kansas City, Missouri, and Toledo, Ohio, to observe its interagency shooting review model and has shared its lessons learned at the 2019 PSP Symposium.

Crime Analysis

Crime analysis is an essential tool in the Milwaukee PD's efforts to reduce violent crime and has enhanced the department's ability to craft strategic efforts against offenders driving violence in the city. The Milwaukee PD expanded its crime analysis capacity through PSP TTA and now consistently incorporates crime analysis into its operations. The Milwaukee PD engaged in several TTA opportunities on crime analysis and SNA and developed a unique approach, the Network of Criminals Youth Offender Program, to focus on problem places and people and develop targeted strategies. The Milwaukee PD also established the Intelligence Officer Program, in which selected officers in each district collaborate with the fusion center, other departmental divisions, and federal partners to share intelligence regarding challenging places and people. Milwaukee has presented on its crime analysis practices to other PSP sites and has hosted several PSP sites, such as Toledo, to highlight its crime analysis strategies and fusion center.

Shoot Review Process

- Weekly review of all shootings
- Partners and stakeholders participate in review
- Identify causations of crime (individuals, groups, locations)
- Collectively develop strategies/mitigations
- Accountability



A slide from Milwaukee's shoot review presentation at the 2019 PSP Symposium

Nashville

Community Engagement

A priority of the Metropolitan Nashville PD as part of its PSP engagement was to make community policing actionable within the department. The Metropolitan Nashville PD developed a pilot collective efficacy initiative through PSP TTA to advance community relationships and encourage social cohesion, identify sources of crime and develop solutions, reduce criminal activity, and hold offenders accountable in two neighborhoods within two precincts that disproportionately accounted for crime in the city. Existing law enforcement teams were reassigned as community action teams and participated in trainings and solicited feedback from community residents on the role of the community action teams. **Officers now frequently engage residents, and, in several cases, individuals have come forward to provide information that has led to arrests.** As a result of this community engagement initiative, the two pilot neighborhoods witnessed a 42 percent reduction in serious violent crime from 2017 to 2018. **Enhanced community relationships will have a lasting impact on Nashville's public safety efforts, and the department plans to expand this approach to additional precincts and continue to engage in community engagement efforts that promote stronger relationships between the police and the community beyond formal PSP engagement.**

Crime Analysis

Through PSP TTA and support, the Metropolitan Nashville PD significantly expanded its crime and intelligence analysis capacities and has become a crime analysis and SNA leader among PSP sites. Using lessons learned from the PSP crime analysis capacity assessment and intensive trainings received through PSP and the NPS, the Metropolitan Nashville PD created an internal SNA platform to examine co-offending networks. This tool has expanded the support that analysts can provide to the precincts and investigators and provided more efficient analyses of crimes and offenders that cross precinct boundaries. **SNA has become a valuable component of the department's strategies to combat gang activity, identify high-risk offenders, and increase collaboration among units and precinct personnel.** As for its PSP sustainability plans, the Metropolitan Nashville PD plans to establish a coordinated SNA approach among federal partners.

Investigations

The Metropolitan Nashville PD follows a decentralized precinct model, with investigations, including homicide investigations, conducted at the district level. Based on recommendations from the PSP homicide investigations and prosecutions assessment conducted in 2017, Nashville formed a hybrid homicide investigative team to reform investigative protocols and procedures across precincts. These teams leverage resources between precincts to enhance investigations and address offenders and crimes that cross precinct boundaries. The homicide hybrid pilot initiative was first launched in two precincts with high gun violence. **The hybrid teams have increased the department's investigative capacity, and the Metropolitan Nashville PD plans to expand the support of these homicide hybrid investigations.** Criminal homicides were down about 24 percent in Nashville in 2018 compared to 2017,² and these reductions continued into 2019.³

New Orleans

Investigations

Armed robbery was New Orleans' first PSP violent crime focus area. In the New Orleans PD's first year of PSP engagement, the department coordinated with federal partners on investigations and established a cross-district investigative team, the Tactical Intelligence Gathering and Enforcement Response (TIGER) team, to identify patterns across districts and target known armed robbery offenders. As a result of the work that New Orleans conducted through PSP and with its federal partners, between 2016 and 2018, armed robberies declined by 28 percent and continued to decline in 2019. **Because of the success of the TIGER team's efforts, the New Orleans PD expanded the TIGER team approach to address other repeat violent crimes and offenders.** NIBIN data also was incorporated into the department's bimonthly violent crime meeting, which focuses on armed robberies and nonfatal shootings. To further support enhanced investigations, PSP conducted a detective function assessment that provided recommendations related to technology, case management, and communications. Representatives from the New Orleans PD also attended the inaugural TCoP meeting in 2019, hosted by PSP alumni site Camden County, where participants learned about leveraging technology such as Real Time Crime Centers (RTCCs) and gunshot detection systems to enhance law enforcement activities and participated in a follow-up peer exchange with Camden County and Philadelphia, Pennsylvania, to further explore promising practices.



Participants attending a session at the Camden TCoP Meeting

Federal Partnerships and Criminal Justice Collaboration

Early in its PSP engagement, the New Orleans PD identified three small high-crime areas within three police districts in which to focus law enforcement efforts to reduce crime. New Orleans' local and federal partners participated in a peer exchange with Milwaukee in 2017 to observe promising practices in local-federal partner collaboration and then adapted this model to develop a collaborative initiative to address violence in the identified geographic focus areas with federal partners. PSP partners jointly identified the most violent offenders within each of these focus areas and coordinated with federal partners on these investigations. Partners established monthly meetings, PSP federal CompStat meetings, that included ATF, DEA, the FBI, the New Orleans PD, the Orleans Parish District Attorney's Office, USAO—Eastern District of Louisiana, and USMS to review the dynamic list of priority violent offenders and cases. Local and federal partners also expanded community engagement efforts in these focus areas to supplement enforcement efforts. The increased indictments and prosecutions against these known violent offenders have made an impact in communities and on crime reductions. PSP helped New Orleans develop a strategic plan to sustain and expand its crime-fighting efforts beyond formal PSP engagement. **The relationships strengthened through participation in PSP are a critical force-multiplier and will help New Orleans maintain and expand its public safety successes beyond formal PSP engagement.**

Crime Analysis

Building crime analysis capacity is one of the major successes that the New Orleans PD achieved through its PSP engagement. Through PSP TTA and support, the New Orleans PD established a Crime Analysis Unit and transitioned to its Management Analytics for eXcellence (MAX)⁴ model, which replaced the department's previous COMSTAT meetings. In weekly MAX meetings, attendees participate in focused discussions on the efficacy of their efforts and identify next steps. **The New Orleans PD's analytical operations help propel the department's investigative and federal partnership work.** The department plans to continue expanding its crime analysis operations and capabilities within districts beyond formal PSP engagement and refine the MAX model.

St. Louis

Gun Violence

PSP helped the St. Louis Metropolitan PD develop a methodology for tracking nonfatal shooting investigations and establish nonfatal shooting investigative teams based on practical recommendations from a PSP nonfatal shooting assessment. **These teams allow the department to concentrate on assembling quality cases against violent gun offenders and increase clearance rates.** The nonfatal shooting teams now operate within all patrol areas of the city. St. Louis also launched a CGIC in 2018 and eliminated a backlog of ballistic evidence. The CGIC working group includes ATF, the St. Louis Circuit Attorney's Office, the St. Louis Metropolitan PD, and the USAO—Eastern District of Missouri (EDMO). PSP provided the site with TTA on CGIC best practices and ballistic evidence processes. St. Louis's PSP partners plan to continue enhancing and refining the St. Louis CGIC and collaborative efforts after PSP engagement concludes.

Criminal Justice Collaboration

When St. Louis began its PSP engagement, the site was struggling with domestic violence-related homicides. **To combat this issue, site partners and the PSP team established a Domestic Violence Fatality Review Board in 2019, led by the St. Louis Circuit Attorney's Office, to review cases, build best practices, and prevent future domestic violence-related fatalities by identifying contributing factors and trends.** The launch of this review board is the culmination of several years of multidisciplinary criminal justice partner collaboration and PSP support and TTA. OVW provided critical expertise and technical assistance to encourage the review board's development.

Under U.S. Attorney Jeff Jensen's leadership, the USAO—EDMO amplified its focus on federal gun prosecutions and expanded collaboration with other federal and local partners to combat violent crime. The USAO—EDMO and the St. Louis Circuit Attorney's Office formalized a gun and other violent crime case review process to enhance violent crime prosecutorial outcomes. **Local and federal partners established a weekly violent crime intelligence meeting in 2019 to share intelligence and coordinate efforts against repeat violent offenders.** St. Louis's PSP partners plan to continue holding these weekly intelligence meetings beyond formal PSP engagement. Representatives from St. Louis also visited PSP site Milwaukee on several occasions to observe its violence reduction initiatives. Based on lessons learned from these exchanges, the St. Louis Metropolitan PD established a geographic violence reduction impact area in 2018 in which to concentrate local and federal resources. This area experienced a 24.47 percent reduction in homicides and a 15.69 percent decline in aggravated assaults with a firearm in 2018.⁵ Following the success of this approach, local and federal partners expanded this model to other high-crime areas of the city in 2019.



2017 SITES

Participation in PSP:
2017–2020

Birmingham

Criminal Justice Collaboration

One of Birmingham's main priorities in 2019 was reinvigorating partnerships as the site entered its third and final year of PSP engagement. **The Birmingham PD reported a significant decrease in crime in 2019 from the previous year, with violent crime decreasing by 15.2 percent compared to 2018.** Birmingham's PSP partners attribute this decrease in part to enhanced local and federal partnerships, additional officers for the Birmingham PD, increased prosecutions, the Birmingham PD's

daily CompStat approach, and increased buy-in from the community. Federal prosecutions in 2019, specifically firearm prosecutions, were the highest number on record. The Birmingham PD also focused more heavily on targeting areas with the highest volumes of crime, improving the department's understanding of who is driving crime and where, and how to best to allocate resources. Birmingham's PSP partners are considering strategies to sustain these crime reductions and partnerships beyond PSP engagement, such as further leveraging USMS to enhance public safety and bring offenders to justice.



U.S. Attorney Jay Town
@USAttyTown

The Public Safety Partnership in Birmingham is working. [@BhamPolice](#) and [@cityofbhamal](#) are reporting double-digit DECREASES in crime in the city. PSP is yet another successful DOJ crime reduction program. When we work together...! #phalanx



U.S. Attorney Jay Town, Northern District of Alabama, tweeted about Birmingham's success in PSP and crime reductions

Investigations and Technology

The Birmingham PD is working to establish an RTCC to enhance investigations and enable the department to provide real-time updates to officers. This RTCC will incorporate lessons learned from the Memphis RTCC, which the Birmingham PD had the opportunity to tour as part of the 2019 PSP Symposium. Representatives from the Birmingham PD also visited Oxford, where they observed its mobile command center and RTCC. To further strengthen investigations, representatives from the Birmingham PD attended several investigations-related trainings in 2019, on topics such as homicide investigations, search warrants, cellular analysis, SNA, and tactical skills.

Indianapolis

Gun Violence

One of Indianapolis, Indiana's major accomplishments in PSP in 2019 was its CGIC operations. The CGIC became officially operational in January and is composed of investigators, task force officers, and analysts from ATF and the Indianapolis Metropolitan PD, as well as representatives from agencies such as the USAO—Southern District of Indiana (SDIN), the Marion County Prosecutor's Office, and Marion County Probation. In 2019, the CGIC used forensic and ballistic evidence, coupled with gun crime intelligence, to investigate and disrupt gun-related crime. CGIC detectives partnered with multiple agencies, including ATF, the Indianapolis-Marion County Forensic Services Agency, the USAO—SDIN, and the Marion County Prosecutor's Office, and with Indiana University as a research partner. As a result

of this interagency collaboration, the Indianapolis Metropolitan PD saw an eleven-fold increase in NIBIN leads over 2017's numbers, with a three percent increase in firearm recoveries compared to 2017. This increase in seizures of illegally possessed weapons led to 110 more firearms removed from the community in 2019 than in 2017. The CGIC work provides invaluable support to investigative efforts in Indianapolis. Indianapolis also was accepted into ATF's NIBIN National Correlation and Training Center in 2019 which helps expedite NIBIN trace data submissions.

Investigations

Strengthening investigations is a critical aspect of enhancing public safety. In 2019, Indianapolis experienced a reduction in homicides with an increase in clearance rates and made significant investments in its Witness Assistance Program, ensuring that witnesses had greater opportunities for safety. A \$300,000 fund for victim and witness assistance was created in 2018. In 2019, the Indianapolis Metropolitan PD and the Marion County Prosecutor's Office used more than half of this fund to protect victims and witnesses. **The fund kept 15 families, a total of 45 people, safe in 2019 while these individuals assisted in the investigation and prosecution of 15 cases for the Indianapolis Metropolitan PD.**



A tweet from the Indianapolis Metropolitan PD regarding the success of its CGIC. Source: @IMPDnews

Memphis

Federal Partnerships

Memphis experienced a 13 percent drop in violent crime between 2017 and 2019.⁶ Partners attribute this decline to the local, state, and federal partnerships strengthened through PSP engagement. The level of collaboration between local, state, and federal partners in Memphis has become a model for other PSP sites. As part of PSP engagement, sites hold biweekly or monthly calls with partners to discuss ongoing efforts and TTA activity. Partner engagement on these calls for Memphis is robust, and these strong partnerships continue long after the calls conclude. This level of collaboration has contributed to successes in several violence reduction priorities, particularly related to carjackings. In 2018, carjackings rose significantly, up 87.2 percent year-to-date between January to June 2018 and by roughly 60.5 percent at the end of 2018. This dramatic increase was discussed on the PSP biweekly calls and between partners at length, which led to the creation of a weekly roundtable meeting on this issue that includes the Memphis PD, the USAO—Western District of Tennessee (WDTN), and the Shelby County District Attorney's Office. These meetings foster a specialized and increased focus on the offenses, offenders, and necessary resources to investigate and prosecute these cases. The USAO—WDTN exponentially increased the number of federal indictments of Memphis carjacking cases. Communication channels among the partners assisted in these efforts and relaying the numerous arrests and prosecutions to the community. As a result of these efforts, carjacking offenses were down 12.1 percent year-to-date at the end of 2019.

Criminal Justice Collaboration

Memphis, like many cities in the United States that struggle with high crime rates, suffers from a significant juvenile delinquency issue. Shelby County Juvenile Court lacks a large detention facility, faces staffing challenges and, up until recently, was being monitored through a consent decree. Throughout PSP engagement, partners have agreed that juvenile detention practices posed challenges for holding serious offenders accountable. Memphis PSP partners instituted several successful focused-deterrence models with adults earlier in PSP engagement, and the Memphis PD determined that a similar welfare check system for juveniles may deter juvenile crime. A representative from Juvenile Court attended the 2019 PSP Symposium, hosted in Memphis, and participated in initial discussions with site partners. In October 2019, during a PSP site visit, partners held a meeting to address this issue and developed the Helping Hands for Youth Returning Home pilot program. Several partners were included in this meeting, such as Juvenile Court administration, the Department of Children's Services, Memphis PD command staff, the Shelby County District Attorney's

Office, and the PSP team. The goal of this program is to identify high-risk youth released from state custody detention facilities to a 30-day home trial period and, after the trial period, to a six-month probation period. During the home trial and probation periods, numerous services are offered to the youth (e.g., employment services, healthcare providers), and the Memphis PD and the Department of Children's Services conduct home visits to encourage positive relationships and deter future criminal activity. **This program officially started in December 2019 and will continue into 2020, with monthly juvenile releases from detention monitored.**



*Director Michael Rallings, Memphis Police Department;
General Amy Weirich, Shelby County District Attorney's Office;
and the Honorable D. Michael Dunavant, U.S. Attorney,
Western District of Tennessee, sharing their experience and
collaboration in PSP at the 2019 PSP Symposium*

Toledo

Criminal Justice Collaboration and Investigations

PSP supports leveraging multidisciplinary partners to address violent crime. One of the ways Toledo does this is through the Code Enforcement Response Team (CERT). CERT is a collaboration between city, county, and state departments developed to address nuisance properties in the city of Toledo. CERT properties are often crime hot spots, and Toledo has incorporated CERT efforts into its PSP strategies. CERT members include the Toledo PD, the City of Toledo Department of Neighborhoods, the City of Toledo Law Department, the Ohio Investigative Unit, the Lucas County Land Bank, the Toledo Fire Rescue Department, the Lucas County Health Department, the Lucas County Prosecutor's Office, and the City of Toledo Division of Building Inspection. The CERT team deems a location a problem property after reviewing crime reports and weighing the gravity and frequency of reported crimes. In most cases, the issues at the property are addressed and the property is removed from the problem property list. When issues at a property continue or escalate, a civil complaint is filed on the property, or an emergency order is sought to close the business in some instances, such as when a violent crime occurs, to prevent others from becoming victimized at the property while the case moves through the court system. In 2019, CERT experienced several successes with problem properties. Four after-hours clubs and six bars were closed or altered their operations following CERT activity. One of these locations was the site of a shooting in which two people were shot, while three people were wounded in a shooting at another. Another one of the establishments reported incidences of domestic violence, aggravated assault, and other criminal misconduct. **The shuttering of these businesses has improved the quality of life and reduced fear in these neighborhoods.**

Gun Violence

Toledo PSP partners are committed to combating gun violence. To support these efforts throughout their engagement, Toledo PSP partners have participated in TTA to observe best practices regarding firearm investigations and prosecutions, CGICs, NIBIN, gunshot detection, and interagency shooting reviews.

Toledo established a gun crime intelligence task force to directly support gun case and NIBIN investigative lead coordination. **In 2019, Toledo's CGIC efforts generated several notable successes (examples included below). The CGIC task force holds regular meetings to review NIBIN leads and is working to enhance the case management process.**

- ◀ A firearm recovered during an arrest was linked to a shooting incident at a local bar, and, using video surveillance from the bar, the Toledo PD identified the shooter; this case has since been transferred to the USAO—Northern District of Ohio (NDOH) for federal prosecution.
- ◀ Using intelligence analysis, the Toledo PD identified a shooting pattern in June between two gangs. In an effort to disrupt the cycle, the department identified members of one of the gangs that police had the most interaction with. The department then conducted surveillance and a vehicle stop in which a loaded pistol was found with one of the passengers of the vehicle; this passenger was federally prohibited from possessing firearms. The USAO—NDOH adopted this case federally. Following the vehicle stop, the Toledo PD discovered a live video on the driver's social media profile that was made a day prior to the stop in which the driver was observed buying ammunition and shooting various firearms at a shooting range. This individual also was federally prohibited from possessing firearms and ammunition and is currently under federal indictment.
- ◀ In July, the Toledo PD received a NIBIN lead after recovering two firearms from a vehicle stop. One of the firearms belonged to another individual and was used in a prior shooting incident. After several consensual interviews, this individual admitted to firing the gun at a passing vehicle and is currently under indictment by the state prosecutor's office.



2018 SITES

Participation in PSP:
2018–2021

Kansas City

Investigations

To enhance investigative processes and outcomes, in April 2019, PSP conducted an assessment to address potential gaps in Kansas City's homicide investigations and prosecution practices. This assessment included discussions with local and federal partners, including the Kansas City PD and the Jackson County Prosecutor's Office. One of the key recommendations for maximizing these investigations from this assessment report was to increase the number of homicide personnel within the Kansas City PD. **The Kansas City PD has since increased the number of detectives within its homicide and assault units. The department reported an improvement in operations and investigations since increasing the size of this unit.**

Gun Violence

Reducing gun violence is a priority for Kansas City. After learning about Milwaukee's shooting review from representatives with the Milwaukee PD and the USAO—Eastern District of Wisconsin during the 2019 PSP Symposium, representatives from the Kansas City PD, the Jackson County Prosecutor's Office, and the Kansas City No Violence Alliance (KC NoVA) conducted a peer exchange to Milwaukee to observe its shooting review in November. During this peer exchange, the representatives from Kansas City learned about Milwaukee's approach to nonfatal shooting investigations and observed its regular shooting review meeting and processes. Kansas City's PSP representatives also observed the Criminal Investigations Bureau, the Special Investigations Unit, and the Sensitive Crime Division and received a brief on the Milwaukee PD's crime analysis capabilities. **Kansas City PSP partners have since implemented a shooting review process and regular meetings based on Milwaukee's model. Kansas City reported that these meetings have produced early successes and provided increased opportunities for collaboration and information sharing.** In 2020, Kansas City plans to host a representative from the Milwaukee PD to observe its new shooting review and discuss additional process improvements. Kansas City PSP partners and the PSP site team anticipate that these successes will expand as they continue to enhance and refine these meetings.



Friday, January 17, 2020

We're making changes to address homicides and non-fatal shootings

Reviewing non-fatal shootings

The Public Safety Partnership also introduced us to a best practice from police in our peer city of Milwaukee. As of January 8, we are now conducting weekly shooting review meetings. These cover all homicides and non-fatal shootings that took place in the past week and follow up on case progress from previous weeks. Again, this is driven by partnerships with state and federal prosecutors and Missouri Probation and Parole. All of the partners attend the meetings with our investigative and patrol elements to ensure each case is investigated to the best of its ability.

This new meeting of criminal justice partners emphasizes accountability: each of the partners – including KCPD – is holding each other responsible for effectively carrying out their role in the criminal justice process. This is a great improvement in communication and accountability through the whole system.

An excerpt from Kansas City PD Chief Richard Smith's blog outlining lessons learned from PSP peer exchanges and the site's transition to shooting reviews

Miami

Federal Partnerships and Gun Violence

The Miami PD implemented NIBIN in September 2019 to process firearm and casing evidence, which enabled the department to integrate NIBIN into CGIC efforts. The Miami PD experienced early success and seamless CGIC integration because of the selection of experienced CGIC staff and preparation and collaboration efforts with ATF's Miami Field Division. ATF was instrumental to this effort. ATF and the Miami PD's CGIC staff began collaborating on CGIC efforts prior to the arrival of the NIBIN machine. ATF provided the Miami PD with specialized training on the principles of the CGIC process, national standards associated with the program, and acquisitions. These trainings, coupled with the experience of the Miami PD CGIC staff, supported the creation of standard operating procedures that streamlined the NIBIN process to meet ATF's minimum required operating standards. ATF processed a backlog of approximately 1,000 firearm traces from the Miami PD and developed firearm tracing roll-call training for all patrol officers and detectives. Once the Miami PD received its NIBIN machine, ATF embedded a full-time NIBIN contractor to ensure streamlined NIBIN acquisition entries. The ATF contractor collaborated with the Miami PD's CGIC staff to create standardized analytical lead sheets and charts for investigative efforts based on incoming NIBIN leads and firearm tracings. Tracing has shown immediate dividends in recent casings with the identification of possible firearm traffickers in the area and by identifying firearms and offenders involved in recent shootings. In October, the ATF National Correlation Center began reviewing all entries from the Miami PD, which greatly reduced NIBIN lead response times. **Now the Miami PD processes every gun and casing received within 24 to 48 hours, and the National Correlation Center provides NIBIN responses in the same day for priority cases and 24 to 48 hours for all other cases.** In one homicide case, the Miami PD CGIC went through the entire NIBIN process within five hours. Investigative efforts have improved as a result of the reduced NIBIN lead time, and the process is now widely seen as an investigative tool. In addition to training and technical support, ATF provided financial support to the Miami PD CGIC by using Organized Crime Drug Enforcement Task Force (OCDETF) funds to secure tools to triage casing evidence and test-firing firearms. This equipment has enhanced the Miami PD's NIBIN workflow. Representatives from the Miami PD participated in a peer exchange with the Cincinnati, Ohio, PD in December to discuss its experience with NIBIN and CGIC implementation. The Miami PD is working closely with a PSP SME to inform the development of its CGIC, and PSP will conduct a CGIC assessment for the site in early 2020. The Miami PD is also exploring additional CGIC and NIBIN training, such as specialized triage training to identify the number of firearms used at any given shooting crime scene.

Crime Analysis and Technology

The Miami PD is actively building crime analysis capacity through PSP support to leverage data to inform real-time responses. PSP conducted a crime analysis capacity assessment for the Miami PD in 2019 to support this work. Representatives from the Miami PD attended the University of Chicago's Code Out Violence: A Datathon for Crime Analysts and second annual Crime Analysis Community of Practice (CoP) meeting in September to network with other crime analysts and learn innovative crime analysis strategies. The department is exploring additional training opportunities for crime analysts based on recommendations from the assessment and plans to expand the number of crime analysts

operating within the department. The Miami PD is leveraging PSP support to enhance and expand its RTCC operations.

Representatives from the Miami PD participated in a peer exchange with the New Orleans RTCC to discuss the implementation of the RTCC and its current public safety and violence reduction support components. PSP conducted a technology assessment for the Miami PD in 2019 that provided recommendations to enhance user experiences and further integrate various technology platforms within the RTCC. At the request of the Miami PD, PSP will conduct a comprehensive assessment of the RTCC in early 2020. Miami PSP partners also are examining areas to increase RTCC collaboration with local and federal partners.



The Miami PD shared a tweet showcasing its RTCC and partnership with ATF. Source: @MiamiPD

Tulsa

Crime Analysis

Tulsa, Oklahoma, PSP partners made significant strides to build crime analysis capacity in 2019. In March, a crime analysis capacity assessment was conducted to enhance the Tulsa PD's ability to conduct varied crime analyses, facilitate effective information sharing, and implement intelligence-based policing and data-driven enforcement efforts. **To better implement recommendations from the assessment report, the Tulsa PD developed a plan to reorganize and centralize**



Tulsa PSP work group

the department's nine crime and intelligence analysts located in six divisions into one unit. As a result of these extensive planning efforts, on January 1, 2020, the Tulsa PD launched the Public Safety Analysis Unit within the Forensic Laboratory (Lab) Division. The Lab Division will repurpose underutilized space for this unit's operations. Crime and intelligence analysts now have a unified mission, and the unit's objectives include improving services and carrying out recommendations provided by the Tulsa PD's involvement in PSP. Other local PSP partners also are working to implement data-driven coordinated law enforcement efforts. In November, Tulsa held a one-day crime analysis summit to showcase and discuss the importance of crime analysis in public safety efforts. This meeting included representatives from the Tulsa PD, the Tulsa County District Attorney's Office, the Tulsa County Sheriff's Office, and the USAO—Northern District of Oklahoma to discuss leveraging crime analysis citywide. A PSP crime analysis SME was present for this meeting to provide expertise on the potential of crime analysis. This meeting also included time for the command staff and crime analysts from the Tulsa PD to discuss the vision for the new crime analysis unit.

Criminal Justice Collaboration

In fall 2019, the Tulsa PD selected members for its grant committee, and PSP helped distribute a department-wide call for program and grant ideas. Those ideas were then compiled into the Tulsa PD's grant agenda, which was reviewed and approved by the department's executive leadership in December 2019. The Tulsa PD and the grant committee drafted a grant process with PSP's assistance that established a formal process for routing, writing, and follow-up. Using this newly established process, the Tulsa PD collaborated with the Tulsa Police Foundation to submit a crime analysis grant proposal. The grant committee is waiting on the vendor's review before moving forward with the full application. The Tulsa PD has identified several grants to review for potential applications. The department is excited about the positive impacts that comprehensive grant strategy may have on the department.

Investigations and Community Engagement

The Tulsa PD has strong partnerships with advocates related to child crimes, family violence, and sexual assaults. **To enable the department to serve more victims within the Tulsa community, the Tulsa PD formed a Victim Advocate Unit.** This unit started with one advocate hired using Victims of Crime Act grant funding. As the unit continues to develop and refine operations and connect with resources in the Tulsa area, it plans to hire two additional advocates. The department is also in the process of creating a dedicated room for victims to provide a space where victims will feel comfortable and safe. The unit's current advocate has already assisted several victims in different areas and made multiple referrals to support victims' needs.



The new Victim Advocate Unit's office space

2019 SITES

Participation in PSP:
2019–2022



Amarillo

Criminal Justice Collaboration and Federal Partnerships

In 2019, Amarillo PSP partners focused on implementing new processes and technology, learning new skills, and engaging new partners. In 2019, the Amarillo PD established a partnership with the USAO—Northern District of Texas (NDTX) to participate in DOJ's Project Safe Neighborhoods (PSN) program. PSP augments PSN by providing PSP sites with TTA to implement innovative solutions to chronic violence issues. Other agencies that participate in this initiative include the Potter County Sheriff's and District Attorney's Offices, the Randall County Sheriff's and District Attorney's Offices, the Texas Department of Public Safety, and the 47th Judicial District Probation Office. Federal law enforcement agencies involved in this partnership include ATF, DEA, the FBI, Homeland Security Investigations, and USMS. This partnership leveraged data analysis to identify high-volume violent crime areas in the city and designated a geographic PSN and PSP focus zone. Offenders engaging in violent gun crimes apprehended within, or connected to, this zone are prosecuted federally. **In November 2019, these law enforcement agencies participated in a two-day operation that resulted in the arrest of 25 defendants for a variety of drug and gun offenses and outstanding warrants. In 2019, more than 80 defendants who ordinarily would have been prosecuted in state district courts were prosecuted federally instead.** The advantages to federal prosecution of violent offenders are that defendants may be denied bond, cases are adjudicated more swiftly, and defendants serve a greater portion of their sentences than in the state penal system. These partners also engaged in a variety of community outreach programs with schools, churches, and nonprofit organizations within the geographic focus area to supplement enforcement efforts.

Gun Violence

In October, the Amarillo PD implemented NIBIN to enhance gun-related investigations with support from State Homeland Security and PSP. ATF's NIBIN National Correlation and Training Center will provide ballistics image correlation review services.

Representatives from the ATF Dallas Field Office provided TTA for NIBIN technicians, detectives, and prosecutors. The Amarillo PD met ATF's protocol for entering shell casings into the network within 48 hours. **In the first four months of NIBIN's operation in Amarillo, technicians produced 238 entries, resulting in 165 investigative leads.** NIBIN is helping Amarillo connect shootings to homicides and cold cases.



Amarillo PD NIBIN technicians and equipment

Investigations

Representatives from the Amarillo PD, the Potter and Randall Counties District Attorney's Offices, the Potter and Randall Counties Sheriff's Offices, the USAO—NDTX, and other federal partners attended the 2019 PSP Symposium in Memphis.

Based on lessons learned at the symposium regarding shooting reviews, the Amarillo PD implemented a weekly nonfatal shooting review. As part of this process, lead investigators coordinate with crime analysts to obtain relevant data on suspects, victims, witnesses, and locations and provide information on case statuses during these reviews. Other participants included in this weekly review include command staff, crime analysts, crime scene technicians, NIBIN technicians, the Fugitive Apprehension Squad, and the Probation Office. **These weekly reviews have resulted in swifter apprehension of suspects and reduced retaliation-related gun violence.**



Amarillo PSP team members at the 2019 PSP Symposium on Violent Crime

Anchorage

Criminal Justice Collaboration

The Anchorage PD, the Alaska Department of Law, the USAO—District of Alaska, and their federal partners have a long-standing alliance. They entered PSP with a strong commitment to remain engaged in PSP efforts. Monthly meetings that include representatives from state law enforcement agencies and corrections are held to address issues of violent crime. **Collaboration through shared resources and strategies to ensure the best judicial outcomes are key to their efforts to enhance public safety.**

Grants

PSP conducted a grant landscape review in November to develop a comprehensive grant strategy and review funding opportunities to support public safety efforts. **The Anchorage PD is working to develop a holistic approach to expanding grant writing and management capacities.** It is also exploring philanthropic opportunities through the creation of a police foundation to support the goals identified under PSP.

Crime Analysis and Technology

The Anchorage PD's initial priorities as part of its PSP engagement are to advance its technology capabilities and expand crime analysis capacity. Implementing a modern computer-aided dispatch system/records management system will help the department more efficiently manage public safety strategies. **The Anchorage PD plans to increase the number of crime and intelligence analysts within the department.**

Expanding crime analysis capacity will enable the department to better identify and track violent crime patterns, such as homicides and nonfatal shootings; develop proactive strategies to address crime drivers; and establish reasonable crime reduction goals.



Representatives from Anchorage participating in a collaborative session at the 2019 PSP Symposium

In December, PSP conducted crime analysis and technology assessments in tandem to support the Anchorage PD's efforts to enhance crime analysis capacity and intelligence gathering, identify opportunities for increasing technological proficiencies, and develop information sharing capabilities with local, state, and federal partners through integrated systems.

Gun Violence

Anchorage's PSP law enforcement partners are working to expand their NIBIN program and CGIC efforts to conduct expedited ballistic analyses. PSP plans to conduct a CGIC assessment for the site in 2020 to examine the site's capacity to establish CGIC processes and other innovative methods to address gun crime in Anchorage. Local, state, and federal partnerships in Anchorage are strong and will be an asset to enhancing public safety efforts.

Anniston and Oxford

Federal Partnerships and Criminal Justice Collaboration

PSP promotes the principle that collaboration is a force-multiplier. Because of Anniston and Oxford's close proximity to one another, the sites plan to engage in a collaborative PSP approach. **Through participation in PSP, interagency collaboration, communication, information sharing, and training have increased among the Anniston PD and local and federal partners.** The flow of federal cases being prosecuted criminally also has increased considerably, and partnerships between ATF and the USAO—Northern District of Alabama (NDAL), have been enhanced. Previously, partners typically worked with ATF on a narrow scope of violent crime issues, such as weapons violations and tracking. ATF has proved to be a critical partner in removing violent offenders from the streets and facilitating cases for the USAO—NDAL to prosecute. Anniston attributes the near 45 percent decline in violent crime in the city and its jurisdiction in part to the partnerships strengthened as a result of PSP engagement.

Through participation in PSP, communication between the Anniston PD and the Oxford PD has strengthened, which aids significantly in crime reduction in the region. Since the beginning of PSP engagement, the Oxford East Metro Area Crime Center (EMACC) implemented a top ten list for alpha criminals in the region. By sharing the list with partnering agencies, eight alpha criminals have been arrested.

Improved communications also were critical to the recent arrest of an offender who committed a burglary. The offender was in possession of several stolen firearms and attempted to ambush officers when they approached his vehicle. After a high-speed pursuit in which the offender fired several shots at pursuing officers, the offender was arrested. Enhanced communication among local, task force, and federal agencies was key to the arrest of the individual and the safety of all involved.



Representatives from the Oxford PSP site attended a BJA State and Local Anti-Terrorism Training (SLATT) in December

Gun Violence

Reducing gun violence is a priority for Anniston and Oxford PSP partners. With support and training from ATF, a NIBIN mobile van will be delivered to the Oxford EMACC in early 2020. Through partnerships with ATF and the USAO—NDAL, a gunshot detection system pilot program was implemented in two locations in the Oxford area for testing, which will supplement the NIBIN program.

Crime Analysis

Engagement in PSP has highlighted the importance of innovative crime analysis approaches for the Anniston PD. **Through lessons learned at the 2019 PSP Symposium, the Anniston PD determined the necessity of a data-driven, evidence-based approach to recognizing crime trends.** This will help the department better understand the primary locations and offenders driving crime in the city and enable the department to proactively predict and prevent crime. An officer was assigned to the role of crime analyst and is working to integrate software and analyze data to implement crime analysis within the department.

Baltimore

Criminal Justice Collaboration and Technology

Collaboration is a cornerstone of the PSP program. Early in PSP engagement, Baltimore PSP partners determined that strengthening collaboration was essential to the city's efforts to enhance public safety. In January 2020, Baltimore Police Commissioner Michael Harrison, State's Attorney Marilyn Mosby, and Mayor Bernard C. Jack Young jointly appeared before the Maryland legislature to announce that **the city will create Baltimore Community Intelligence Centers (BCICs) in every police district**. The Baltimore City State's Attorney's Office also committed to embedding two prosecutors within each of the BCICs to work in tandem with officers, detectives, and crime analysts to aggressively identify and prosecute individuals that drive Baltimore's violent street crime. This joint commitment builds on several PSP on-site and virtual peer exchanges between the Baltimore PD and other Baltimore stakeholders, including State's Attorney Mosby and Mayor Young, and the Chicago PD to observe its vastly successful Strategic Decision Support Center model for decentralized, district-level, targeted crime fighting.

Gun Violence

One of Baltimore's main law enforcement objectives as part of its PSP engagement is to increase the number of gun charges accepted for state and federal prosecution. With the high rates of violent shootings and related homicides in Baltimore, increasing the number of gun cases adopted for prosecution would increase law enforcement's ability to hold these violent offenders accountable. Through increased dialogue between PSP partners, a plan was developed to tackle this issue directly. The State's Attorney's Office and the USAO—District of Maryland developed lists of declined gun cases that identified specific reasons for each decision, such as witness noncooperation, evidentiary issues, officers unavailable, etc. Partners determined that the most productive way to address these gun case issues was through regular meetings and communication. **PSP partners began holding monthly gun case review meetings, which include the Baltimore PD, the State's Attorney's Office, and the USAO—District of Maryland, to discuss problem cases, successes, and best practices and lessons learned that can be duplicated in other investigations and produce stronger gun case investigations and prosecutions.**

"In the face of a global pandemic and protests, the Baltimore PD has continued to stay focused on our commitment to reduce violent crime. I attribute a portion of our ability to stay focused on the strategic alliance with our partners in PSP; we have continued to move forward through the obstacles."

—Deputy Commissioner Michael Sullivan



Mayor Bernard C. Jack Young tweeted about collaborative public safety efforts in Baltimore. Source: @mayorbcyoung

Baton Rouge

Criminal Justice Collaboration and Community Engagement

The Baton Rouge PD, the East Baton Rouge Parish District Attorney's Office, and the USAO—Middle District of Louisiana entered PSP with robust relationships and the commitment to remain engaged in PSP efforts. Their goal is to make Baton Rouge a model for other PSP sites. Partners began work on a Charter, which will outline clearly defined roles and responsibilities for each local and federal partner under PSP. The PSP partners engaged in community meetings to introduce PSP to the community and solicit input on strategies to enhance public safety during a PSP site visit in 2019.



Representatives from the Baton Rouge PD at a community meeting

Crime Analysis and Technology

The East Baton Rouge Parish District Attorney's Office is a critical partner in crime analysis. **The Baton Rouge PD is working to advance its crime analysis capabilities through PSP TTA to support violence reduction efforts and incorporate data-driven policing strategies into daily operations.** Leveraging the crime analysis and intelligence resources from several agencies will help PSP partners identify and target known violent offenders.

Gun Violence

To address and reduce nonfatal shootings in Baton Rouge, the Baton Rouge PD is coordinating with local, state, and federal partners more closely to establish a cohesive response to gun violence. The department is working to increase the timeliness of information and intelligence sharing on relevant investigations; develop a methodology for tracking nonfatal shootings and identify potential retaliatory shootings; and implement a place-based, offender-focused violence reduction strategy. The department is specifically focusing on the leaders of violent groups within the Baton Rouge-area to maximize the effectiveness of the department's resources. PSP will conduct a nonfatal shooting assessment in early 2020 to provide recommendations to support these goals. **Baton Rouge PSP partners identified a small geographic area within one of the police districts in which they are focusing local, county, and federal law enforcement and community engagement efforts to help address violence in the area.** The intent is to coordinate law enforcement efforts in this area to maximize results.

Grants

PSP conducted a grant landscape review in November to develop a comprehensive grant strategy and amplify the Baton Rouge PD's funding opportunities to support public safety efforts. The department also is exploring strategies that leverage existing grants and establishing a police foundation to support the goals identified under PSP.

Cleveland

Crime Analysis

Cleveland PSP partners are working to increase the level of crime analysis collaboration among agencies. **Following discussions at the 2019 PSP Symposium, the Cuyahoga County Prosecutor's Office now hosts frequent joint analytical meetings with partners such as the Cleveland Division of Police and the USAO—NDOH, as well as federal, state, and regional law enforcement partners such as ATF, DEA, the FBI, the Northeast Ohio Regional Fusion Center, the Ohio State Highway Patrol, and USMS, to share best practices and develop analytical products to assist in violent crime reduction efforts and address issues such as carjackings, commercial robberies, and shootings.** Analysts also are working to identify priority offenders and areas with high volumes of crime and violence. A crime analyst from Cleveland attended the University of Chicago's Code Out Violence: A Datathon for Crime Analysts, where crime and intelligence analysts collaborated to develop new skills, expand professional networks, and engage in hands-on exercises. The Cleveland Division of Police plans to increase the number of analysts at the RTCC. PSP will continue to provide TTA to facilitate these efforts.

Gun Violence

Gun violence is a persistent challenge for communities and law enforcement agencies throughout the country. PSP plans to conduct a nonfatal shooting investigation in early 2020 to support the Cleveland Division of Police's efforts to increase the timeliness of gun crime intelligence information sharing among the police districts and other investigative entities through a cohesive intelligence sharing program and reduce retaliatory shootings. The Cleveland Division of Police will implement gunshot detection technology in one pilot district to help police respond to gunfire. Cleveland PSP partners also are working to develop enhanced processes between the NIBIN program and crime analysts.

Investigations

To optimize homicide investigations and prosecutions, PSP conducted an assessment for Cleveland in 2019 to examine the efficiency of investigative processes and case management procedures and enhance coordination between the Cleveland Division of Police and the Cuyahoga County Prosecutor's Office. This assessment produced recommendations that focused on issues such as staffing, investigative tactics, and witness protection and testimony. **Based on recommendations from this assessment, the Cleveland Division of Police is expanding the size of its Homicide Unit, and PSP is exploring training opportunities for this unit.** The Cuyahoga County Prosecutor's Office also is working to implement recommendations from the assessment.

Davenport

Gun Violence

Davenport's 2019 PSP efforts focused primarily on gun violence reduction by enhancing NIBIN processes and supporting efforts to establish a CGIC. Prior to PSP engagement, the city of Davenport purchased the Integrated Ballistic Identification System (IBIS) in early 2019 to connect with NIBIN technology. Collaborative efforts were initiated with law enforcement agencies from Iowa and Illinois, introducing the Quad Cities NIBIN Initiative to enhance gun violence reduction efforts within Davenport and the other Quad Cities.⁷ NIBIN produced Davenport's first lead in June, reducing the ballistic forensic testing time from a six-month average at the state lab to within days of data acquisition and submission with the in-house technology. Through a strong partnership with ATF, Davenport was added to the NIBIN National Correlation and Training Center in August. **As part of its efforts to develop a CGIC, the Davenport PD established a Gun Investigative Unit to vigorously investigate all gun-related incidents, target the community's most violent offenders, and establish procedures and protocols based on ATF's recommended NIBIN operations.** In October, Davenport onboarded its first partner agency to expand NIBIN capacity to cover 56 percent of the Quad Cities metropolitan area. Within the first seven months of the Quad Cities NIBIN Initiative, Davenport entered more than 420 cartridge cases, generating more than 200 investigative leads with some connecting cases from both states. **Through continued robust partnerships with the USAO—Southern District of Iowa (SDIA), federally indicted Davenport firearm offense cases increased 69 percent in 2019 from the previous year.** Five additional law enforcement agencies are slated to join the Quad Cities NIBIN Initiative in 2020. Iowa and Illinois are coordinating efforts to connect technology, crime analysis, and investigative efforts to reduce violent crime. PSP also will conduct a nonfatal shooting assessment for the Davenport PD in early 2020 to enhance the department's ability to conduct quality nonfatal shooting investigations, increase nonfatal shooting investigation clearance rates, and reduce gun violence.



Major Jeff Bladel briefing the media on the Davenport PD's NIBIN system

Crime Analysis

Representatives from the Davenport PD and the USAO—SDIA participated in the PSP Crime Analysis CoP meeting in September at the University of Chicago's Crime Lab. At this meeting, participants networked with crime analysts from other PSP sites to exchange and share expertise, identified strengths and gaps, and determined TTA needs to strengthen evidence-based practices. **Building on lessons learned from this meeting, the Davenport PD initiated enhancements to its weekly crime control strategy meetings (CompStat),** expanding participation to include federal partners, such as the USAO—SDIA's investigative analyst and the FBI's task force agent and analyst, and local partners, such as the Scott County Attorney's Office, Juvenile Court Services, and the State Seventh Judicial District Department of Corrections. The meeting's revised format includes shooting reviews, spatial analysis, and offender identifications. In 2019, **this multiagency collaboration to identify high-risk juvenile offenders involved in vehicle thefts contributed to a 34 percent decrease in stolen vehicles, and the collective focus on gun-related offenses contributed to the 69 percent increase in federal gun indictments.** PSP plans to conduct a crime analysis capacity assessment in early 2020 to examine strengths, opportunities for growth, and additional crime analysis TTA that may be beneficial to Davenport.



The Davenport PD's public safety analyst sharing SNA concepts at the PSP Crime Analysis CoP meeting in Chicago

Criminal Justice Collaboration

In October, representatives from Davenport met with SME Joan Brody for a grants landscape review to determine an initial needs assessment that could be supported by grants and to learn more about establishing a police foundation. The Davenport PD is now seeking an academic research partner to help identify gaps in the department's violent crime strategy. The review's recommendations will help develop an actionable grant strategy to support the department's current efforts to reduce violent crime.

Harris County

Gun Violence

NIBIN has become a critical crime-fighting tool in many of the PSP sites. At the 2019 PSP Symposium, representatives from Harris County discussed NIBIN processes in place among PSP partners and determined the need for more concrete protocols regarding NIBIN lead follow-up. Based on discussions and lessons learned regarding NIBIN processes at the symposium, Harris County PSP partners revamped NIBIN lead investigative tracking and follow-up to include more accountability measures. **The Harris County Sheriff's Office (HCSO) formed a dedicated NIBIN Gun Crime Intelligence Unit with one supervisor and two investigators, one of whom is a task force officer with ATF; streamlined processes; and dedicated team members who are responsible for NIBIN leads**

and conducting follow-up investigations. The HCSO received a grant through ATF to purchase a NIBIN machine, which will be housed at its 24/7 Crime Scene Unit operation.



Crime scene investigators at an in-house NIBIN training

Crime Analysis

Participation in PSP has helped the HCSO recognize opportunities to maximize crime analysis. The HCSO is reviewing its crime analysis practices to identify methods to better capture and leverage real-time crime data and utilize crime analysts. PSP will conduct a crime analysis assessment in early 2020 to identify areas to enhance analytical capacity and capabilities.

"In only our first year participating under the PSP program, we have gained tremendous value for our agency. We've been afforded technical reviews and best-practices that enhance our public safety deliverables. We look forward to increased collaboration with PSP; the best is yet to come."

—Sheriff Ed Gonzalez

Wichita

PSP Focus Areas

Wichita's priority areas in its first year of PSP engagement are crime analysis, gun violence, and technology. Wichita's TTA activities will focus on information sharing, enhancing NIBIN and CGIC processes, leveraging data to identify violent offenders, and enriching technology. Over the next year, PSP SMEs will conduct Gun Violence and Nonfatal Shooting Reduction, Crime Analysis Capacity, Technology, and Grants assessments to assist the site in identifying strategies to support these priorities.

Criminal Justice Collaboration and Gun Violence

Since becoming a PSP site, the Wichita PD has implemented a new Targeted Offender Group (TOG) to identify "trigger pullers" involved in firearm-related offenses and the city's most violent criminals. **The meetings to review the targeted offenders were opened to all law enforcement partners, including ATF, the FBI, the Kansas Department of Corrections, Parole, Probation, the Sedgwick County District Attorney's Office, the Sedgwick County Sheriff's Office, the USAO—District of Kansas, and several other law enforcement agencies. Approximately 13 individuals were initially identified as the most prolific shooters based on intelligence and analyses.** More information was then gathered on these individuals, including social media connections, utilizing the violent crimes community response team to compile intelligence on the names, addresses, and gang affiliations of persons known to be the most active in firearm-related offenses. Partners then leveraged that information, combined with intelligence debriefs, outside cases, and other sources, to develop an expanded TOG; almost every one of the identified individuals has a criminal history that involves firearms or violence or is a documented gang member. As the TOG continues to evolve, partners continue to hold biweekly meetings and include updates on recent murders, robberies, ongoing gang feuds, gang member and firearm convictions, absconders from the Kansas Department of Corrections and Probation, and gang members wanted for domestic violence-related warrants. These meetings also provide statistics about recent gun thefts from auto larcenies and burglaries and include leads developed through NIBIN/CGIC work. The Wichita PD is considering expanding the TOG program to the Property Crimes Bureau. This process would focus on issues such as auto thefts, burglaries, and financial crimes to further expand collaboration with area law enforcement partners.

Endnotes

¹ATF's NIBIN Program automates ballistics evaluations and provides actionable investigative leads in a timely manner. For more information, visit <https://www.atf.gov/firearms/national-integrated-ballistic-information-network-nibin>.

²<https://www.tennessean.com/story/news/2019/01/01/nashvilles-criminal-homicides-2018-down-nearly-quarter-over-year-prior/2300651002/>.

³<https://www.wkrn.com/news/homicide-rate-down-in-nashville-for-2019/>.

⁴MAX is a holistic, data-driven approach to police management. For more information, visit <https://nopdnews.com/transparency/dashboards/>.

⁵https://www.slpmpd.org/images/2018_Annual_Report.pdf, p. 10.

⁶<https://www.fox13memphis.com/news/local/data-says-overall-crime-decreased-memphis-2019/FN3KVSB7RA3TH3X263WPVMMNE/>.

⁷The Quad Cities is a region of five cities in Iowa and Illinois. In addition to Davenport, the other Quad Cities are Bettendorf, Iowa, and Rock Island, Moline, and East Moline, Illinois.

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