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This edition of the quarterly National Public Safety Partnership (PSP) Operations Newsletter features site activities and highlights occurring during October–December 2017. The year 2017 was a dynamic one for the program: Attorney General Jeff Sessions launched PSP, which builds on lessons learned from the pilot program. Four PSP Operations sites were launched in June—Birmingham, Alabama; Indianapolis, Indiana; Memphis, Tennessee; and Toledo, Ohio—and the PSP pilot sites were grandfathered into PSP as Operations sites.

PSP provides a single point of access to a wide array of U.S. Department of Justice (DOJ) resources, training, and technical assistance to cities struggling with violent crime in support of their public safety strategies. PSP encourages collaboration and coordination of local crime reduction strategies with DOJ’s law enforcement and programmatic partner agencies, including the following: Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); Bureau of Justice Assistance (BJA); Executive Office for United States Attorneys (EOUSA); Federal Bureau of Investigation (FBI); Office of Community Oriented Policing Services (COPS Office); Office of Justice Programs (OJP); Office on Violence Against Women (OVW); U.S. Drug Enforcement Administration (DEA); U.S. Attorneys’ Offices (USAO); and U.S. Marshals Service (USMS).



This newsletter focuses on the activities of the PSP Operations sites. Take note of an article featuring lessons learned from PSP site West Memphis, Arkansas, on applying large-agency practices to a small agency and a read-through preview of the major activities planned for 2018. As we reflect on 2017 and look ahead to 2018, PSP remains committed to aiding cities in their violent crime reduction efforts, providing support wherever possible and taking each site’s unique challenges and needs into account.

2018 Outlook

Strategic collaboration among local and federal partners and building capacity for sustainment are the cornerstones of the PSP program. As we reflect on the positive outcomes of PSP activities in 2017, PSP will drive this momentum into 2018 with the delivery of focused assessments, training and technical assistance (TTA), and peer learning opportunities with a dedicated commitment to establishing practices and protocols that can be sustained long after a site's formal engagement in the PSP program. One of the lessons learned from the PSP pilot program is the necessity for dedicated time to implement and sustain violence reduction strategies, training, and best practices from PSP resources. As a result of this identified and critical need, PSP Operations extends three years of formal engagement to new sites as well as the pilot sites. As the 2015 pilot sites (Compton, California; Flint, Michigan; Little Rock, Arkansas; Newark, New Jersey; and West Memphis) enter their third and final year of formal engagement, they will continue to work with their Strategic Site Liaisons (SSLs), PSP team members, and other site leadership to focus on sustainability. Sites are encouraged to reflect on lessons learned; consider how to sustain the relationships established, practices and strategies learned, and successes within the Partnership; and identify ways to continue strengthening the foundation built within the program beyond the conclusion of their formal engagement in September 2018. One of the unique aspects of this program is that although formal engagement concludes after three years, PSP sites will continue to be a part of the PSP community indefinitely, serving as mentors for new sites and through relationships established with DOJ and criminal justice partners.



The 2016 pilot sites (Jackson, Mississippi; Milwaukee, Wisconsin; Nashville, Tennessee; New Orleans, Louisiana; and St. Louis, Missouri) will proceed with formal engagement until September 2019 and will spend the next year building upon the public safety efforts and violent crime reduction strategies already under way in their communities. PSP will deliver customized training, technical assistance, and peer exchanges to the sites based upon the critical violence reduction issues identified by site leadership.

In consultation with PSP SSLs, the 2017 sites (Birmingham, Indianapolis, Memphis, and Toledo) spent this quarter participating in baseline assessments of various crime-fighting capacities and identifying focus areas for PSP engagement. In 2018, these sites will continue to participate in PSP assessments as well as site-specific trainings, PSP team site visits, peer learning opportunities, and other technical assistance, as requested, to support each site's identified violence reduction focus area.

2018 PSP Symposium on Violent Crime

The 2018 PSP Symposium on Violent Crime will tentatively be held September 24–26, 2018, in Birmingham, Alabama. DOJ is in the process of obtaining official conference approval and will extend formal invitations to this event in the coming months. We ask that current PSP site leaders save the date for this event.

Birmingham, Alabama



Applying Large-Agency Practices to Smaller Agencies

The PSP Operations sites are diverse in geography, population size, demographics, police force size and structure, budget, violent crime issues, and agency capacities. For smaller jurisdictions, it can be challenging to apply strategies and lessons learned from larger agencies with increased capacities, available technology, and force size. West Memphis, with a population of approximately 25,000, has proved successful in adopting and modifying strategies and lessons learned from larger jurisdictions to meet its unique public safety needs.

We asked Captains Joe Baker and Robert Langston with the West Memphis Police Department (PD) to share some of their experiences in applying and implementing lessons learned from larger jurisdictions.



Captain Joe Baker



Captain Robert Langston



How did the West Memphis PD implement lessons learned from the Los Angeles, California, PD to develop and implement Operation Data-Enhanced, Targeted Enforcement and Restoration (DETER) in West Memphis?

We utilized the Los Angeles PD's overall strategy in the Los Angeles' Strategic Extraction and Restoration Program (Operation LASER—a program used for data collection and street-level intelligence gathering) as a base foundation for what we hoped to implement in a targeted crime-fighting strategy in West Memphis. After looking at the operational and strategic methods L.A. was using to combat crime, we looked at our resources and issues and built our program with L.A.'s basic concept in mind. The overall methodology of targeting chronic offenders and chronic crime-ridden areas was our guide in this development strategy. We also had to look at operational differences between our agency and the Los Angeles PD to make tweaks based on personnel differences and differences in state laws.



What tips would you recommend to other small-agency executives for consideration in visiting a larger department?

We would absolutely recommend that smaller agencies visit larger agencies and engage in open conversation about crime strategies. What we found all over the country is that crime is very similar as far as trends and criminal activity that every department deals with. Also, for the most part, administrative issues are very similar, such as hiring issues, budget shortfalls, and other common topics. We have found many ideas that larger agencies have implemented that worked great for our department with minor tweaks to the projects to customize them to our needs and capacity. Go visit agencies with an open mind instead of thinking that the agency size difference would prohibit the sharing of great ideas and strategies.



What was the West Memphis PD's experience related to the development of crime analysis functionality and improving technology processes as it relates to taking strategies from larger departments to a smaller scale?

For a smaller agency, developing a crime analysis capacity takes some time and requires major buy-in and dedication from the leadership at the department. At the West Memphis PD, we had no crime analysis function and very little formal analytic capability as far as programs and software. We looked to some of the larger agencies we visited to get ideas about what exactly were the functions being performed day in and day out by crime analysis units. We then looked to see what the value was for our agency of many of the products generated at the larger agencies. With only one dedicated analyst, we had to take a look at the most important products that needed to be produced daily, weekly, and so on to get the most value from the analyst's time. We were able to obtain some great ideas as far as products produced for intelligence sharing within our department as well as products that were able to be produced for our administration to assist with public releases and information dissemination.

PSP Operations Core Focus Areas

PSP Operations' 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 benefit from a Community of Practice and to structure comprehensive TTA plans that address critical public safety and criminal justice issues.



Federal Partnerships

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.



Gun Violence

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.



Criminal Justice Collaboration

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 to identify key violent crime issues and develop long-term solutions to assist in mitigating violence problems.



Crime Analysis

PSP shares the latest crime analysis techniques to identify violent habitual offenders and "hot spot" locations to enhance capacity and prosecution strategies and drive deployment.



Technology

PSP strongly 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.



Investigations

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.



Community Engagement

PSP promotes and facilitates community engagement among local and federal partners and the community to build ongoing, permanent relationships within the community to increase public trust and support.

Community of Practice: Multiagency Peer Exchanges

Peer exchanges are learning opportunities that facilitate knowledge sharing among PSP sites and other jurisdictions to promote best practices, real-world examples, practical experience, and lessons learned to be shared to assist PSP Operations agencies in advancing their public safety goals. These exchanges are conducted to sites within PSP and to host sites outside of the Partnership. In addition to individual agency peer exchanges (city to city), PSP encourages sites to participate in peer exchanges and other on-site learning experiences together to further the PSP Community of Practice. This quarter, the PSP sites participated in several multiagency peer exchanges across the country to learn about promising practices and strategies on a variety of violence reduction topics.

International Homicide Investigators Association (IHIA) Basic Homicide Investigators Course

Representatives from the Flint PD, the Newark PD, and the Los Angeles County Sheriff's Department (LASD)—Compton Station attended the IHIA's Southern Regional Basic Homicide Investigators Course in Fort Meyers, Florida, on October 2–6, 2017. The goal of this course was to improve and enhance the abilities of homicide investigators through the introduction of a core minimum standard of training while introducing updates and changes in the law and new advancements in science and technology. Topics addressed as part of this course included responsibilities of the homicide investigator, duties of the first responder, crime scene analysis, homicide types and offender motivation, crime scene processing, investigative resources and techniques, serial murder, interview and interrogation, suspect development, victimology, case management, report writing and documentation, media relations, prosecution and legal matters, ethics, and stress management.



Tampa Crime-Fighting Symposium

Representatives from the Flint PD, the New Orleans PD, and the Birmingham PD attended the Tampa Crime-Fighting Symposium hosted by the Tampa, Florida, PD on October 11–12, 2017. The goals of this peer exchange were to learn more about Tampa's innovative crime reduction approaches and collaboration structure. Topics addressed at this meeting encompassed the Tampa PD's crime reduction strategies, including lessons learned, successes, and challenges; how Tampa law enforcement partners conduct their district meetings; Tampa PD analytical processes; and the Tampa PD's responses to specific violent crime issues, such as a spike in juvenile automobile thefts. Attendees were also able to attend Tampa's COPPER meeting (a version of CompStat). The Birmingham PD analyst who attended this peer exchange remarked that the exchange enabled a better understanding of the role that crime analysts can play in fighting crime; how the products that analysts produce can be used, as well as their benefits; and how the analysts can make the information more useful. The representatives from the Flint PD noted that Flint is exploring how to take a similar approach to the Tampa PD's division of its jurisdiction into zones and priority grids for patrol deployment.

FBI Media Training – Camden, New Jersey

Representatives from the Flint PD, the New Orleans PD, the Newark PD, the Shelby County District Attorney's Office (for PSP site Memphis), and the Indianapolis Metro PD attended an FBI Media Training in Camden, New Jersey, in November. The purpose of this training was to help attendees view communicating with media outlets as an opportunity to reach the general public rather than an obstacle to overcome. Attendees learned specific ways to have thoughtful discussions about incidents that become news stories, how to communicate with the media, and how to convey information without creating an adversarial relationship. Police departments outside of the PSP network also participated in this training, including representatives from PSP alumni site Camden.

Site Highlights

Birmingham

The collaboration between Birmingham's local and federal agencies provides a foundation for the city's crime-fighting efforts. The Honorable Jay Town, U.S. Attorney, is in the process of forming a public safety task force composed of the USAO—Northern District of Alabama (NDAL), the Birmingham PD, the Jefferson County District Attorney's Office, the Jefferson County Sheriff's Office, the Alabama Board of Pardons and Paroles, DEA, ATF, the FBI, and USMS, along with the Housing Authority of the Birmingham District and the Mayor's Office. This task force will strive to improve data and intelligence sharing and will involve outreach and prevention efforts through DOJ's Project Safe Neighborhoods initiative. Mr. Town is dedicating a prosecutor to this task force, and the long-term goal is for the city of Birmingham to inherit this task force to ensure sustainability in combating violent crime. Using information provided by the Alabama Board of Pardons and Paroles, ATF apprehended a top-10 offender who has played a significant role in Birmingham's violent crime scene. Between June and October 20, 2017, ATF and USMS worked together to clear more than 200 warrants, seize 32 firearms, and make 126 total arrests, 18 of which were of documented gang members. As part of this enforcement effort, the agencies were also able to identify a new gang and a number of associated individuals.

As gun crime and associated violence escalates in Birmingham, all participating agencies continue to examine ways to improve their processes and communications to help combat this rise. The Birmingham PD conducts weekly shooting reviews with ATF to provide the opportunity to examine each shooting in detail and identify any patterns, trends, leads, or investigative strategies.

The USAO—NDAL has established an improved process to review and refer gun cases to determine the best prosecutorial venue (federal or state) for gun cases. Because gun crime continues to be of particular concern in Birmingham's public housing communities, officials with the USAO—NDAL, ATF, and the Jefferson County District Attorney's Office hosted a training seminar for Birmingham PD officers who patrol these communities that focused on how to pursue federal gun charges.¹ Charging offenders at the federal level usually permits a more timely and severe resolution, making it less likely that repeat offenders will return to the community and continue to contribute to the violence.



View of the MACC

In December, the Birmingham PD collected new coats for the city's youth living in these public housing communities, hoping to provide 600 youths with new outerwear and foster good spirits during the holiday season.² In addition, the Birmingham PD has detailed more detectives to the Metro Area Crime Center (MACC) located in the Jefferson County Sheriff's Office. The MACC uses technology, investigators, and real-time intelligence to fight crime and support information sharing.³ The Housing Authority of the Birmingham District is also beginning a new camera system that will integrate with the MACC.

To further enhance collaboration on gun cases, the USAO—NDAL and the Jefferson County District Attorney's Office have instituted a more formal partnership structure. The USAO—NDAL deputized two Assistant District Attorneys as special Assistant U.S. Attorneys (AUSAs) to allow them to work federally. AUSAs work with District Attorneys' Offices across the USAO—NDAL's district to better identify federal cases that can help reduce violent crime. The USAO—NDAL is also instituting a renewed focus on its "Pills and Needles" program to address opioid abuse. The program began in 2014 as a communitywide response to the growing opioid epidemic in Birmingham. The program combines building public awareness, treatment and medical community engagement, and law enforcement efforts to develop solutions to reduce supply and use. The FBI has also assigned an agent to work exclusively on the opioid issue in Birmingham and is working to grow the task force environment.

¹ <http://www.wbrc.com/story/37063802/police-trained-on-how-to-file-federal-charges-for-those-with-guns-on-birmingham-housing-authority-properties>.

² http://www.al.com/news/birmingham/index.ssf/2017/12/birmingham_police_collecting_n.html.

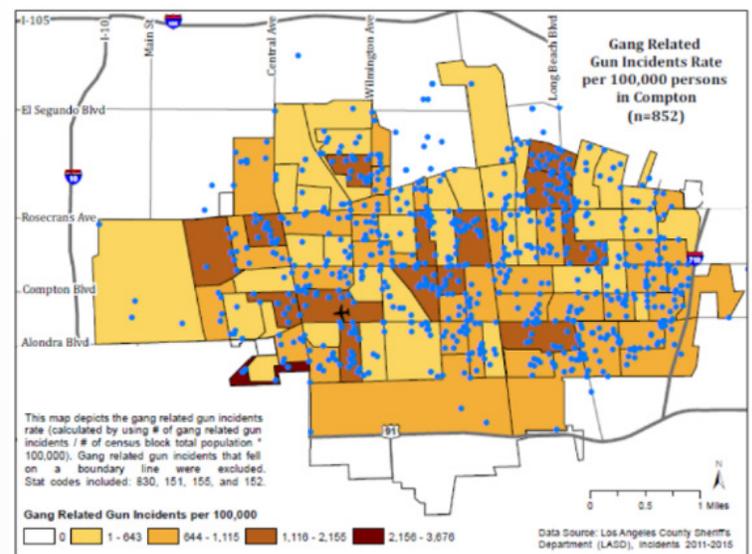
³ http://www.al.com/news/birmingham/index.ssf/2017/11/metro_area_crime_center_marks.html.

Site Highlights

Compton

The LASD saw a significant decrease in violent crime in its patrol areas in 2017 compared to 2016. Homicides decreased by 20.5 percent, which Sheriff Jim McDonnell partially attributed to the 46 percent reduction in the LASD's Compton, Century, and East Los Angeles stations.⁴ The LASD also reported a 4.6 percent decrease overall for the same period in Part I crimes, which are serious violent and property crimes (criminal homicide, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson).⁵ The LASD—Compton Station's homicide clearance rate was also improved from 2016 to 2017, increasing from 20 percent to 50 percent.

In order to sustain these drops in violent crime, the LASD—Compton Station is working to implement TTA that addresses some of the recommendations put forth following the gang assessment that was conducted by the National Gang Center with the support of the Office of Juvenile Justice and Delinquency Prevention from May 2016 to June 2017.⁶ These recommendations include increasing police faculties to proactively respond to gangs; enhancing the capacity to collect, analyze, and utilize data and intelligence to respond to gangs; TTA related to problem-oriented policing directed at gang problems; and specialized training to advance the capacities of patrol and school officers who most often come into contact with gang members. To address the recommendation regarding enhancing data analysis capacity, Compton is in the process of exploring and coordinating a field analyst program, similar to the partnership between Detroit, a PSP pilot alumni site, and Michigan State University (MSU). The Compton PSP site team attended a kick-off meeting in November 2017 with the University of Southern California and California State University, Long Beach, who have both agreed to partner with the LASD—Compton Station for a student internship program. The interns will provide proactive crime analysis and criminal intelligence support to Compton Station. The field analyst program partners are working to determine the roles and responsibilities of participants and students, identify any necessary training, and market the opportunity to students. ATF also plans to provide analysts to work with the LASD—Compton Station.



Gang-Related Gun Incidents per 100,000 in Compton

According to the National Human Trafficking Hotline's statistics, California leads the country in the number of reported human trafficking cases.⁷ The LASD partners with nonprofit groups to fight this issue, and counselors are embedded with deputies throughout the year and participate in sting operations to help rescue sex trafficking victims. The LASD's Regional Human Trafficking Task Force announced a partnership with Every Man Protecting Innocent Kids (EPIK) and other law enforcement and civic groups in November to target those soliciting sex online. Over the last two years, the LASD has arrested over 250 male sex buyers and more than 140 for internet crimes against children and the task force has rescued more than 200 girls from the sex trade and human trafficking.⁸ A joint human trafficking operation in November between the task force and the deputies from the LASD—Compton Station resulted in 37 arrests.⁹ Victims were offered services such as counseling, assistance with emergency housing and social services, and assessment of legal needs.

⁴ <https://www.nbclosangeles.com/news/local/Violent-Crime-Drop-LA-County-2017-Sheriff-467048623.html>.

⁵ <https://www.ucrdatatool.gov/offenses.cfm>.

⁶ <http://www.nixle.us/9N479>.

⁷ <https://humantraffickinghotline.org/states>.

⁸ <http://abc7.com/lasd-joins-partnership-to-help-crack-down-on-online-sex-trade/2626362/>.

⁹ <http://abc7.com/girl-13-rescued-in-compton-human-trafficking-sting/2662008/>.

Site Highlights

Flint

One of Flint's unique PSP focus areas is to improve property and evidence collection, storage, and investigation processes to better enable the police department to solve crime and hold offenders accountable. In April 2017, PSP conducted an assessment of the Flint PD's property room, which resulted in the enhancement of processes for labeling, storing, and organizing guns used in homicides. As a result of implementing these recommendations from the assessment, the Flint PD disposed of 2,180 weapons in 2017 and plans to enhance its record management system (RMS) capabilities to improve work flows and information accessibility.

In November, the Flint PD announced the creation of the Flint Police Intelligence Operations Center. The intelligence center allows the Flint PD to view live footage from a network of cameras to analyze crime trends and inform optimal deployment of its resources. The center is part of the Flint PD's larger strategic plan to reduce response times and is staffed by uniformed and reserve police officers and a crime analyst.



Flint PD Announces the Creation of the Flint Police Intelligence Operations Center

Through PSP, relationships between local and federal partners in Flint have strengthened as they collectively address violent crime. ATF provides ballistic processing support through the National Integrated Ballistic Information Network (NIBIN) and focuses on firearm arrests and gun recoveries. NIBIN is a national database of digital images of expended bullets and cartridge cases found at crime scenes or test-fired from confiscated weapons.¹⁰ Ballistic evidence hits from NIBIN help law enforcement investigators link crimes, identify suspects, and increase their understanding of gun crime patterns, such as gun trafficking. As a result of the enhanced partnerships, the Flint PD now sends all shell casings from new crime scenes through NIBIN. The Flint PD is also working with ATF to provide free gun locks for citizens to safely secure weapons and prevent accidental shootings.¹¹ DEA, the FBI, and USMS continue to support the Flint PD with their public safety goals. DEA conducts search warrants, drug seizures, and arrests. The FBI provides intelligence and analytical support along with search warrants and gang and gun arrests. USMS focuses on high-value target arrests and gun recoveries, and the USAO tracks case outcomes for federal charges. The Genesee County Prosecutor's Office (GCPO) is an active partner in PSP efforts and is working with the Flint PD to establish regular detective meetings. The GCPO is also working with the FBI to develop report templates to improve prosecutions.

¹⁰ <https://www.nij.gov/topics/law-enforcement/investigations/Pages/nibin.aspx>.

¹¹ <http://nbc25news.com/news/local/flint-police-handing-out-free-gun-locks>.



Indianapolis

The Indianapolis PSP partners identified enhancing crime analysis and improving technology capabilities as initial PSP priorities for TTA engagement. PSP is in the process of coordinating and conducting baseline assessments in these areas. Subject expert Chris Bruce will collaborate with the Indianapolis Metropolitan PD and the Marion County Prosecutor's Office (MCPO) for the crime analysis assessment to examine data collection and analysis capacities. The goal of this assessment is to expedite and streamline information gathering processes, for the Indianapolis Metropolitan PD and the MCPO to collect and analyze data in a uniform way, and for the Indianapolis Metropolitan PD to enhance its capabilities to conduct analyses that pinpoint violent offenders and hot spots.

The Indianapolis Metropolitan PD identified the technology assessment as a priority item to determine if its use of technology can be enriched or used more efficiently to aid in violent crime reduction. The Indianapolis Metropolitan PD altered its internal structure this quarter, splitting homicide and robbery investigations into separate branches to allow homicide detectives to dedicate more resources toward unsolved homicide cases. Previously, homicide detectives were tasked with investigating homicides as well as robberies across the city. The homicide branch was combined with the aggravated assault detectives who are tasked with investigating non-fatal shootings.¹²

This quarter, federal partners in Indianapolis continue to play a significant role in fighting crime through the provision of law enforcement resources. DEA finalized a federal drug-trafficking-ring case that resulted in the seizure of 23 pounds of methamphetamine and 16 firearms and the arrest of 23 individuals. ATF is working with the state lab that houses the NIBIN machine to establish protocols to expedite information processing. ATF assigned an additional analyst to focus solely on NIBIN usage and assigned an agent in each police service district to streamline on gun case investigations. The FBI continues to focus on targeting violent neighborhood-based gangs through partnerships with various Indianapolis Metropolitan PD units to identify prolific offenders and execute search warrants. The USAO—Southern District of Indiana assigned an AUSA to each Indianapolis Metropolitan PD patrol district. These AUSAs focus on drug and gun crimes and meet with police lieutenants regularly to discuss problem areas and offenders. Local and federal partners in Indianapolis are also developing a priority offenders list. This will allow partners to more effectively and efficiently concentrate resources on the individuals contributing most predominantly to the community's violent crime problems. USMS continues to coordinate with Indianapolis Metropolitan PD units to apprehend individuals wanted for crimes on Indianapolis' violent offender list.

¹² <https://www.theindychannel.com/news/local-news/indianapolis/as-homicide-numbers-rise-impd-makes-unit-changes-to-focus-on-solving-cases>.



Site Highlights

Jackson

Throughout its PSP engagement, the Jackson PD has focused on expanding crime analysis and improving data functions and capabilities. In November, the Jackson PD command staff attended a two-day Crime Analysis for Chief Executives workshop held by the International Association of Directors of Law Enforcement Standards and Training (IADLEST). This workshop seeks to assist top commanders in identifying how to support actionable analysis within their departments and use that analysis to drive operations.¹³ As part of the Jackson PD's strategy to improve its crime analysis capacities, Jackson is developing a research and embedded analyst program with Jackson State University (JSU), modeled from the Detroit PD's partnership with MSU. At the PSP Summit in September 2017, Jackson site representatives met with Dr. Rick Rosenfeld regarding the use of data to identify crime trends, goal setting, and crime analysis. As a follow-up, Dr. Rosenfeld and Dr. Ed McGarrell from MSU have assisted Jackson on establishing a police-research partnership with JSU through the embedded analyst program.

Another critical area for Jackson is to improve sexual assault investigation processes, prosecution, and victim assistance. This quarter, Sexual Assault Kit Initiative (SAKI) representatives from Aequitas and RTI International conducted a site visit to meet with representatives from the Jackson PSP team, the Jackson PD, the Hinds County District Attorney's Office, and the Mayor's Office. During this visit, the SAKI team provided an overview of the SAKI TTA project, investigative support and needs for combating sexual assaults, prosecutor support, and next steps. The Jackson PD's Deputy Chief Tyrone Buckley, the lead for this initiative, establishes regular meetings regarding this initiative. The Hinds County District Attorney's Office is also in the process of hiring victim advocates to support victims' needs and to connect them to available resources both within and outside the court system.

Through mid-November, Jackson reported significant reductions in auto burglaries and thefts, grand larcenies, house burglaries, aggravated assaults, armed robberies, and carjackings.¹⁴ The Jackson PD leadership indicated that while the reductions cannot be attributed solely to PSP, the Jackson PD incorporated new strategies to achieve crime reductions over the last three years and noted that one of the most beneficial resources from PSP is training. These contemporary strategies and practices gleaned from training would not have been possible without PSP because of budget constraints. The Jackson PD reported a 75.4 percent homicide clearance rate, which is about 11 percentage points higher than the 64.1 percent national average.¹⁵ Participating in PSP has allowed the Jackson PD to implement ideas from other departments and, in turn, to share its successes in various areas, such as how it has maintained its crime reduction throughout 2017 and how its homicide detectives investigate and close cases.

Federal partners continue to support the Jackson PD's crime-fighting efforts this quarter. As a result of assistance from the FBI on processing fingerprints last quarter, the FBI and the Jackson PD worked together to streamline processes moving forward to provide the Jackson PD with expedited access to fingerprint analysis services. The Jackson PD's vice and narcotics units also partnered with the FBI in October to make 13 arrests in sex trafficking and prostitution crimes in Jackson as part of the FBI's nationwide Operation Cross Country effort that targets underage victims of sex trafficking and prostitution. ATF is working to provide pole cameras to the Jackson PD to help determine areas of violence and gunfire.



In December, the USAO—Southern District of Mississippi announced “PROJECT EJECT” (Empower Jackson Expel Crime Together). This project is a comprehensive, multidisciplinary approach composed of federal, state, and local law enforcement as well as community and church leaders, non-profit organizations, neighborhood associations, businesses, schools, and citizens. This initiative aims to not only address and reduce violent crime and rehabilitate offenders but also address root causes in hopes of preventing future violent crime.

¹³ <https://www.iadlest.org/Projects/CrimeAnalysisforChiefExecutivesWorkshop.aspx>.

¹⁴ <https://northsidesun.com/front-page-slideshow-news-breaking-news/jpd-and-doj-partnership-fight-violent-crime-results-lower#sthash.8OwlO5PQ.DwQT2IHP.dpbs>.

¹⁵ Ibid.

Site Highlights

Little Rock

The Little Rock PD has been dynamic in its response to a rise in violent crime. In order to provide more extensive coverage in crime hot spots throughout the city, the department began utilizing overtime in August 2017 to amplify officer visibility on patrols, building relationships and a presence in communities. The Little Rock PD has seen significant reductions in violent crime using this tactic, most notably going six weeks during this quarter without any homicides in the city. Because this experimental strategy has been effective, the Little Rock PD will be switching to 12-hour patrol shifts to sustain this level of coverage.

Through ATF, NIBIN has become a vital part of the crime fight in Little Rock, helping law enforcement to investigate leads that identify criminals, take guns off the street, and make cases with NIBIN hits. Prior to PSP, the Little Rock PD had a backlog of shell casings and was not utilizing NIBIN's tracing capabilities. In 2016, the Little Rock PD assigned an individual to work exclusively on gun crimes and NIBIN cases. In partnership with ATF, the Little Rock PD reduced a backlog of more than 1,300 NIBIN cases and received 58 NIBIN hits as of October 2017.

Federal collaboration is a critical component of crime fighting in Little Rock. Federal agencies meet weekly at the Little Rock PD for a pre-CompStat meeting. This meeting includes Little Rock PD major crimes investigators, detectives, supervisors, leadership, and task force officers (e.g., Met Rock, GET [Gang Enforcement Task Force] Rock). In this meeting, partners review events and crimes that occurred in the city, identify key actors, and work together to ensure that partners coordinate efforts and deconflict information. The Violence Reduction Task Force also continues to be active in Little Rock. One of the main focuses of the task force is apprehending key gang-affiliated offenders. As of December 6, 2017, the task force issued 799 warrants, made 841 arrests, and made 1,533 felony charges.

Little Rock has been working to expand its domestic violence center—Women & Children First: The Center Against Family Violence (WCF)—facility and resources. Representatives from various agencies connected to the center have participated in peer exchanges through PSP to explore successful models across the country and potential strategies for expansions and advancements. This quarter, the WCF hired a development coordinator to raise money to expand the WCF's efforts and rebuild its facilities. The Little Rock Police Foundation also announced in October that it would help facilitate increased funding for the Little Rock PD to educate the public on the issue of domestic violence and help those in need by providing essentials such as diapers, gas, and food.¹⁶ In November, prosecutors and victim assistance services staff from the Pulaski County Prosecutor's Office (PCPO) and Little Rock PD victim advocates participated in a BJA/ National District Attorneys Association (NDAA) Domestic Violence and Sexual Assault Training. PCPO attendees remarked that the training provided particularly helpful insights on prosecuting crimes without a cooperative victim, and Little Rock is planning to employ some of the approaches and tactics presented during the training.



The Center Against Family Violence

¹⁶ <http://www.thv11.com/news/local/partnerships-in-little-rock-raise-awareness-of-domestic-violence/485817141>.

Site Highlights

Memphis

Memphis identified assessments related to gangs, homicide investigations and prosecution, and victim services as early priorities for PSP engagement. The goal of the gang assessment is to assess the Memphis PD's response to gang violence, including prevention, intervention, and suppression strategies. The Memphis PD would like to better understand best practices relating to gang activity and identify areas for enhancement in its plan for law enforcement countermeasures in the city. The homicide investigations and prosecution assessment will include the Memphis PD and the Shelby County District Attorney's Office. The assessment will examine both agencies' homicide investigation and prosecution processes and identify potential areas for growth. The victim services assessment will provide a picture of current measures that are working well, gaps in services, and suggested next steps related to domestic violence victims assistance. Currently, there are 18 investigators assigned to investigate the 60 to 70 domestic violence incidents that occur per day in the city. The Shelby County District Attorney's Office and law enforcement have partnered with the Family Safety Center of Memphis and Shelby County to help victims. The Memphis PD and Shelby County Sheriff's Office domestic violence units are both housed on the same floor of the center.¹⁷ This dedication and colocation of resources encourages collaboration in addressing domestic violence.

In December, U.S. Attorney General Jeff Sessions announced that 40 new AUSAs will be deployed to USAO districts experiencing high levels of violent crime, with plans to add more in the future.¹⁸ The Attorney General expects that this investment will have a readily discernible impact in these communities. An AUSA can supervise multiple investigations, potentially apprehending and dismantling multiple criminal organizations simultaneously. Memphis will be the recipient of one of the AUSAs, along with PSP Operations sites Milwaukee, St. Louis, and Toledo. The additional resources will have far-reaching effects, assisting both federal and local law enforcement in their fight against violent crime.

Memphis will focus PSP violence reduction resources and enforcement efforts on one precinct and geographic area in the city, Raines Station, similar to Milwaukee's efforts in its Center Street Corridor (CSC). Raines Station has the highest numbers of homicides and nonfatal shootings in the city. The Memphis PD continues to work with federal partners in the city while planning how best to dedicate resources to Raines Station. During this quarter, the FBI closed a Safe Streets Task Force investigation, resulting in the arrest of ten individuals and the seizure of seven guns. In the coming months, USMS plans to add three Memphis PD officers to its Warrant Squad, which supports fugitive investigations.

¹⁷ <https://www.commercialappeal.com/story/news/crime/2017/10/16/law-enforcement-community-partner-against-domestic-violence-memphis/726589001/>.

¹⁸ <https://www.justice.gov/opa/speech/attorney-general-sessions-delivers-remarks-announcing-40-new-assistant-united-states>.



Site Highlights

Milwaukee

In November, the Milwaukee PD hosted a peer exchange with New Orleans to demonstrate the process and practices of Milwaukee's PSP CompStat meetings. Milwaukee's involvement in PSP has been unique in that local leadership concentrated its PSP resources and efforts in smaller geographic areas with high crime rates within the city, first with the CSC and then to the Capital Drive East (CDE) area. In November 2017, the Milwaukee PD's then Chief Ed Flynn noted that in 2016, the CSC experienced significant reductions in violent crime in nine months of focused efforts, most notably a 28 percent reduction in the amount of nonfatal shootings.¹⁹ The main goal of this peer exchange was for New Orleans' local and federal partners to learn how the Milwaukee PD effectively collaborates with its federal partners to take a focused approach to crime reduction in Milwaukee's high-crime areas. A number of representatives from the Milwaukee PD and its local federal partners attended the exchange. At the invitation of BJA's Director for Policy, Kristen Mahoney, DOJ's Associate Deputy Attorney General, Steven Cook, attended this peer exchange to learn more about PSP and to network with participants. Participants attended the Milwaukee PD's PSP CompStat meeting (held every six weeks), visited its Crime Gun Intelligence Center, and discussed challenges and successes.



New Orleans and Milwaukee Partners During the PSP CompStat Peer Exchange

The CSC is a 2.3-square-mile area on the north side of Milwaukee that, at one point, was responsible for 10 percent of all violent crime in the city.²⁰ While PSP efforts in Milwaukee have expanded beyond the CSC, the area is still a main focus for local and federal partners. The Wisconsin Department of Corrections monitors all youths released to hot-spot areas, such as the CSC and the CDE, to provide support and attention to reduce recidivism. In October 2017, a surge operation with federal partners focused on subjects wanted for shootings either located in or tied to the CSC. During this surge, federal partners executed two search warrants, took 22 individuals into custody, and recovered six firearms. Surges like these are conducted periodically and allow partners to engage with the community, demonstrating a strong commitment to the area and building relationships with community members. ATF is also examining firearm trafficking in the CSC, since 16 percent of illegal gun possession arrests are in the CSC.²¹

Expanding beyond the CSC target area, an FBI task force cleared 29 of 33 unsolved nonfatal shooting cases and plans to provide the Milwaukee PD with a Digital Imaging and Video Recovery Team (DIVRT) software package. DIVRT is designed to provide law enforcement with the necessary knowledge to safely recover videos from crime scenes and quickly disseminate them to traditional and social media to ensure maximum visibility of the video evidence.²² DEA conducted kidnapping and homicide investigations on the south side of Milwaukee this quarter,

arresting eight individuals and significantly disrupting a group that regularly contributes to crime in the city. The Milwaukee PD announced the creation of an opioid task force of 16 officers that will identify patterns and geographical spikes, working with hospitals and other agencies to stem the rise of opioid overdose deaths.²³ The USMS task force adopted the Milwaukee PD's remaining 2017 homicides, freeing up some of the PD's resources to focus on other crimes.

The Sojourner Family Peace Center in Milwaukee colocates representatives from organizations such as the Children's Hospital of Wisconsin, Milwaukee Public Schools, Jewish Family Services, the Milwaukee PD's sensitive crimes unit, and the Milwaukee County District Attorney's Office. At the center, advocates and partners help victims of domestic violence file for divorce, enroll children in day care, obtain health insurance, and apply for food assistance.²⁴ In November, the center reported that nearly 9,000 clients had been helped in 2017 to date, about a 16 percent increase from the same time in 2016, and more than 14,000 hotline calls had come in, about 3 percent more than 2016. The center has had more than 60,000 contacts with clients in the community, and prosecutors are seeing a 25 percent increase in domestic violence cases referred for charges compared to 2016. Milwaukee has hosted several peer exchanges for other PSP sites interested in establishing family justice centers and sharing best practices and lessons learned, and the center continues to serve as a model for other jurisdictions.

¹⁹ <http://fox6now.com/2017/11/29/police-chief-flynn-milwaukee-has-seen-significant-reductions-in-violent-crime-with-public-safety-partnership/>.

²⁰ <https://www.jsonline.com/story/news/crime/2017/12/01/milwaukee-police-did-something-different-tackle-crime-city-they-focused-just-2-3-square-miles/914219001/>.

²¹ <https://www.tmj4.com/news/local-news/undercover-taskforce-where-criminals-come-to-hang-out>.

²² <https://www.rcfl.gov/silicon-valley/training-courses>.

²³ <http://www.wisn.com/article/mpd-puts-officers-resources-into-new-overdose-task-force/14437355>.

²⁴ <https://www.jsonline.com/story/news/local/milwaukee/2017/11/09/two-years-after-opening-new-center-domestic-abuse-survivors-sojourner-family-peace-center-keeps-grow/834402001/>.

Site Highlights

Nashville

The Metropolitan Nashville PD's eight precincts are highly decentralized and often operate independently. To enhance communication between the precincts, Nashville will participate in two pilot projects: a homicide investigations pilot initiative and a USMS gang interdiction pilot project. Currently, homicides are investigated at the precinct level and then elevated to a centralized cold case unit if they are unsolved for more than a year. The homicide pilot initiative will involve two Metropolitan Nashville PD precincts with high gun violence: South Precinct and Hermitage Precinct. The precincts will reorganize the way homicide investigations are conducted. Both precincts will identify up to three detectives to form a hybrid homicide investigations team to focus solely on homicide and shooting cases and streamline investigative protocols and procedures. The Nashville District Attorney's Office is also considering how it might be able to restructure to support this pilot initiative. The Metropolitan Nashville PD continues to participate in departmentwide efforts to combat gun violence. As of November 1, 2017, the Metropolitan Nashville PD had confiscated 23 percent more illegal firearms and made more felony arrests involving guns than in 2016.²⁵ The Metropolitan Nashville PD hosted a Gift Cards for Guns event in November, at which 198 firearms were surrendered without question in exchange for \$50 gasoline and \$25 grocery store gift cards.²⁶ This event is held annually.

Officers from each precinct and the Specialized Investigations Division meet weekly to address strategies for combating gang crime and improving quality of life in parts of Nashville.²⁷ The USMS gang interdiction pilot project will explore how the embedded analysts in the Specialized Investigations Division's gang unit can utilize social network analysis (SNA) to further the gang unit's violence reduction and enforcement efforts. SNA is the analysis of social relationships within networks of individuals. The social relationships between individuals are measured and diagrammed to determine the flow of information and goods between people. This visualization of social structures can help law enforcement determine the best targets for disrupting networks, such as gangs.

In October, subject experts Julie Wartell and Andrew Fox conducted a site visit to Nashville to perform a combined crime analysis and violence assessment. The Metropolitan Nashville PD would like to better understand the scope and nature of violence in Nashville to design a comprehensive response to violence related to prevention, intervention, and suppression. Each Metropolitan Nashville PD precinct has its own crime analysis officer, but there are variations in terms of the analysts' experience and expertise. Strengthening and standardizing the skills and role of analysts and creating an information sharing network across precincts will help deconflict information and



News Segment Announces the Success of the Metropolitan Nashville PD's Gift Cards for Guns Annual Event

enhance the Metropolitan Nashville PD's enforcement efforts. The combined assessment report will be shared with the site and will include next steps and recommendations for moving forward.

A community capacity assessment was conducted in August 2017 to assist the Metropolitan Nashville PD in identifying systemic problems in neighborhoods that historically account for a majority of the crime in different precincts. For this assessment, the Metropolitan Nashville PD's North and West precincts each identified a specific neighborhood that disproportionately contributes to the crime for each precinct. Since completion of the initial assessment, the Metropolitan Nashville PD and its local and federal partners have been in discussions with PSP subject experts about how to develop collective efficacy and social cohesion in these neighborhoods to break the cycle and build their capacities to fight violent crime. Among these deliberations has been how best to introduce social service agencies and other community agency resources in these neighborhoods to work in tandem with the Metropolitan Nashville PD. During a December site visit, Commissioner Robert Haas (Retired), Nashville's SSL, also met with staff from the Tennessee Department of Corrections to consider how they can support this initiative. In early 2018, officers will participate in training and other activities to launch this collective efficacy project.

²⁵ <http://wkcrn.com/2017/10/31/metro-police-confiscate-more-illegal-guns-in-2017/>.

²⁶ <http://wkcrn.com/2017/10/26/metro-police-offering-gift-cards-for-guns/>.

²⁷ <http://fox17.com/news/local/25-criminals-arrested-in-initiative-to-combat-gangs-in-parts-of-nashville>.

New Orleans

In November, New Orleans' local and federal law enforcement partners visited Milwaukee to learn more about its strategic collaboration structure and CompStat process. The New Orleans representatives' objectives in attending this meeting were to observe processes, improve collaboration between federal partners in New Orleans, learn new approaches to data analysis, and support crime analysis development to reduce crime in the city. New Orleans' attendees included representatives from the New Orleans PD and the Orleans Parish District Attorney's Office as well as local federal representatives from ATF, DEA, the FBI, and the USAO—Eastern District of Louisiana (EDLA). The participants attended the Milwaukee PD's PSP CompStat meeting, visited its Crime Gun Intelligence Center, and discussed challenges and best practices.

The New Orleans PD and its federal partners have identified two geographical areas that have been historically violent for PSP target area enforcement to reduce firearm-related violence, similar to Milwaukee's CSC model. As part of this effort, the New Orleans PD's community liaison officers will increase engagement in community meetings, churches, and other groups to improve community relationships and will conduct more walking beats in the areas. The FBI will work with the New Orleans PD to identify and actively prioritize violent offenders and their associates, and the FBI's gang task force plans to actively conduct investigations targeting top offenders in these areas. ATF will continue to provide NIBIN and eTrace support to the New Orleans PD, prioritize the analysis of evidence from the target areas, and focus on felon-in-possession-of-a-firearm investigations in the area and tracing gun purchases. DEA will help identify violent offenders involved in the drug trade and actively conduct narcotics investigations focusing on known violent offenders. USMS will prioritize the locating and apprehending of violent fugitives in target areas, and the USAO—EDLA and the Orleans Parish District Attorney's Office will prioritize violent crime prosecutions in the target areas and flag associated gun cases.



New Orleans' RTCC

New Orleans debuted a new Real Time Crime Center (RTCC) in November. The RTCC is housed in the French Quarter, the busiest area of the city, and is designed to collect feeds from a network of 80 cameras and 32 automated license-plate readers (LPRs) positioned throughout the city, with plans to add another 250 cameras and 80 LPRs in the future.²⁸ LPRs notify officers when they pass a stolen vehicle or a vehicle involved in possible criminal activity. City officials also plan to expand the center's capacity by allowing private individuals and businesses to contribute video feeds to the center. Civilian city employees help monitor the crime feeds and the New Orleans PD detectives are assigned to the RTCC on a rotating basis. The RTCC can help examine crimes in progress and inform corresponding police responses and doubles as an investigatory tool. As of December 29, 2017, footage retrieved from the RTCC had assisted in about 15 cases. Footage can help identify victims of crime, provide a more detailed picture for investigators, and save valuable time. The benefits of the RTCC also extend beyond law enforcement. The RTCC will be critical in assisting emergency responders, monitoring traffic crashes that might delay emergency vehicles, and other issues that might impact public safety. The RTCC can offer insight into what police are doing well and what could be adjusted, such as identifying where future deployments might be most impactful.

²⁸ http://www.theadvocate.com/new_orleans/news/crime_police/article_d0288312-cee1-11e7-af0a-8769895f8988.html.

Site Highlights

Newark

The city of Newark experienced significant violent crime reductions in 2017 compared to 2016: homicides fell 28 percent, robberies declined 26 percent, and the number of guns recovered increased 23 percent, with violent crimes overall decreasing by 1 percent.²⁹ While police encounters with citizens increased 22 percent, complaints against police dropped 20 percent. This is especially notable because improving police-community relations is one of the Newark PD's violence reduction focus areas in PSP.

As part of the Newark PD's efforts to be transparent, build trust with the community, and advance public safety, the department's body-worn camera (BWC) program was rolled out in its 5th Precinct in April 2017. This quarter, the BWC program was expanded to the Newark PD's 2nd Precinct, for a total of 132 cameras in use citywide. Expansion of the program to every precinct will begin in 2018. In

November, the Newark PD, the Essex County Sheriff's Office, and various local police departments in close proximity to Newark attended a Major Crime Scene Preliminary Investigations training that covered items such as initial crime scene response, roles and responsibilities, scene containment, protecting evidence, witnesses, and suspects. In 2017, the Newark PD also implemented a variety of community-oriented programs, such as "Coffee-With-a-Cop," a boys' basketball league, and community safety meetings. Newark PD representatives participated in book-bag drives, holiday food giveaways, cancer fundraising walks, and community cookouts and cleanups.

Between April and December 2017, law enforcement partners in Newark recovered 125 guns and confiscated 18,431 decks of heroin, 6,931 vials of cocaine, 2,801 plastic bags of marijuana, and 2,205 assorted pills in an ongoing citywide narcotics and guns operation.³⁰ As part of the site's larger strategy to target gun violence and advance public safety, Newark has established an informal gun case management process. The process helps determine whether a defendant is more likely to get a higher sentence if federally prosecuted and outlines a process for adoption of these cases by the appropriate prosecutorial office, either the USAO—District of New Jersey (USAO—NJ) or the Essex County Prosecutor's Office (ECPO). This review process has contributed to a decrease in the time from arrest to charging in most cases and an increase in communication between the USAO—NJ and the ECPO. To ensure that these successes and improved workflow continue, the site is working on formalizing processes and reinforcing the support and compliance of the contributing local and federal partners. The Newark PD has succeeded in addressing all but one of the recommendations from BJA's previously conducted technology assessment and has hired an IT director, who will explore ways to address technology and countywide issues.



Newark Mayor Ras Baraka and Public Safety Director Anthony Ambrose Announce 2017 Crime Statistics

²⁹ <https://www.tapinto.net/articles/newarks-department-of-public-safety-releases-2017>.

³⁰ *Ibid.*

St. Louis

Reducing gun violence is a central priority for the city of St. Louis. A nonfatal shooting assessment examined the clearance rates and investigation processes for nonfatal shooting incidents in St. Louis earlier in 2017. Shootings can sometimes be a more accurate measure of a city's gun violence than homicides, because whether the shooting is lethal or not usually depends more on the location of the wound and speed of medical attention than on the intent of the offender.³¹ Other factors, such as the type of gun used and whether the shooting was targeted or random, can contribute to lethality as well. Nonfatal shooting clearance rates can directly relate to violent crime rates—lower clearance rates can fuel cycles of retaliatory violence and decrease offender accountability.³² In response to assessment recommendations, the St. Louis Metropolitan PD established nonfatal shooting teams in November. Dedicated nonfatal shooting teams composed of detectives and officers now operate in areas throughout the city. These teams are assigned only nonfatal shooting cases and utilize ShotSpotter and its daily report-outs. ShotSpotter uses strategically placed sensors to detect gunshots and triangulate the location of origin and provides real-time gunshot notifications to law enforcement. Officers have returned to about 80 scenes to recover shell casings using new ShotSpotter-centric retrieval protocol. A representative from the Circuit Attorney's Office works with gun crime intelligence detectives and coordinates with the teams. The nonfatal shooting teams have also integrated police K-9s into the teams. K-9s help with shell-casing recoveries, especially when a ShotSpotter call occurs at night or in the early morning when there is less visibility. As part of this increased focus on nonfatal shootings, witness intimidation has become an increasing priority for law enforcement partners in the city. Witnesses who are reluctant to come forward because of fear of reprisal inhibit investigations and law enforcement's ability to hold offenders accountable and hinder violence reduction efforts.

A new U.S. Attorney for the USAO—Eastern District of Missouri (EDMO), Jeff Jensen, was sworn in this quarter and is in the process of reorganizing some of the USAO—EDMO's structures and priorities. The violent crime unit will be expanded and will focus on targeted neighborhoods in the city. The USAO—EDMO will also focus on federal gun prosecutions, opioid-related issues, and enhancing coordination with local and federal partners on various law enforcement initiatives and task forces.

³¹ <https://www.nationalpublicsafetypartnership.org/clearinghouse/Content/ResourceDocuments/Drive-Bypercent20Shootings.pdf>.

³² <https://urbanlabs.uchicago.edu/attachments/store/2435a5d4658e2ca19f4f225b810ce0dbdb9231cbdb8d702e784087469ee3/UChicagoCrimeLab+Gun+Violence+in+Chicago+2016.pdf>.



Site Highlights

Toledo

The Toledo PD identified technology, major crimes, and violent crime assessments as early priority items for its PSP engagement. The technology assessment will review the Toledo PD's technology platforms and processes to determine areas for improvement. The Toledo PD currently operates several separate databases for its case management and would like to increase its usage of data and technology to address crime trends in the city. The major crimes assessment will review the Toledo PD's processes for handling major crime investigations, including case management and assignment; data sources; investigation strategies; areas for improvement, such as how best to maximize limited resources and personnel; and suggested next steps. The suggested next steps can assist in identifying training for investigators that will promote standards and best practices for investigations. The violent crime assessment will examine items such as calls for service and shots fired. In addition to developing a baseline for violent crimes in the city, the assessment report will include temporal and spatial trends and information related to data maturity and practices within the Toledo PD. The combination of these assessments will help the Toledo PD develop a strategic crime reduction plan for its PSP engagement.

The Toledo PD continues to make officer visibility and engaging with the community a priority. The Toledo PD participated in the kick-off of a national "No More" campaign that seeks to end domestic violence and sexual assault by breaking down stigmas. The program encourages the public to educate themselves on resources available in the community and raise awareness around these issues. The Toledo PD reported in October that it had responded to 11,589 domestic violence-related calls so far in 2017.³³ The Toledo PD and other area law enforcement agencies took part in an annual countywide domestic violence sweep this quarter in which 31 arrests were made.³⁴ Gang violence is an issue for the city—in 42 percent of the murders in 2017, the victims or killers were gang members.³⁵ To help address the issue, four more officers were added to the gang task force. The Toledo PD held two "tweet-alongs" (virtual ride-alongs) this quarter, providing the public with an idea of patrol officers' and gang task force detectives' daily experiences. In addition to connecting with the community, these virtual ride-alongs are a tool to help recruit those who might be interested in a career in law enforcement. The Toledo PD hosted several "Coffee With A Cop" meetings this quarter, bringing officers and the community members they serve together to discuss issues and learn more about one another.³⁶ The Toledo PD also held a free public forum in November,



Toledo PD "Tweet-Along" Post

"Constructive Communication; Steps to Heal the Divide," that addressed ways to de-escalate violent communication. The forum featured speakers, role playing, and script writing to provide tips for fostering productive conversations about difficult issues and help find constructive solutions.³⁷ The Toledo PD began a vehicle report card campaign in November in which officers patrol parking lots across the city and tag cars with items in plain sight. The report card provides tips on how to deter crime and avoid becoming a victim of theft.³⁸

The Toledo PD actively works with local and federal partners to address violence in Toledo. To help streamline investigative processes related to gun crimes, the Toledo PD will be acquiring an ATF NIBIN machine and will work with ATF to establish new processes and policies to enhance gun violence investigations and analyses. The Toledo PD assisted the FBI in recovering two sex trafficking victims in the Toledo area following a nationwide sex trafficking sting, Operation Cross Country XI. Youth recovered during the annual operation are provided assistance from state protective services and the FBI's Victim Services Division. The Toledo PD also partnered with the city's fire department for an active shooter response training. The departments hope to have all necessary personnel trained to create a rescue task force in Toledo in 2018. In the trainings, police officers escort medics into the location to assess, treat, and get injured victims to safety while other officers search for the shooter.

³³ <http://www.toledoblade.com/local/2017/10/04/Local-task-force-kicks-off-campaign-to-end-domestic-violence-sexual-assault.html>.

³⁴ <http://www4.toledoblade.com/Police-Fire/2017/10/24/Agencies-discuss-outcome-of-annual-Domestic-Violence-Sweep.html>.

³⁵ <http://www.13abc.com/content/news/Toledos-police-chief-talks-crime-safety-and-other-issues-in-community-report-461969263.html>.

³⁶ <http://coffeewithacop.com/>.

³⁷ <http://www.toledoblade.com/local/2017/11/01/Toledo-public-forum-focuses-on-avoiding-conflict.html>.

³⁸ <http://www.13abc.com/content/news/Would-you-car--457821703.html>.

Site Highlights

West Memphis

West Memphis has focused its PSP engagement on creating and progressing its crime analysis capacities. As the West Memphis PD's crime analysis capabilities expand, the department plans to identify additional personnel to receive basic crime analysis training to assist with current data monitoring and analysis and provide a degree of succession planning among sworn staff. The West Memphis PD is also exploring the possibility of a civilian hire for long-term analyst needs, which will allow the West Memphis PD to maximize its sworn staff in other ways. The West Memphis PD is working to implement mobile data terminals in patrol vehicles to increase timeliness and quality of data. The department was awarded a BJA Technology Innovation for Public Safety grant to assist in its technology implementation regarding mobile RMS and computer-aided dispatch platforms, intelligence gathering platforms, and portable video security cameras in addition to these terminals.

The culture of the West Memphis PD has become more data-driven and community outreach-focused throughout its engagement in PSP. The West Memphis PD's Operation DETER program is a targeted tactical enforcement effort that concentrates on repeat criminals and violent neighborhoods that cause disruptions in the community. The program is modeled on the Los Angeles PD's Operation LASER, which the West Memphis PD learned about during a PSP peer exchange. Operation DETER was launched in February 2017, and in November 2017, the West Memphis PD reported a 16 percent crime reduction over time in one of its DETER neighborhoods.³⁹



News Program Reports on Some of the Successes of Operation DETER

The West Memphis PD hosted its first-ever gun buy-back program in October, exchanging \$50 for guns that were turned in.⁴⁰ Gun buy-back programs allow police to reduce the number of guns, remove guns from the community permanently, and prevent their possible use in crimes. The West Memphis PD also hosted its first-ever Citizen's Academy in October.⁴¹ This course involves two-hour weekly meetings for two months during which citizens spend time with patrol officers, narcotics investigators, and Special Weapons And Tactics (SWAT) team members with the goal to provide citizens the opportunity to understand more about the West Memphis PD's operations and for the West Memphis PD to gather feedback about community expectations. The West Memphis PD officers participated in a "No Shave November" fundraiser to support their "Shop With a Cop" program in December. Shop With a Cop is an annual community outreach event that allows children to shop for Christmas gifts while building connections with officers. Sixty children participated in the West Memphis PD's Shop With a Cop event this year.⁴² To supplement its continuing data analysis and community engagement efforts, the West Memphis PD attended the Problem-Oriented Policing Conference this quarter to identify new strategies to address neighborhood-based crimes; develop new approaches to addressing youth activities and community involvement within the city; and further expand the use of data to identify, respond to, and assess crime reduction projects.

³⁹ <http://www.wmcactionnews5.com/story/36863420/arrests-lead-to-16-percent-drop-in-crime-in-parts-of-west-memphis>.

⁴⁰ <http://www.localmemphis.com/news/local-news/west-memphis-police-offering-gun-buy-back-program-saturday/825783728>.

⁴¹ <http://www.wmcactionnews5.com/story/36621738/first-ever-citizens-academy-launches-in-west-memphis>.

⁴² <http://www.wmcactionnews5.com/story/37101650/west-memphis-police-give-back-during-annual-event>.

Resources

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Public Safety Clearinghouse

The Public Safety Clearinghouse is an innovative new tool that will change the way you find, save, and share violence reduction resources. Designed to leverage the lessons learned and violence reduction resources available across DOJ components, the Clearinghouse has hundreds of resources—such as training, technical assistance, publications, and evidence-based strategies—all available at your fingertips. Best of all, the Clearinghouse is interactive and allows you to develop a customized toolkit of resources based on your city's unique challenges and opportunities.



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