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This edition of the U.S. Department of Justice (DOJ) *National Public Safety Partnership (PSP) Quarterly Newsletter* features the introduction of ten new sites into the PSP program, the PSP Technology Community of Practice (TCoP) inaugural meeting, and highlights of PSP site activities and successes from April to June 2019.

This quarter was one of tremendous growth for PSP. In June, DOJ announced the addition of ten new sites to the program. PSP looks forward to working with these communities to reduce violent crime, build capacity, and enhance public safety over the next three years of formal engagement. The 2019 cohort of sites is composed of:

- **Amarillo, Texas**
- **Anchorage, Alaska**
- **Anniston, Alabama**
- **Baltimore, Maryland**
- **Baton Rouge, Louisiana**
- **Cleveland, Ohio**
- **Davenport, Iowa**
- **Harris County, Texas**
- **Oxford, Alabama**
- **Wichita, Kansas**

Next quarter, PSP will conduct collaborative meetings with each of the new sites to introduce local and federal partners to the program. These meetings will provide local leaders with the opportunity to share with DOJ the violent crime issues facing their communities and for DOJ to provide attendees with more background information on the PSP program and the assistance available following the 2019 PSP Symposium.



Technology in Policing

PSP TCoP Inaugural Meeting

Since the inception of PSP, the program has encouraged and supported the belief that law enforcement agencies benefit enormously from sharing their knowledge and best practices. One of the most unique and valuable aspects of PSP are peer exchanges. These learning opportunities address sites' needs in key areas related to federal partnerships, gun violence, criminal justice collaboration, crime analysis, technology, investigations, and community engagement. Building on the peer exchange information sharing model, PSP established the TCoP to provide an opportunity for PSP site technology professionals to network, discuss promising practices in leveraging available resources to reduce crime, and help address law enforcement's technology-related challenges with the increasingly critical and expansive role that technology plays in daily crime fighting.



Technologists from PSP sites exploring best practices and innovative policing technologies

On June 5–6, 2019, the Camden County, New Jersey, Police Department (PD) hosted the inaugural TCoP meeting. This 1½-day event focused on technology-related innovative crime-fighting tools, emerging technologies, strategies, lessons learned, and programs from cities across the country. Representatives from the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); the Bureau of Justice Assistance (BJA); the Federal Bureau of Investigation (FBI); and the following PSP sites attended this meeting: Birmingham, Alabama; Indianapolis, Indiana; Jackson, Mississippi; Kansas City, Missouri; Memphis, Tennessee; Miami, Florida; Milwaukee, Wisconsin; New Orleans, Louisiana; Saginaw, Michigan; Salisbury, North Carolina; St. Louis, Missouri; Toledo, Ohio; Tulsa, Oklahoma; and alumni site West Memphis, Arkansas. The PSP team provided on-site support and facilitation of multiple sessions.

The first day of the conference featured welcoming remarks from Camden County PD Chief Scott Thomson and sessions on common themes identified across PSP technology assessments, a case study on technology's role in the investigation of two Camden County PD detectives who were shot, and lessons learned in integrating technology into daily crime fighting. The first day also included practical and interactive roundtable discussions on technology cost and acquisition considerations, such as technology lifespan, cost monitoring and evaluation, equipment and non-equipment costs, acquisition needs, funding sources, and current practices in peer agencies. Speakers on Day One included representatives from BJA; the Camden County PD; the city of Albuquerque, New Mexico; the city of Philadelphia, Pennsylvania; the Philadelphia PD; the St. Louis Metropolitan PD; and the West Memphis PD.



Camden County PD's RTTOIC

The second day of the conference provided attendees with a more targeted look at the Camden County PD's operations and technology integration. Breakout sessions focused on the Camden County PD's Strategic Analysis Unit; the evolution of acquiring and implementing the National Integrated Ballistic Information Network (NIBIN) into its investigative processes; the Real-Time Tactical Operational Intelligence Center (RTTOIC) and the Real-Time Electronic Extraction Lab; and its Team Review, Accountability, and Coordination (the Camden County PD's version of CompStat).

PSP alumni site Camden was engaged from 2014 to 2016. Camden has made significant strides in reducing violent crime and strengthening community engagement over the last five years.¹ Camden concluded 2018 with a 50-year low in overall crime and a 40 percent reduction in violent crime over five years. The Camden County PD credits the ongoing reductions in violent crime to building trust with the community. Chief Thomson shared during the meeting that the department would not be where it is today without the PSP program.

The PSP TCoP is supported by BJA and the Office of Community Oriented Policing Services (COPS Office). PSP will continue to support the technologists through additional networking opportunities, peer-to-peer connections, and virtual-learning engagements.

Technology in Policing

Technology Considerations for Agencies

Understanding Technology Cost Considerations in Law Enforcement

A comprehensive understanding of law enforcement technology is vital for the 21st-century law enforcement agency. Technology can improve public safety by supporting operations, aiding with enforcement strategies, detecting and responding to crimes, gathering and analyzing evidence, improving efficiency, and increasing officer safety.² When appropriately planned for and implemented, existing and emerging technologies can be a force multiplier for police agencies, allowing them to do more with less, to provide public safety more effectively, enhance officer safety, increase transparency, and even help reduce crime. However, law enforcement executives also must grapple with new strategic and fiscal responsibilities when selecting technology that is cost-effective and appropriate to their agencies' public safety goals. Regardless of an agency's size or resources, many struggle to manage, estimate the cost of, prioritize, and adequately budget for existing and new technology.



Examples of officer and agency technology
Source: "Understanding Technology Cost Considerations in Law Enforcement" paper

To assist law enforcement leaders within the PSP program with effectively understanding the costs of technology, PSP developed the "Understanding Technology Cost Considerations in Law Enforcement" paper. This document also guides leaders with undertaking the complicated exercise of outlining and describing the costs of technologies to fellow leaders, officers, policymakers, and other stakeholders with the potential to influence technology-related decisions. Based on input to CNA, one of the PSP training and technical assistance (TTA) providers, from 20 law enforcement agencies of various sizes throughout the United States, the paper defines law enforcement technology and outlines considerations for planning technology investments. The paper further details how to determine the financial cost of technology and concludes with important considerations for planning technology investments and determining the financial costs of technology. For more information and to read this paper, visit <https://nationalpublicsafetypartnership.org/clearinghouse/Resource/830>.

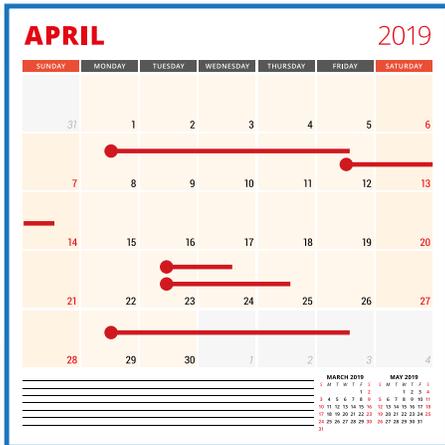


stakeholders to guide discussions on technology, and addressing public concerns on transparency of what and how data is used by law enforcement.

PSP Digital Trust Webinar

In June, PSP hosted a webinar on Digital Trust with Strategic Site Liaison (SSL) Nola Joyce. Digital ethics and trust have become increasingly important issues for law enforcement. The injudicious use of data, analytics, or technology by a police department may have a negative impact on public trust and may increase the difficulty of achieving effective contemporary policing. Digital trust between the police and their stakeholders allows for the use of promising technology while mitigating risks associated with the implementation and use of this technology. This webinar 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

PSP-Wide Activities: April–June 2019



April 8–12: Cleveland, Ohio. **FBI Digital Imaging and Video Recovery Team (DIVRT) Training:** DIVRT training helps participants learn techniques for extracting and editing digital video from camera systems to assist law enforcement investigations and the identification of suspects through public distribution to both traditional and social media. PSP site in attendance: Nashville, Tennessee

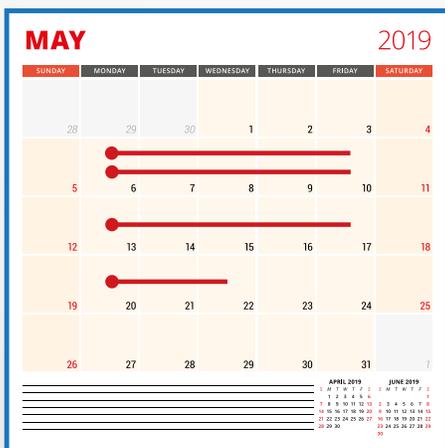


April 12–14: Cambridge, Massachusetts. **Harvard Executive Session Public Safety Summit:** At the summit, participants learned and shared best practices on leading and sustaining transformation as well as pacing the level of change effectively. In particular, the summit helped leaders develop approaches to overcome challenges related to leadership, human capital, strategy, and technology. PSP sites in attendance: Kansas City, Memphis, Miami, Milwaukee, Saginaw, Salisbury, St. Louis, and Tulsa

April 23–24: New Haven, Connecticut. **FBI DIVRT Training.** PSP sites in attendance: Nashville and New Orleans

April 23–25: Cincinnati, Ohio. **FBI Cellular Analysis Survey Team (CAST) Training:** CAST supports law enforcement investigations through the analysis of cellular call detail records and their associated tower information. PSP sites in attendance: Birmingham, Indianapolis, Jackson, Memphis, Miami, Milwaukee, New Orleans, Saginaw, Salisbury, St. Louis, Toledo, and Tulsa

April 29 – May 3: Albuquerque, New Mexico. **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, alternatives to incarceration, reentry, replication and sustainability, information sharing across agencies, and internal metrics to measure successes. PSP sites in attendance: Birmingham, Kansas City, Memphis, Milwaukee, Nashville, New Orleans, St. Louis, Toledo, and Tulsa



May 6–10: Tampa, Florida. **International Homicide Investigators Association (IHIA) Advanced Homicide/Violent Crimes Investigations Course:** This course covers topics such as bodyless homicide investigations, personality-based interviews, digital criminalistics, social media engineering, and victim services. PSP sites in attendance: Birmingham, Jackson, Kansas City, Memphis, Miami, Milwaukee, Nashville, St. Louis, and Tulsa



May 6–10: Monterey, California. **Naval Postgraduate School (NPS) Social Network Analysis (SNA) Symposium:** At this annual symposium, participants receive a broad overview of SNA and its benefits and challenges and learn about how it can be used to analyze dark networks such as gangs, the integration of other data sources, and academic and law enforcement partners that can help support SNA. PSP sites in attendance: Birmingham, Kansas City, Memphis, New Orleans, Salisbury, and Tulsa. PSP sites Milwaukee, Nashville, and Toledo attended the symposium as presenters to highlight their intensive SNA TTA work

PSP-Wide Activities: April–June 2019

May 13–17: Atlantic City, New Jersey. **IHIA Basic Homicide Investigators Course:** This training is designed to improve and enhance the abilities of homicide investigators through the introduction of a core minimum standard of training, while also presenting changes in the law and new advancements in science and technology. Topics addressed during this five-day course included responsibilities of the homicide investigator and duties of the first responder, crime scene analysis and processing, homicide types and offender motivation, investigative resources and techniques, suspect development, victimology, ethics, report writing and documentation, media relations, and stress management. PSP site in attendance: Toledo



May 20–22: Jacksonville, Florida. **International Association of Chiefs of Police (IACP) Technology Conference:** PSP, through the COPS Office, obtained funding for technologists from PSP sites to attend the 2019 IACP Law Enforcement Information and Technology Conference in Jacksonville on May 20–22. The agenda for this conference included real-time critical incident and overdose monitoring, integrating technology, preparing for cyberattacks, Global Positioning System (GPS) technology, facial recognition, cloud storage services, officer safety and wellness, the Internet of Things, sex trafficking, public safety apps and mobile forensics data, and private and public video and its impact on policing. PSP sites in attendance: Birmingham, Jackson, Kansas City, Memphis, Milwaukee, Nashville, New Orleans, Saginaw, Salisbury, St. Louis, Toledo, and Tulsa



June 3–6: Minneapolis, Minnesota. **FBI DIVRT Training.** PSP sites in attendance: Miami, Milwaukee, and St. Louis



June 3–7: Buffalo, New York. **IHIA Advanced Homicide/Violent Crimes Investigations Course.** PSP sites in attendance: Birmingham, Jackson, Kansas City, Memphis, Milwaukee, New Orleans, Salisbury, Toledo, and Tulsa

June 5–6: Camden, New Jersey. **TCop Inaugural Meeting.** PSP sites in attendance: Birmingham, Indianapolis, Jackson, Kansas City, Memphis, Miami, Milwaukee, New Orleans, Saginaw, Salisbury, St. Louis, Toledo, Tulsa, and alumni site West Memphis



June 27: Birmingham. **U.S. Marshals Service (USMS) Tactical Training:** This training covers tactical skills used for fugitive apprehensions in high-risk scenarios and related safety measures, such as building entry, self-defense, and the use of Tasers or ballistic shields. PSP sites in attendance: Birmingham, Jackson, Memphis, New Orleans, Salisbury, and St. Louis

Site Highlights: April–June 2019

Birmingham, Alabama

Criminal Justice Collaboration and Federal Partnerships

In April, PSP partners participated in a strategic planning meeting with subject-matter experts (SMEs) and PSP SSLs Nola Joyce and Richard Rosenfeld to develop Birmingham's Violence Reduction Strategic Plan. Representatives from agencies in attendance included the Alabama Board of Pardons and Paroles, ATF, the Birmingham PD, the FBI, the Jefferson County District Attorney's Office, the Jefferson County Sheriff's Office, the Mayor's Office, the U.S. Attorney's Office (USAO)—Northern District of Alabama, the U.S. Drug Enforcement Administration (DEA), and USMS. This plan will help the police department and city consider long-term violence reduction goals and the actions and changes necessary to achieve them.

In June, the Birmingham PD announced that it had removed more than 1,100 guns off the street in 2019 year-to-date.³ In support of gun violence reduction efforts, ATF developed an analytical heat map for Birmingham on firearms used in several locations based on NIBIN data. As part of U.S. Attorney Jay Town's strategic and collaborative plan to address violent crime, local, state, and federal partners in Birmingham continue to target the most prolific offenders and engage in aggressive prevention and outreach elements. Forty-two top offenders are now in prison. In May, seven arrests were made as part of an ATF drug trafficking conspiracy investigation.⁴ The charges stemmed from a criminal operation to transport drugs from California to Birmingham via commercial airline flights. Several of these individuals were indicted on federal firearm charges. The Birmingham PD, the Jefferson County Sheriff's Office, and the Oxford PD also participated in this investigation. In June, USMS arrested a key murder suspect.



Community Engagement and Local Updates

The Birmingham PD plays an integral role in Mayor Randall Woodfin's "Peace in the Park" initiative, which seeks to combat the historical rise in crime during the summer months, particularly among young adults. As part of this initiative, recreational areas are open on Friday nights to provide community members a place to engage in peaceful recreational activities. Community engagement has increased through Peace in the Park and through community events such as Coffee With a Cop, where residents can meet with precinct commanders in an informal setting. The Birmingham PD also started a police cadet program that lowers the necessary age for individuals to apply to the police academy, from 21 to 19, and participate in the new cadet program. Through this program, individuals under 21 who graduate from the academy work for the police department until they can move into an expanded role in law enforcement.⁵

Technology

The Birmingham PD continued planning for the establishment of a Real Time Crime Center (RTCC), to be housed at Birmingham PD headquarters. The RTCC will enable the department to examine activities in various areas across the city in real time and provide officers updated information as they respond to calls for service, such as photos or videos of suspects and their vehicles or license plates. The Birmingham PD is considering body-worn cameras and license plate reader technology as part of its RTCC. The RTCC also would integrate with the city's 9-1-1 call center and build on the work that Birmingham has done to expand ShotSpotter.⁶



Site Highlights: April–June 2019

Indianapolis, Indiana

Criminal Justice Collaboration

Indianapolis reported a notable reduction in homicides coupled with an increased clearance rate during this quarter. In addition, the number of homicide cases going to trial and the conviction rates for homicide trials both increased this quarter. The Marion County Prosecutor's Office attributes this increase to enhanced collaborations between local and federal PSP partners resulting in stronger cases and convictions.

Indianapolis PSP partners held their first focused-deterrence call-in event last quarter. All participants from the first call continue to be actively engaged in the various social services that were offered to them. Partners held their second call-in event in June with 19 invited individuals. The amount of service providers available during this call-in nearly doubled the offerings from the first event last quarter. The Marion County Probation Department has strengthened its relationship with the Indianapolis Metropolitan PD. This has led to increased information sharing and coordination between the agencies, especially related to searches of probationers. As a result, Marion County Probation has increased the number of guns seized and on-scene arrests. As of May 2019, Marion County Probation had seized 84 guns year-to-date compared to 16 during the same period in 2018.



A photo shared by the Indianapolis Metropolitan PD on social media to announce the results of an operation in its East District

Federal Partnerships

In May, DEA worked with the Indianapolis Metropolitan PD to investigate and arrest two individuals on drug trafficking offenses, seizing 300 grams of methamphetamine, 320 grams of cocaine, 15,000 Ecstasy pills, and two rifles. These individuals were charged federally by the USAO—Southern District of Indiana (SDIN).⁷ In May, the Indianapolis Metropolitan PD's East District launched a new violence response project to focus on problem areas, picking three areas in the district to focus crime reduction efforts and offer follow-up services through the health department and other organizations to address issues such as landlord services, community blight, and food insecurity.⁸ During an investigative sweep in one of these areas in May, the East District executed four search warrants, arrested eight individuals, and seized six handguns, 15 grams of heroin, and 73 grams of cocaine.⁹ Several of the individuals were charged federally. The Indianapolis Metropolitan PD's Flex and Special Weapons and Tactics teams, USMS, and ATF assisted in this operation. The department's Flex teams are proactive units that focus on addressing violent crime and offenders.

Gun Violence

In May, the Indianapolis Metropolitan PD announced that since the Crime Gun Intelligence Center (CGIC) became operational in January 2019, it has resulted in 112 arrests and the removal of 63 crime guns from the community.¹⁰ In June, there were approximately 260 NIBIN leads so far this year. The Marion County Prosecutor's Office reported in June that roughly 25 cases have been filed under the CGIC program this year, many of them felony cases. Local and federal partners, including ATF, the Indianapolis Metropolitan PD, and the USAO—SDIN, continue to meet regularly to review these cases and coordinate follow-up on leads. Indianapolis was accepted into ATF's NIBIN National Correlation and Training Center, which will help expedite and increase the number of NIBIN trace data submissions.

Crime Analysis

The Incident Analysis Center was established in early 2019 and operates like an RTCC, monitoring cameras across the city in real time and receiving information about shots fired. The center continues to provide critical real-time crime information to beat patrols, particularly in the Indianapolis Metropolitan PD's East District. The center is in the process of developing new products to enhance information sharing and direct district cars to people and places that contribute disproportionately to community disorder.

Community Engagement

As follow-up to the PSP strategic messaging assessment conducted in December 2018, public information officers with the Indianapolis Metropolitan PD received strategic messaging assistance and training from PSP SME Laura McElroy to develop effective communication strategies for sharing the efforts the department is taking to combat violence. Mayor Joe Hogsett and Chief Bryan Roach continue to engage in monthly public safety walks in different neighborhoods around Indianapolis to hear directly from residents.

The Office for Victims of Crime (OVC) continues to support Indianapolis to provide victim advocate technical assistance. The Indianapolis PD and OVC have engaged in discussions about the site's needs as part of this assistance, such as guidance on vicarious trauma, management of large case volumes, and de-escalation. OVC is working on assembling resources for the site and coordinating training.

The AT&T Believe Indy program was launched in May. This program aims to improve communities and reduce violence by partnering with law enforcement and nonprofits that use community-based approaches to issues. The first nonprofit to receive this funding assistance was One Congregation One Precinct, or OneCOP, which connects law enforcement with houses of worship to strengthen relationships and foster trust between the community and the police.¹¹ OneCOP hired its first Indianapolis-based executive director, who will work with the Indianapolis Metropolitan PD to connect beat and patrol officers with congregational coordinators in various communities, with the consideration that congregations may be more aware of needs in their communities.¹²

Site Highlights: April–June 2019

Jackson, Mississippi

Federal Partnerships and Criminal Justice Collaboration

The Jackson PD, ATF, and the FBI are collaborating to develop a plan to deter juvenile crime, as incidents of juvenile involvement in violent crime have risen in Jackson. The FBI also is working on a mapping project to identify areas with gang activity in Jackson and to determine which gangs control specific areas of the city to correlate these locations with homicide statistics over the last two years. The USAO—Southern District of Mississippi conducted training for the Jackson PD this quarter on data analysis and report writing.

OVC conducted a victim services assessment for Jackson to examine the community's current capacity to respond to victims of sexual and domestic violence, opportunities for collaboration between system- and community-based victim service providers, and improving responses to domestic violence and other types of violent crime. A report with recommendations to enhance victim services and collaboration moving forward was provided to the site in May.

Crime Analysis

As part of Jackson's PSP engagement, the Jackson PD and Jackson State University collaborated to establish an embedded analyst program, launched in 2018, to enhance the Jackson PD's crime analysis capacity with student interns as support analysts for the police department. The Jackson PD reported that these analysts are helping investigators solve crimes and major investigations. The first group of interns to participate in Jackson's embedded analyst crime analysis program graduated this quarter, and the Jackson PD plans to continue this crime analysis partnership with Jackson State University into the next semester with new interns. The Jackson PD also is considering how to expand this program to other universities and colleges in the area. The site also has been collaborating with the PSP team to address crime data reporting and strategies for automation. The Jackson PD plans to restructure some existing personnel into a formal crime analysis section.

Investigations

In efforts to address sexual assault crimes in Jackson, PSP partners continue to collaborate with RTI International, a nonprofit research organization that supports BJA's Sexual Assault Kit Initiative (SAKI), to review sexual assault investigative assistance in areas such as cold cases, case reviews, drug-facilitated sexual assault, and sexual assault investigative protocols for both adults and children. Representatives from the Jackson PD attended the SAKI Grantees Meeting in Crystal City, Virginia, on June 6–7. Participants learned about cold-case testing, the FBI's Violent Crime Apprehension Program, and the resolution of cases to include victims and victim advocates and made connections with sites receiving SAKI grant assistance. Representatives from the Jackson PD attended the FBI CAST training in April, where they learned about ways that CAST can help identify and pinpoint suspects and engaged in practical exercises. The Jackson PD added new detectives to its Homicide/Robbery Unit and is exploring additional training for them through PSP offerings such as the IHIA trainings.



Site Highlights: April–June 2019

Kansas City, Missouri

Criminal Justice Collaboration

Last quarter, representatives from the Jackson County Prosecutor’s Office, the Kansas City PD, the Missouri Office of Probation and Parole, and the USAO—Western District of Missouri conducted a peer exchange to the Tampa, Florida, PD to learn about its prolific offender list, or its “Violent Impact Player” list. Tampa has similar demographics and previously experienced similar crime issues to Kansas City. The Kansas City PD was interested in the research- and evidence-based objective criteria that Tampa uses to identify prolific offenders and how it uses intelligence to focus on these individuals. Considering some of the lessons learned from this peer exchange, the Kansas City PD explored the implementation of a new prolific violent offender list to focus on top offenders responsible for a disproportionate amount of crime in the city. As follow-up to this peer exchange, PSP SMEs conducted a focused-deterrence assessment.

Kansas City continued working with SME Joan Brody on a grants landscape review this quarter to identify next steps for PSP partners in Kansas City related to grant funding opportunities. Priority areas for Kansas City to pursue grant opportunities include improving information sharing systems, enhancing partnerships with crime analysts, and focusing on research and data collection to inform violence reduction strategies. The Kansas City PD also identified gun violence, homelessness, mental health, and drug use as priority areas for its efforts.

Investigations

In April, PSP SMEs conducted a homicide investigations and prosecution assessment to identify any gaps, redundancies, and best practices to enhance investigations and prosecutions in Kansas City. This assessment included discussions with both local and federal partners. PSP will provide a report detailing recommendations for maximizing these investigations to the site in the coming months. Kansas City’s CGIC, operational since fall 2018, works to analyze all gun crimes in the city and link them forensically. Prior to the establishment of the CGIC, forensic analyses on gun crimes took anywhere from 9 to 12 months to process. The Kansas City CGIC has now reduced its forensic analysis turnaround time to 24 to 48 hours.¹³



**CGIC
Turnaround
Time DOWN:**
*Forensic analysis
turnaround time
was reduced
from 9–12
months to
24–48 hours.*

Local and federal partners are in the process of establishing an Organized Crime Drug Enforcement Task Force (OCDETF) strike force. This strike force will be divided into three squads. The first, major crimes, will consist of enforcement groups primarily responsible for gang and gun violence with participation from ATF, the FBI, and the Kansas City PD. The second, major threats, will consist of enforcement groups primarily responsible for money laundering and drug trafficking, with participation from DEA and the FBI. The third will be a fugitive apprehension team with USMS. Partners on this strike force will hold focused discussions to strategize and develop initiatives that will run parallel across each group’s efforts.

Community Engagement

In efforts to bolster community engagement, in January 2018, the Kansas City PD announced its goal of embedding social workers in each of its division stations. In June 2019, the Kansas City PD reported that social workers are now embedded in each division station. The social workers now attend the department’s weekly crime meetings and communicate regularly with officers about residents in need of assistance.¹⁴ The Kansas City PD also doubled the number of community interaction officers at each station. The community interaction officers address both immediate and long-term neighborhood issues and work to strengthen neighborhoods through relationship building, crime prevention through environmental design, and block watch programs.¹⁵ Other community engagement efforts by the Kansas City PD include an Easter egg hunt and three-legged race; embedding officers within the Community Action Network Center, which works with residents and neighborhood leaders to improve communities; a job fair for ex-offenders; and a youth night.¹⁶



Site Highlights: April–June 2019

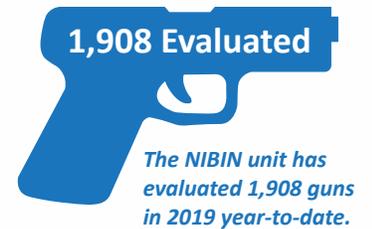
Memphis, Tennessee

Federal Partnerships

ATF works with the Memphis PD's Violent Crime Unit to investigate carjackings that involve firearms or victims assaulted using a firearm. ATF, the Memphis PD's Violent Crime Unit, the Shelby County District Attorney's Office, and the USAO—Western District of Tennessee (WDTN) continue to meet monthly to support their increased collaboration on investigating and prosecuting carjacking cases. An FBI robbery investigation cleared 13 robberies this quarter that were connected to one individual.

Gun Violence

As of mid-June, the NIBIN unit had reviewed 618 cases, resulting in 40 arrests and 11 gun recoveries, and had evaluated 1,908 guns, resulting in 281 leads in 2019 year-to-date. In June alone, more than 170 guns were evaluated, resulting in 30 leads. As a direct result of collaboration among PSP partners, a shell casing linked a suspect to at least three carjackings. The Memphis PD's Raines Station, one of the Memphis PD's PSP geographic focus areas, made an arrest in May based on a lead from a weapon traced by NIBIN.



Investigations

Memphis experienced significant decreases in auto theft and robberies during this quarter. The Memphis PD arrested a suspect in May who was linked to six robberies across the city. Six suspects responsible for a string of Walgreens robberies also were indicted. That month, the Multi-Agency Gang Unit (MGU) conducted an operation that resulted in indictments for 31 of 38 targets. The MGU also added new agents this quarter. Operation Spring Cleaning, lasting from April to June, was a proactive enforcement detail in high-crime areas of Memphis. This operation resulted in 190 arrests on felony charges and 77 recovered guns.¹⁷ The Memphis PD and the MGU participated in this operation. Another operation in June, Operation Non-Believer, targeted drug dealers and resulted in 30 arrests and 20 seized firearms.¹⁸

PSP SMEs conducted a nonfatal shooting assessment in April. The nonfatal shooting assessment examines gun violence prevention efforts and assesses investigative processes to identify opportunities to enhance nonfatal shooting investigations and prosecutions for prolific, high-risk offenders. During this site visit, the assessment team interviewed the Memphis PD's command, investigative, patrol, crime lab, crime analysis, intelligence, victim/witness, and training staff members and held discussions with agencies such as the USAO—WDTN and ATF, whose responsibilities also intersect with gun violence investigations. Next quarter, PSP will provide a report detailing recommendations for maximizing these investigations.



Site Highlights: April–June 2019

Miami, Florida

Criminal Justice Collaboration and Federal Partnerships

In April, the Miami PD worked with USMS and other partners, including ATF, the Florida State Attorney's Office, Homeland Security Investigations, the Miami-Dade PD, and the USAO—Southern District of Florida, in assisting with the apprehension of multiple defendants for Operation Smoke, which netted a total of 38 arrests. Operation Smoke was a six-month operation focusing on the North Miami-Dade area with an influx of aggravated robberies and assaults, homicides, and the sale and distribution of narcotics. ATF is working with the Miami PD to acquire a NIBIN machine that will be integrated into the eTrace workflow, which will help accelerate the processing on firearm backlogs and expedite future ballistics analyses. The PSP team also has been collaborating with the Miami PD to establish a police foundation to help support the department's public safety efforts.



38 Arrests

Operation Smoke, a collaborative law enforcement operation between local and federal partners, resulted in 38 arrests.

Crime Analysis and Technology

In April, PSP SME Maggie Goodrich conducted a site visit to perform an assessment of Miami's technology processes. During this site visit, she observed the Miami PD's RTCC operations and met with information technology staff, end users of various systems, officers, and Miami PD leadership to gather perspectives department-wide on areas for technology enhancement and integration. Next quarter, PSP will provide a report that includes recommendations for enhancing technology-related policies and practices moving forward.

To explore strategies for enhancing its RTCC capacity, the Miami PD conducted a peer exchange in June to the New Orleans RTCC. As part of this peer exchange, the Miami PD visited the New Orleans RTCC and met with representatives to discuss how the RTCC supports public safety and violence reduction efforts in New Orleans; the history of the RTCC, including planning, funding, implementation, operations, and expansion; its daily operations and capabilities; policies and procedures; staffing challenges, capabilities, and workload; technology and facility requirements; budget considerations and financial impacts; and the successes, challenges, and lessons learned throughout the entire process. The Miami PD also met with the New Orleans PD's Crime Analysis Unit to discuss how the team was built, training, daily operations and capabilities, working with the RTCC, how its data is analyzed and gathered, what types of reports and work products are developed, and how that information is used to assist law enforcement in its investigative efforts.

In June, PSP SMEs conducted a site visit to Miami to perform a PSP crime analysis assessment. During this site visit, partners discussed the current operations of the Miami PD's Crime Analysis Unit, opportunities for training and education of new and existing analysts, the components that make a crime analysis work product valuable, and operational awareness to maximize the usefulness of these products. Next quarter, PSP will provide a report that outlines recommendations for enhancing and expanding the Miami PD's analytical capacity.



Site Highlights: April–June 2019

Milwaukee, Wisconsin

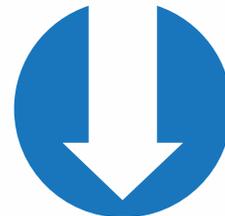
Criminal Justice Collaboration

The Milwaukee PD hosted the Toledo PD for a peer exchange in May to share information about Milwaukee's crime analysis, NIBIN, and CGIC processes and its interagency weekly shooting review that includes ATF, the FBI, the Milwaukee County District Attorney's Office, the Milwaukee PD, the USAO—Eastern District of Wisconsin, and the Wisconsin Department of Corrections. As part of Milwaukee's shooting review process, local, state, and federal law enforcement partners meet weekly to review shootings that occurred in the previous week to identify contributing factors and develop a targeted follow-up strategy to solve gun crimes and prevent future incidents. The Milwaukee PD also participated in a peer exchange with the Oakland, California, PD to explore lessons learned and challenges with its shooting review process. The Milwaukee PD's interagency shooting review process is based on Oakland's model, and this peer exchange was in follow-up to several peer exchanges that have been conducted between the two cities throughout Milwaukee's PSP engagement. The Milwaukee PD also continues to work with PSP SME Joan Brody on establishing a police foundation to help support its public safety and violence reduction goals and began planning efforts this quarter for the development of its PSP Violence Reduction Strategic Plan.

Investigations

Milwaukee reported substantial declines during this quarter in multiple categories of violent crime, including nonfatal shootings, homicides, and carjackings. The Milwaukee PD's Special Investigations Division (SID) and fusion center developed a plan to proactively combat carjackings in the summer months when school lets out, as a majority of carjackings in Milwaukee are committed by juveniles. The SID also continues to identify at-large shooters and coordinate high-level investigations with federal partners. DEA has been conducting large-scale investigations that involve the distribution and trafficking of heroin and methamphetamine in conjunction with money laundering. The Drug Gang Task Force and the High Intensity Drug Trafficking Area (HIDTA) program executed several search warrants and seized a significant amount of firearms this quarter, including several AR-15s and an AK-47. In May, the FBI reported that it had made 35 arrests since January 2019. USMS conducted a focused operation this quarter in Milwaukee County that took 28 individuals into custody over two days, clearing 38 felony warrants.

Violent Crime Reduction



Notable reductions in homicides, nonfatal shootings, and carjackings occurred during this quarter.



Site Highlights: April–June 2019

Nashville, Tennessee

Investigations

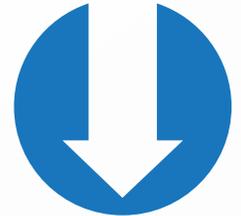
Nashville reported notable reductions in homicides and nonfatal shootings during this quarter. The Metropolitan Nashville PD is exploring a PSP nonfatal shooting assessment to further enhance the quality of nonfatal shooting investigations and the department's efficiency in identifying and prosecuting serial offenders committing nonfatal shootings within Nashville in order to reduce gun violence. The Davidson County District Attorney's Office also would be a part of this assessment process.

Crime Analysis and Community Engagement

The Metropolitan Nashville PD has made significant strides in enhancing crime analysis capacity with PSP support. The department has fully embraced and operationalized SNA to supplement investigative leads and target gang activity and high-risk offenders. The department created a "sociogram," which is a graphic representation made from data pulled from the department's Records Management System (RMS) that displays links between the defendant, associates, and the victim(s). To aid investigators in the use of SNA, a civilian analyst in the department developed a graphical user interface that is easily learned and allows the user to input a query using a name or case file to extract and create a finished intelligence product within minutes. As part of the PSP Community of Practice, Nashville has shared some of its lessons learned on leveraging SNA with PSP site Memphis and is exploring opportunities to expand the sharing of its lessons learned with additional PSP sites.

The Metropolitan Nashville PD continued its collective efficacy work through PSP this quarter. As part of the collective efficacy initiative, officers are assigned to target areas to engage residents more frequently. The goal of this initiative is to identify and address issues in specific neighborhoods that drive crime rates and to build community cohesion and participation while holding offenders accountable. The Metropolitan Nashville PD has expanded this approach to multiple precincts and is expanding its role in community partnerships to support these efforts.

Violent Crime Reduction



Nashville reported reductions for homicides and nonfatal shootings during this quarter.



Site Highlights: April–June 2019

New Orleans, Louisiana

Criminal Justice Collaboration and Federal Partnerships

The New Orleans PD holds monthly PSP crime meetings with local and federal partners to review their targeted offender list and to ensure that the list is current. This collaborative model ties in successful practices learned from peer learning opportunities with the PSP Milwaukee site. New Orleans prioritizes its PSP efforts in focus areas in three of the police department's districts, including the First, Fifth, and Sixth Districts. In the Fifth District, a community park was the site of a grisly homicide, and the park previously went unused by anyone except a violent group. Through PSP targeted enforcement and community efforts, the park is now used by the community and task force members are present and visible during organized sports and other community events in the area. Part of New Orleans' collaborative strategy is to strongly encourage federal partners to participate in community activities as part of its PSP and consent decree work.

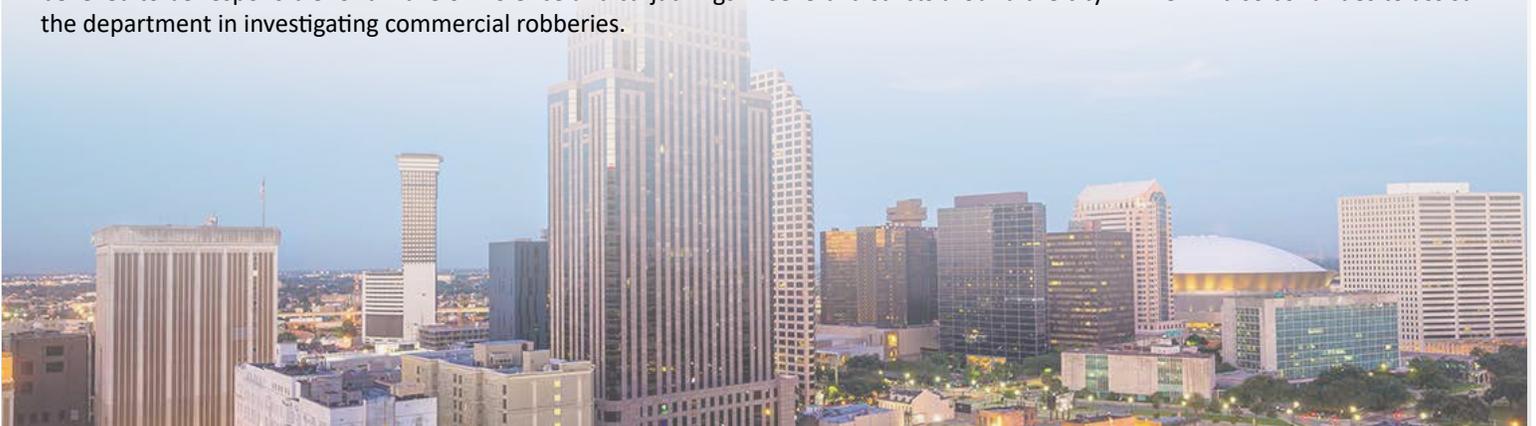


*New Orleans PD Chief Shaun Ferguson at a press conference for the Fighting Crime in Major Cities event
Source: @NOPDNews*

The New Orleans PD hosted the inaugural “Fighting Crime in Major Cities” conference in June. This conference was supported by BJA and the Major Cities Chiefs Association and focused on teaching crime-fighting principles identified in the *Violent Crime Reduction Operations Guide*, developed by BJA. This guide shares practical guidance “by chiefs, for chiefs” through experiences and challenges in fighting crime and provides information on federal resources available to assist in violent crime reduction efforts. As part of the Fighting Crime in Major Cities conference, attendees (1) attended field demonstrations to observe the New Orleans PD's Analytics and Tactical Intelligence Gathering and Enforcement Response (TIGER) Units; workshops on topics such as leadership and implementing a strategic vision; and presentations on leveraging partnerships, constitutional policing and building public trust, developing crime-fighting strategies, strategic messaging, and using intelligence to drive operations; (2) visited the New Orleans RTCC and the New Orleans PD training academy; and (3) heard from the New Orleans PD about its successful public safety efforts through PSP, its consent decree work, and other departmental initiatives. Several PSP sites attended this conference, including Indianapolis, Nashville, St. Louis, and Wichita.

Investigations

During this quarter, New Orleans experienced considerable reductions in homicides and armed robberies, continuing a downward trend in armed robberies over the last three years. The New Orleans PD holds weekly meetings to review shootings that happened in the week prior. Local and federal partners attend this meeting. NIBIN analysis has been incorporated into this meeting as well to help inform investigative follow-up and strategic decisions. The New Orleans PD's First District expanded its PSP focus area zone in anticipation of crime rising in the summer months and based upon data from gunshot detection that showed increased violence in the area. The department worked with DEA to find the source of a drug ring, and two suspects involved were apprehended in April. New Orleans local and federal partners also have been developing Racketeer Influenced and Corrupt Organizations (RICO) cases to bring violent groups down collectively. The New Orleans PD's Sixth District is focusing on reducing auto burglaries and thefts, as some of the violence in its PSP target areas is committed by rival burglary and car theft groups. The district continues to conduct operations with ATF and DEA to target prolific offenders in the area. In June, the New Orleans PD announced significant arrests of five individuals believed to be responsible for a wave of violence and carjackings in several districts around the city.¹⁹ The FBI also continues to assist the department in investigating commercial robberies.



Site Highlights: April–June 2019

St. Louis, Missouri

Criminal Justice Collaboration and Federal Partnerships

St. Louis launched its Domestic Violence Fatality Review Board in April during National Crime Victims' Rights Week. This launch is the culmination of several years of PSP efforts and criminal justice partner collaboration. The Domestic Violence Fatality Review Board reviews homicide cases with a domestic violence component to better understand contributing factors and trends in order to build best practices and prevent future domestic violence fatalities. PSP partners worked with local, state, and federal agencies to draft a law, which was signed into legislation in 2018, that allowed the establishment of the Domestic Violence Fatality Review Board and information sharing among partner agencies. These agencies include the St. Louis Metropolitan PD and the St. Louis Circuit Attorney's Office. The Office on Violence Against Women has been a critical partner in this effort, providing technical assistance and subject-matter expertise to assist in the development of the review board.

**Domestic
Violence
Fatality
Review Board
Launched**

The St. Louis Metropolitan PD is working with federal partners to combat serial business robberies and continues to target carjackings through its carjacking task force. In April, St. Louis launched a robust violent crime information sharing meeting with local and federal partners. This weekly meeting allows partners to deconflict, share actionable information and triage the events of the past week, and expedite the capture of violent criminals. During this meeting, partners review violent activities such as homicides, shootings, aggravated assaults, and business robberies. St. Louis also has expanded the focused enforcement and community efforts from Commissioner John Hayden's geographic violence reduction focus area into two additional violent crime impact zones. The St. Louis Metropolitan PD is using technology to enhance and improve its investigative capabilities in these focus areas and citywide.

The St. Louis Metropolitan PD is committed to strengthening relationships with the community and the media and expanding its social media and crisis communication efforts. Last quarter, the St. Louis Metropolitan PD participated in a strategic communications and messaging assessment supported by PSP. This assessment examined the department's external and internal communications to help the department communicate its mission and accomplishments and to better inform the public about critical incidents. As follow-up to this assessment and based on recommendations from the assessment report, the site is exploring media training for lieutenants and captains to enhance their ability to respond to reporters at crime scenes.

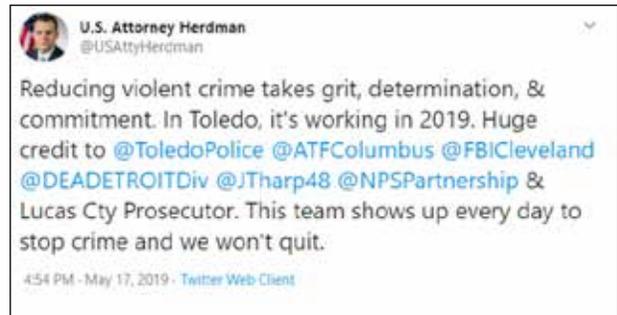


Site Highlights: April–June 2019

Toledo, Ohio

Federal Partnerships

In May, the USAO—Northern District of Ohio (NDOH) announced indictments against nine individuals for conspiracy to traffic large amounts of heroin, cocaine, and fentanyl in Northwest Ohio.²⁰ A few of the individuals were also indicted on additional drug counts and felony firearm charges. The FBI and the Toledo PD assisted in this investigation. Eight individuals were also indicted by the USAO—NDOH for firearm violations or armed robbery charges in May.²¹ These cases involved individuals who were prohibited from owning firearms because of past crimes, such as domestic violence, as well as lying to acquire guns or obtaining stolen weapons. ATF, the FBI, and the Toledo PD assisted with these investigations. In June, Attorney General William Barr announced the creation of a working group on prosecuting gun crimes to stop and reduce domestic violence; the USAO—NDOH is part of this working group.²²



*A tweet by U.S. Attorney Justin Herdman from the NDOH regarding the collaboration by local and federal partners to secure the eight federal indictments in May
Source: @USAttyHerdman*

Gun Violence

Last quarter, the Toledo PD launched a pilot project to address nonfatal shootings in a neighborhood within the city that struggles with high violent crime. To support this pilot initiative, the Toledo PD is working to deploy field operations to increase visible law enforcement presence and leveraging SNA to more efficiently identify the individuals who actively commit crime in the neighborhood. The Toledo PD also is developing a process to identify felony possession cases and tackle gun crime issues in the area by creating a system to track these cases from arrest to adjudication and considering how to increase federal adoption. The pilot project area experienced a reduction in aggravated assaults during the first several months of 2019.

In May, the Toledo PD visited the Milwaukee PD for a peer exchange to learn more about its CGIC, NIBIN, gunshot detection, interagency shooting review, and social network and crime analysis functions. The Toledo representatives also had the opportunity to meet with several federal partners to discuss their collaboration structure with the Milwaukee PD and participation in gun violence reduction efforts. The Toledo PD took away ideas on how to track leads in violent crime investigations.

Crime Analysis

In May, SMEs conducted a site visit for Toledo's PSP crime analysis capacity assessment. This assessment reviewed the department's organizational structure and workflow processes related to its RTCC to support crime reduction strategies for real-time crime and intelligence analysis. The assessment also reviewed analyst functions within the Crime Analysis Unit. The Toledo PD is exploring ways to automate some analyses to allow analysts to focus on more advanced analysis. Next quarter, SMEs will provide Toledo with an assessment report detailing recommendations to support more advanced analysis and real-time information processing to support the department's goals.



Site Highlights: April–June 2019

Tulsa, Oklahoma

Federal Partnerships and Criminal Justice Collaboration

Tulsa PSP partners have increased collaborative efforts to address specific forms of violent crime throughout Tulsa's first year in PSP. The USAO—Northern District of Oklahoma (NDOK) leads a violent crimes task force, which has resulted in several significant federal indictments on serious violent crime charges. In May, the USAO—NDOK indicted 29 defendants with ties to Mexico's New Generation Cartel for their alleged roles in a continuing criminal enterprise, conspiring to possess and distribute heroin, money laundering, and other related charges.²³ The Tulsa PD, DEA, and other PSP partners participated in this investigation. The Tulsa PSP site also has launched interagency task forces to address violent crime, including the Tulsa Robbery Task Force, a working group to address the opioid epidemic in Tulsa, and a domestic violence intervention initiative. The USAO—NDOK will participate in the working group created by Attorney General Barr on prosecuting gun crimes to stop and reduce domestic violence, along with PSP site Toledo.²⁴ Tulsa also is expanding its CGIC to include other local and tribal agencies in the eastern Oklahoma region.



In May, 29 defendants were indicted by the USAO—NDOK.

Crime Analysis and Technology

Tulsa also has focused on enhancing crime analysis capacity this quarter. The Tulsa PD is actively implementing the recommendations from the PSP crime analysis capacity assessment conducted last quarter. The Tulsa PD participated in the NPS SNA Symposium in May and gathered lessons learned about the potential of SNA, intelligence-led policing, and the structure of different analysis units across the country to integrate into its daily crime-fighting efforts. With the support of PSP, the Tulsa PD is conducting an internal assessment of organizational needs to develop a formal plan to reorganize and enhance the department's analytic capabilities. Following the NPS SNA Symposium, crime analysts from the Tulsa PD launched a pilot SNA project, with the support of the NPS. As Tulsa implements a new RMS for the police department and courts, local partners are preparing their internal capabilities to conduct advanced analytics and use data to drive coordinated law enforcement efforts. The Tulsa County District Attorney's Office has initiated efforts to improve access to, and analysis of, data on cases from investigation through adjudication.



Community Corner



Wichita PD Police Chief visits an elementary school as part of a lesson in civic advocacy. Source: @WichitaPolice



A Davenport PD representative meets with elementary school students to discuss technology use and the safety of computers, cell phones, social media, and the internet. Source: @DavenportPolice

Highlighting the Impact of Law Enforcement in the Community

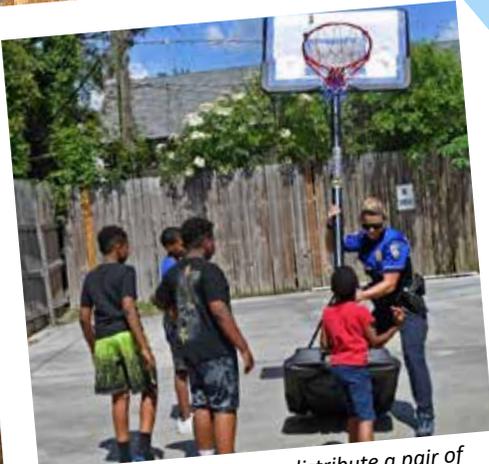


A Cleveland PD representative attends Career Day at a local school. Source: @CLEpolice



The Anchorage PD hosts a youth academy. Source: @APDInfo

Community Corner



Baton Rouge PD members distribute a pair of refurbished basketball hoops to the community. Source: @BRPD



Baltimore PD patrol officers with community residents. Source: @BaltimorePolice

Highlighting the Impact of Law Enforcement in the Community



A Tulsa PD officer plays with kids after flooding in the community. Source: @TulsaPolice



The Miami PD participated in a Coastal Clean-Up event. Source: @MiamiPD

Community Corner



The Toledo PD held a contest for students to name the department's ice cream truck and celebrated with an ice cream party. Source: @ToledoPolice

Do you have a photo or story you would like to share?

Contact info@pspartnership.org.



Harris County Sheriff's Office representatives attended the community Coffee With A Cop event in May. Source: @HCSOTexas



The Indianapolis Metropolitan PD hosted a district community day in March. Source: @IMPNews

Community Corner



The Memphis PD helped middle school students paint a mural over graffiti on a school fence.
Source: @MEM_PoliceDept



The Milwaukee PD helps elementary school students release butterflies, which the students had raised as caterpillars, into the environment.
Source: @MilwaukeePolice



The St. Louis Metropolitan PD set up Chief Hayden's mobile office and Operation Polar Cops, the department's ice cream truck, in a local community.
Source: @SLMPD

Highlighting the
Impact of
Law Enforcement in
the Community

Community Corner



The New Orleans PD participates in an Easter egg hunt at a local school. Source: @NOPDNews



Metropolitan Nashville PD officers visit a children's hospital. Source: @MNPDNashville



The Jackson PD hosts a youth citizens' police academy. Source: @JacksonMSPolice



Kansas City PD representatives at Family Fun Night. Source: @kcpolice

- ¹ <https://kywnewsradio.radio.com/articles/news/camden-crime-50-year-low-police-and-residents-credit-community-relations-renewed-trust>.
- ² <https://www.bja.gov/Publications/violent-crime-reduction-operations-guide.pdf>.
- ³ <https://www.wvtm13.com/article/birmingham-police-mayor-address-public-safety-efforts-in-the-city/28143672>.
- ⁴ <https://www.justice.gov/usao-ndal/pr/seven-people-arrested-marijuana-trafficking-conspiracy>.
- ⁵ <https://www.birminghamal.gov/peace>.
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- ⁷ <https://www.justice.gov/usao-sdin/pr/united-states-attorney-minkler-leads-efforts-seize-street-drugs-indianapolis-drug>.
- ⁸ <https://fox59.com/2019/05/29/impd-works-with-community-to-improve-quality-of-life-in-neighborhoods/>.
- ⁹ <https://www.facebook.com/IMPDEast/photos/a.482096821982720/1078330529026010/?type=3>.
- ¹⁰ <https://twitter.com/IMPDnews/status/1133864981500452864>.
- ¹¹ <https://www.wfyi.org/news/articles/atandt-la>.
- ¹² <https://www.indystar.com/story/news/crime/2019/05/15/how-indianapolis-police-churches-working-together-build-trust-onec-national-initiative/3666139002/>.
- ¹³ <http://kcpdchief.blogspot.com/2019/06/>.
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- ¹⁷ <https://wreg.com/2019/06/10/mpds-organized-crime-unit-to-hold-news-conference-on-recent-investigation/>.
- ¹⁸ https://www.fox13memphis.com/top-stories/30-arrested-in-targeted-operation-non-believers-in-memphis/957002021?utm_source=homestream&utm_medium=site_navigation&utm_campaign=homestream_click.
- ¹⁹ <https://twitter.com/mayorcantrell/status/1136375940739735552>.
- ²⁰ <https://www.justice.gov/usao-ndoh/pr/nine-people-most-toledo-indicted-their-roles-conspiracy-traffic-large-amounts-heroin>.
- ²¹ <https://www.justice.gov/usao-ndoh/pr/eight-people-northwest-ohio-indicted-firearms-violations-or-armed-robbery-charges-part>.
- ²² <https://www.justice.gov/usao-ndoh/pr/us-attorney-justin-herdman-named-new-working-group-focused-prosecuting-gun-crimes-stop>.
- ²³ <https://www.justice.gov/usao-ndok/pr/twenty-nine-indicted-large-scale-heroin-trafficking-operations-originating-mexico>.
- ²⁴ <https://www.justice.gov/opa/pr/attorney-general-william-p-barr-announces-creation-working-group-prosecuting-gun-crimes-stop>.

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.

www.NationalPublicSafetyPartnership.org/Clearinghouse

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