



National **Public Safety**
PARTNERSHIP

NATIONAL PUBLIC SAFETY PARTNERSHIP
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Message From the PSP Co-Directors

In June 2017, U.S. Attorney General Jeff Sessions launched the U.S. Department of Justice’s (DOJ) National Public Safety Partnership (PSP) to proactively address violent crime issues in American communities. In an increasingly complex and technology-centric society, strategic collaboration and sharing of resources among state, local, and federal law enforcement and prosecutorial leadership is more vital than ever to successfully address and drive down violent crime. With a concerted “one-DOJ” approach, PSP brings together the law enforcement and programmatic resources within DOJ—the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); the Office of Community Oriented Policing Services (COPS Office); the U.S. Drug Enforcement Administration (DEA); the Executive Office for United States Attorneys (EOUSA); the Federal Bureau of Investigation (FBI); the Office of Justice Programs (OJP); the Office on Violence Against Women (OVW); the U.S. Attorney’s Office (USAO) associated with each PSP site; and the U.S. Marshals Service (USMS)—to support cities in their violent crime reduction efforts. We are most grateful for the dedication and expertise that our DOJ partners dedicate to the PSP initiative.

DOJ recognizes that every city faces unique challenges; thus, PSP is a highly strategic and customized initiative that is committed to meeting the needs of the sites in the core areas of federal partnerships, crime analysis, technology, gun violence, criminal justice collaboration, community engagement, and investigations. Through PSP, DOJ works hand in hand with local, state, and federal partners to address the distinct concerns in each site and to enhance each jurisdiction’s capacity to address its self-identified violent crime issues and to make its communities safer.

While systemic operational changes do not happen overnight, we are excited to see the early successes that the PSP sites are experiencing. For example, in Compton, California, homicides decreased 40 percent in 2017 compared to 2016 and over 100 human trafficking-related arrests were made. The Jackson, Mississippi, Police Department (PD) experienced a 16 percent decrease in overall violent crime from 2016 to 2017 for the period January to November. In Indianapolis, Indiana, the USAO has assigned an Assistant U.S. Attorney to each Indianapolis Metropolitan PD patrol district to assist with the prosecution of federal drug and gun cases.

PSP IS COMPOSED OF TWO TRACKS OF ENGAGEMENT

The **Diagnostic track** is an 18-month commitment with a focus on building capacity, developing a training and technical assistance (TTA) plan, and increasing community engagement in violence reduction. The Diagnostic sites are Baton Rouge, Louisiana; Buffalo, New York; Cincinnati, Ohio; Houston, Texas; Jackson, Tennessee; Kansas City, Missouri; Lansing, Michigan; and Springfield, Illinois.

The **Operations track** is a three-year engagement that focuses on the delivery of tailored TTA concentrated in seven core areas: federal partnerships, gun violence, criminal justice collaboration, crime analysis, technology, investigations, and community engagement. Each Operations site is supported by an experienced law enforcement executive—a Strategic Site Liaison (SSL)—who assists with the development of a strategic violence reduction plan and the coordination of DOJ resources to address the plan. Expedited delivery of tailored technical assistance and peer exchange opportunities are key DOJ deliverables in this track. The Operations sites are Birmingham, Alabama; Indianapolis, Indiana; Memphis, Tennessee; and Toledo, Ohio. The following sites were part of the pilot program, the Violence Reduction Network (VRN), and were absorbed into the PSP Operations track: Compton, California; Flint, Michigan; Jackson, Mississippi; Little Rock, Arkansas; Milwaukee, Wisconsin; Nashville, Tennessee; New Orleans, Louisiana; Newark, New Jersey; St. Louis, Missouri; and West Memphis, Arkansas.

This report—with data gathered from site evaluations, peer exchange assessments, and regular discussions with site leadership—offers real examples of the continuing progress being made in the PSP sites and reflects the growing impact of PSP in addressing violent crime and increasing public safety. As we reflect on the activities and accomplishments of 2017, we look ahead with continued and shared dedication to upholding the Attorney General’s commitment to combating violent crime in 2018 and beyond.

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2017 Operations-Wide Activities

PSP enhances DOJ's support of state and local law enforcement as well as prosecution authorities in aggressively investigating and prosecuting violent criminals, especially those involved in gun crime, drug trafficking, and gang violence through delivery of TTA. This section provides brief highlights and examples of events and activities that PSP sites jointly attended in 2017. These valuable TTA opportunities offer PSP sites not only exposure to state-of-the-art technologies and best practices but also the chance to network with other PSP site leaders and with DOJ representatives.

February

2017 Los Angeles PD Crime Fighters Conference—PSP sites have learned that they can take best practices from police agencies of various sizes and budgets and modify them to apply to their own violent crime challenges. For example, the West Memphis PD was able to apply lessons learned from the Los Angeles PD's Operation LASER (Los Angeles' Strategic Extraction and Restoration Program) to create Operation DETER (Data Enhanced Targeted Enforcement and Restoration) in their smaller jurisdiction. DETER focuses on chronic hot-spot locations and chronic offenders. DETER makes use of problem-solving techniques, evidence-based strategies, rigorous data analyses, and evaluation to determine who is committing violent crimes, where the crimes are occurring, and whether the project is succeeding or not. The West Memphis community has historically experienced a higher rate of violent crime than cities of comparable size. The West Memphis PD was honored to be selected to present on the success of this program at the International Association of Chiefs of Police (IACP) Annual Conference this year.

Representatives from nine PSP Operations sites (Compton, Flint, Newark, West Memphis, New Orleans, St. Louis, Milwaukee, Jackson, and Nashville) attended the conference this year, where they learned about best practices that have led to significant decreases in violent crime in Los Angeles. The participants visited local police divisions to observe the Los Angeles PD's crime analysis tools in action and attended the weekly CompStat meeting at headquarters. Other highlights included discussions on data-driven policing strategies, addressing officer-involved shootings with the community, the Los Angeles PD's shooting review process, constitutional policing, the Los Angeles Crime Gun Intelligence Center (CGIC), in-depth homicide investigations and reporting, homeless outreach and proactive engagement (HOPE), and more.

March

West Coast Crime Strategies Symposium—Effective prosecution of violent criminals is a critical component of crime prevention, and PSP works closely with the sites' prosecutors to enhance capacity in this area. Representatives from PSP Operations sites Newark and Milwaukee participated in a symposium hosted by the San Francisco, California, and Manhattan, New York, District Attorneys' Offices to learn innovative approaches to enhancing prosecution and public safety. Discussion topics included Technology: Uses and Innovations; Data and Forensics: Analyst Capabilities; Proactive Prosecution: Building Major Cases From the Data Up; Community Partnering and Reentry; and Focused Prosecutions and Technology.



May

Naval Postgraduate School (NPS) Social Network Analysis (SNA) Symposium—This annual symposium discusses SNA’s relevance to tactical and investigative activities. Representatives from four PSP Operations sites (Flint, St. Louis, Milwaukee, and Nashville) attended the NPS SNA Symposium in Monterey, California. Following the training, Flint and Milwaukee conducted surges based on discussion during the SNA Symposium.

Sustainability Workshop—A PSP engagement goal is assisting sites to develop evidence-based, long-term strategic violence reduction plans that are tailored to their circumstances and are sustainable after their PSP participation concludes. Representatives from Compton, Flint, Little Rock, Newark, and West Memphis attended a Sustainability Workshop in Washington, DC, where they discussed local PSP output and outcomes with Bureau of Justice Assistance (BJA) officials.

August

Violent Crime Reduction Strategic Development State and Local Government Working Group Meeting—Representatives from Compton, Flint, Jackson, Little Rock, Milwaukee, New Orleans, and Newark met in Long Beach, California, to discuss the role of state partners in supporting local violence reduction and public safety initiatives. Relevant State Administering Agencies, criminal justice policy advisors, and state corrections agencies also participated in the planning exercise.

September

2017 PSP Summit—The inaugural DOJ PSP Summit was held September 11–13, 2017, in New Orleans and involved the participation of 240 local, state, and federal partners from 14 Operations sites, as well as program and law enforcement leaders from ATF, the COPS Office, DEA, the FBI, OJP, OVW, and USMS. Notable speakers included the Honorable Rachel Brand, then-Associate Attorney General; Mr. Alan Hanson, then-Acting Assistant Attorney General; Mr. Duane Evans, then-Acting U.S. Attorney for the Eastern District of Louisiana; and the New Orleans PD’s Superintendent Michael Harrison. The PSP Summit offered a broad range of interactive discussions customized to the individual needs of the Operations sites. Subject experts were available for discussions of specific interest to individual sites. Presentations included crime trend statistics, crime control policies, analysis-led tactical and strategic decision making, sexual assault backlog mitigation, victim-centered approaches, and SNA’s relevance to retaliatory violence prevention.

October

International Homicide Investigators Association (IHIA) Southern Regional Basic Homicide Investigators Course—Representatives from PSP Operations sites Compton, Flint, and Newark attended the IHIA Southern Regional Basic Homicide Investigators Course in Fort Myers, Florida. 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. This training directly responds to those PSP sites prioritizing quality homicide investigations.

Tampa Crime Symposium—Representatives from PSP Operations sites Flint, New Orleans, and Birmingham attended the Tampa, Florida, PD CompStat and Crime Reduction Strategies Symposium in Tampa. Learning activities included observations of Tampa PD district meetings, reviews of the crime analysis function and analytical products, discussions regarding specific crime prevention tactics and strategies, and an audit of the Tampa PD’s Comprehensive Police Performance Effectiveness Review (COPPER—the Tampa PD’s version of CompStat) meeting. Former Tampa PD Chief Jane Castor, who is now a PSP SSL, worked closely with the Tampa PD leadership to ensure that this meeting was closely coordinated to meet the needs of the PSP site participants.

November

New Orleans to Milwaukee Peer Exchange—Local and federal representatives from PSP Operations site New Orleans participated to observe how the Milwaukee PD collaborates with its federal partners to reduce hot-spot crime and learn new analytical techniques that further New Orleans’ crime reduction initiatives. Steven Cook, DOJ Associate Deputy Attorney General, also attended this peer exchange to learn more about the PSP program and to interact with participants. The participants met in Milwaukee with the Milwaukee PD’s local and federal partners, attended the Milwaukee PD’s PSP CompStat, highlighted the CGIC, and discussed challenges and successes.

FBI Media Training—Representatives from Flint, Indianapolis, New Orleans, Newark, and Memphis PSP sites attended an FBI Media Training in Camden, New Jersey. Police departments outside of the PSP network also participated in this training, including representatives from PSP alumni site Camden. The training emphasized the tactical and strategic implications of agency-media relations.

PSP Sites

This section details highlights of PSP activities and outcomes in the PSP sites for 2017.

OPERATIONS SITES

The Operations track is a three-year engagement that focuses on the delivery of tailored TTA concentrated in seven core areas: federal partnerships, gun violence, criminal justice collaboration, crime analysis, technology, investigations, and community engagement. Each Operations site is supported by an SSL, who assists with the development of a strategic violence reduction plan and the coordination of DOJ resources to address the plan. Expedited delivery of tailored technical assistance and peer exchange opportunities are the critical DOJ elements of this track. BJA



currently supports 14 Operations sites: Birmingham, Compton, Flint, Indianapolis, Jackson, Little Rock, Memphis, Milwaukee, Nashville, New Orleans, Newark, St. Louis, Toledo, and West Memphis.

2017 SITES

BIRMINGHAM, ALABAMA

Birmingham joined PSP in June 2017 and will conclude its engagement in September 2020. Birmingham PSP partners include the Alabama Board of Pardons and Paroles, the Birmingham PD, the Housing Authority of the Birmingham District, the Birmingham Mayor's Office, the Jefferson County District Attorney's Office, the Jefferson County Sheriff's Office, the USAO—Northern District of Alabama (NDAL), ATF, DEA, the FBI, and USMS. Birmingham partners identified gun violence reduction, technology enhancement, opioid abuse harm reduction, and increased neighborhood input and involvement in public safety issues as Birmingham's PSP violent crime reduction focus areas.

Birmingham has focused much of its early engagement efforts on strengthening the collaboration between local and federal PSP partners. The USAO—NDAL is vital to Birmingham's PSP efforts and is a strong leader in strategic collaboration. The USAO—NDAL deputized two Assistant District Attorneys from the Jefferson County District Attorney's Office as Assistant U.S. Attorneys to enhance collaboration on federal gun cases. In conjunction with PSP, U.S. Attorney Jay Town of the USAO—NDAL is in the process of forming a public safety task force composed of the USAO—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, USMS, 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 complement community outreach and prevention efforts under way through DOJ's Project Safe Neighborhoods (PSN) initiative. Mr. Town is dedicating a prosecutor to the task force, with a long-term goal for the city of Birmingham to absorb and maintain leadership of the task force, ensuring sustainability in fighting violent crime.

Birmingham has established an outstanding networking and communication sharing process with its PSP partners. The Birmingham PD and local law enforcement agencies in the Greater Birmingham area have assigned personnel to the Metro Area Crime Center (MACC). The MACC, located in the Jefferson County Sheriff's Office, uses technology and real-time intelligence to create actionable analysis and intelligence products to assist in tactical and investigative activities. The Birmingham PD and ATF conduct weekly shooting reviews to examine each shooting in-depth and identify patterns, trends, leads, and investigative strategies. As part of its efforts to support PSP in Birmingham, the Alabama Board of Pardons and Paroles has also implemented new approaches designed to heighten scrutiny on Birmingham's violent offenders.

Birmingham identified specific assessments (i.e., crime analysis, technology, nonfatal shooting investigations) as early priorities for its PSP engagement. These assessments will be used to



identify potential areas of improvement to combat violent crime and will continue into 2018 and inform Birmingham's PSP engagement and TTA activities moving forward.

INDIANAPOLIS, INDIANA

Indianapolis joined PSP in June 2017 and will conclude engagement in September 2020. The site's key PSP partners include ATF, the City of Indianapolis Mayor's Office, DEA, the FBI, the Indianapolis Metropolitan PD, the Marion County Prosecutor's Office, the Marion County Sheriff's Office, Marion Superior Court Probation, the USAO—Southern District of Indiana (SDIN), and USMS. Indianapolis's PSP violent crime reduction focus areas include building its crime analysis capacity, collaboration with local law enforcement leadership, support from federal partnerships, reducing gun violence, and improving technology capabilities.

Working with its federal partners, the Indianapolis Metropolitan PD made several organizational changes to respond more effectively and efficiently to emerging public safety needs. As part of this effort, the Indianapolis Metropolitan PD restructured its homicide branch to enable detectives to direct more time and resources toward unsolved homicide cases. The USAO—SDIN assigned an Assistant U.S. Attorney to each Indianapolis Metropolitan PD patrol district to primarily focus on drug and gun crime cases. ATF also placed one agent in each district to streamline gun case investigations and assigned another analyst to focus solely on National Integrated Ballistic Information Network (NIBIN) cases. ATF has also been working to develop protocols to expedite information processing. Indianapolis's local and federal PSP partners are jointly developing a priority offenders list to focus operations and investigations on individuals predisposed to violence.

The Indianapolis Metropolitan PD requested crime analysis and technology assessments as early priorities for its PSP engagement with the goals to strengthen its information gathering processes and enrich information sharing with the Marion County Prosecutor's Office; enhance its ability to conduct analyses that pinpoint violent crime hot spots and suspected crime offenders; and maximize its use of technology in public safety efforts. These assessments will continue throughout 2018 and help guide the duration of Indianapolis's PSP engagement.

MEMPHIS, TENNESSEE

Memphis's period of engagement with PSP is from June 2017 to September 2020. Key partners are ATF, DEA, the FBI, the Memphis PD, the Shelby County District Attorney's Office, the Memphis Shelby Crime Commission, the Shelby County Sheriff's Office, the Tennessee Department of Corrections, USMS, and the USAO—Western District of Tennessee (WDTN). The focus of Memphis's violent crime reduction initiatives are strategic enforcement of violent gun offenders, narcotics trafficking and abuse, gangs, and improving domestic violence response collaboration.

Memphis will initially focus its PSP violence reduction strategies on the Memphis PD's Raines Station precinct, utilizing a geographic model similar to that employed by PSP sites Milwaukee and West Memphis. Raines Station has the highest number of homicides and nonfatal shootings in the city. Memphis plans to dedicate most of its PSP-supported initiatives to this core geographic area. To supplement the efforts in Raines Station, Memphis identified a number of assessments in



2017 as early priority items for its PSP engagement: homicide investigations and prosecutions, gangs, victim services, and prosecutions (Shelby County District Attorney's Office).

In addition to assisting with the Memphis PD's local enforcement and investigative efforts, Memphis's federal partners actively work in the city to conduct violence reduction investigations. An FBI Safe Streets investigation produced ten arrests and the seizure of seven guns. The Memphis PD will add three officers to the USMS Warrant Squad. In December 2017, Attorney General Sessions announced that 40 new Assistant U.S. Attorneys will be deployed to USAO districts throughout the country that struggle with high violent crime. The USAO—WDTN will receive two of these Assistant U.S. Attorneys, one of which will be assigned to Memphis and the other to PSP Diagnostic site Jackson, Tennessee.

TOLEDO, OHIO

Toledo was invited to join PSP by the Attorney General in June 2017, and its PSP engagement will run through September 2020. Toledo's PSP partners include the Toledo PD, the Adult Parole Authority, ATF, DEA, the FBI, the Lucas County Prosecutor's Office, the Lucas County Sheriff's Office, the Ohio State Highway Patrol, USMS, and the USAO—Northern District of Ohio. Toledo plans to focus its violence reduction efforts on gun investigations and evidence collection, crime analysis, technology planning, and community engagement to reduce crime.

In October, the Toledo PD reported that it seized nearly 1,000 firearms in 2017. To enhance the efficiency of firearm investigative processes, the Toledo PD is working with PSP partners to acquire an ATF NIBIN machine to ensure more timely ballistics and firearms processing and evidence analysis. ATF, PSP, and the Toledo PD are establishing NIBIN new processes and training pertaining to firearm investigations.

Toledo identified violent crime, major crimes, and technology assessments in 2017 as early priorities for its PSP engagement. With these assessments, the Toledo PD hopes to increase its usage of data and technology in addressing crime trends and identify areas of improvement related to investigative strategies, processes, and case management. The assessments will continue in 2018 and help guide resource deployment throughout the duration of Toledo's PSP engagement.

2016 SITES

JACKSON, MISSISSIPPI

Jackson joined PSP as a pilot site in September 2016 and will conclude its engagement in September 2019. Key site partners are ATF, DEA, the FBI, the Jackson PD, the Hinds County District Attorney's Office, USMS, and the USAO—Southern District of Mississippi (SDMS). Jackson's violence reduction focus areas include crime analysis, data analytics, technology, sexual assaults, and investigations.

Federal partners continue to be invaluable to the Jackson PD's crime-fighting efforts. In 2017, the FBI provided Digital Imaging Video Response Team (DIVRT) training and expedited Jackson PD

latent fingerprint examinations. ATF offered pole camera technologies and is identifying placement locations for cameras. In December, the USAO—SDMS announced “PROJECT EJECT,” a comprehensive, multidisciplinary initiative joined by community leaders and organizations and federal, state, and local law enforcement that aims to reduce violent crime, rehabilitate offenders, and address the root causes of violent crime through prevention efforts, educational initiatives, and improved communication.

Similar to other jurisdictions throughout the United States, Jackson is grappling with an opioid epidemic. In July, Jackson PD representatives met with the Narcotics Division of the Houston PD to observe its street-level narcotics investigations and to explore a nexus in drug trafficking between the two cities. Though the Jackson PD’s narcotics team is much smaller than the Houston PD’s team, the Jackson PD brought back several scalable lessons related to topics such as pre-raid planning, Internet drug buying and selling, informant management, and the direct benefits of federal and local drug enforcement partnerships. DEA has been working with the Jackson PD on focused joint investigations to address the opioid crisis in the city, and the agency provided basic narcotics training to Jackson PD investigators in July.

Based on the findings of PSP-sponsored crime analysis and technology assessments conducted in 2016, Jackson pursued recommended learning opportunities to develop its crime analysis capabilities. In February, representatives from the Jackson PD attended the Los Angeles PD Crime Fighters Conference to observe the Los Angeles PD crime analysis and mapping applications to inform smart policing. Following the conference, the Jackson PD revamped its CompStat processes by holding a pre-CompStat meeting with commanders to review crime trends and employing crime maps. Representatives from the Jackson PD also met with the Metropolitan Nashville PD to observe Nashville’s progressive domestic violence policies, practices, and programs; crime analysis capabilities; and CompStat processes.

Throughout 2017, subject expert Julie Wartell and PSP analyst Jessica Herbert conducted a data maturity project with the Jackson PD to improve its data capacities and capabilities. This project consisted of three components: a survey to evaluate the Jackson PD’s knowledge on data collection and analytical techniques; a site visit that focused on data collection, analysis, and technical capacity; and a report outlining crime analysis recommendations to inform the creation of a systems mapping and technology strategic plan. Jackson PD command staff attended a Crime Analysis for Chief Executives workshop hosted by the International Association of Directors of Law Enforcement Standards and Training (IADLEST) in November that focused on helping commanders identify how to support actionable analysis and use it to drive operations within departments. Jackson’s PSP site team is also developing a research and embedded analyst program between the Jackson PD and Jackson State University.

The Jackson PD reported a nearly 10 percent reduction in violent crime in 2017, compared to 2016. In February 2017, subject experts John Skaggs and John Colello conducted a homicide investigation and prosecution assessment at the request of the Jackson PD. The assessment identified areas for improvement and included recommended strategies, with the goal of enhancing outcomes for homicide investigations and prosecutions. The assessment’s recommendations for improvement were shared with the site in April. In response to one of the recommendations,



Jackson PD investigators attended a PSP-coordinated Homicide Investigations Management workshop in May that focused on increasing capacity to conduct quality homicide investigations as it relates to organizational characteristics of a homicide unit, crime scene documentation and evidence handling, witness and community coordination and engagement, investigative intelligence, case reviews, interviews and interrogations, media, and courtroom/legal issues and concerns. The Jackson PD achieved significant violent crime reductions by proactively implementing the recommendations from its assessments and enhancing its investigative processes using lessons learned from the homicide investigations training. In December 2017, the Jackson PD reported that its homicide clearance rate was 75 percent compared to the 64 percent national rate. The Jackson PD plans to participate in additional homicide-related training in 2018.

MILWAUKEE, WISCONSIN

Milwaukee's period of engagement with PSP spans March 2016 to September 2019. The city's key partners include the Milwaukee PD, the Milwaukee County District Attorney's Office, the Wisconsin Department of Corrections, the Wisconsin State Department of Justice, ATF, DEA, the FBI, USMS, and the USAO—Eastern District of Wisconsin (EDWI). Early in the city's PSP engagement, Milwaukee PSP partners identified the Center Street Corridor (CSC), a 2.3-square-mile area that drove 10 percent of Milwaukee's violent crime and 11 percent of the Milwaukee PD's priority calls for service, as its initial focus area for PSP law enforcement efforts. Milwaukee has since expanded its focus area to include an area of the city known as the Capital Drive East (CDE) Corridor. The core components of a specific and focused strategy, leadership and implementation, collaborative goals, accountability and evaluation, PSP support and assistance, and sustainability strategies are key elements to make these area-specific approaches effective.

As part of its PSP Strategic Plan, Milwaukee PSP partners developed a PSP CompStat, a model that focuses on reducing firearm-related violence in the CSC and promotes a collaborative and proactive environment with increased communication and accountability among local, state, and federal partners. Milwaukee's PSP CompStat meetings are conducted every six to eight weeks and are attended by leadership from local and federal partner agencies. Upwards of 60 local, state, and federal law enforcement officials and prosecutors attend. This PSP CompStat process also serves as a model for other PSP sites. At the close of July 2017, gun recoveries in Milwaukee had surpassed the number of gun recoveries in the entirety of 2016.

In January, the Milwaukee PD hosted the Chicago and St. Louis PSP leaderships to share Milwaukee's CGIC and PSP CompStat strategies. Milwaukee also hosted partners from New Orleans PSP Operations in November. During this peer exchange, New Orleans' local and federal partners observed how the Milwaukee PD effectively collaborates with its federal partners to focus crime reduction in Milwaukee's crime-prone neighborhoods.

The Milwaukee PD representatives observed the Oakland, California, Police Department's shooting review process. Twenty-five officers from the Milwaukee PD attended the IHIA Conference in May to learn about topics such as crime scene analysis and processing, types of homicide and offender motivation, investigative resources and techniques, and media relations. In



2017, the Milwaukee PD reported a 16 percent reduction in homicides and an 11 percent reduction in robberies (the lowest in 11 years).

The Milwaukee PD's strength and degree of collaboration with state and federal partners is a strong, positive example for other PSP sites, and the CSC was the focus of multiple successful joint operations this year. The FBI is working to provide the Milwaukee PD with DIVRT software. During 2017, 2,759 guns were seized, a 14 percent improvement over 2016. These recoveries include a 29 percent increase from the CSC and a 51 percent increase from the CDE.

The USMS Milwaukee office conducted 104 sex offender compliance checks between January 1 and March 8 in collaboration with the Wisconsin Department of Corrections. USMS is also developing a "sex offender" registry program in cooperation with the Wisconsin Department of Corrections in the CSC. The Wisconsin Department of Corrections now monitors all youth released to the CSC and the CDE to provide focused support and attention in an effort to reduce recidivism. A special operation conducted in October focused on subjects wanted for shootings in or associated with the CSC, with federal partners executing two search warrants, taking 22 individuals into custody, and recovering six firearms.

ATF also focuses on firearms trafficking in the CSC and continues to work with the Milwaukee PD to seize weapons in the corridors and analyze ballistics using NIBIN. DEA arrested eight individuals in fall 2017, which significantly disrupted one of the groups responsible for repeat crime in the city. In late 2017, the Milwaukee PD announced the creation of an opioid task force composed of local and federal partners that will work with hospitals and other community agencies to combat the rise of opioid overdose deaths and identify patterns and hot spots of drug abuse in the city.

The USAO—EDWI and the Milwaukee County District Attorney's Office are also active partners in PSP efforts. They established an improved communication and case referral process that increases efficiency and effectiveness for gun violence cases. Both prosecutorial partners are also working with the Milwaukee PD to establish a violent offender case management tracking system. The USAO—EDWI supports the site's violence reduction efforts; for example, they federally charged offenders responsible for a string of robberies in October.

Milwaukee was selected as a pilot site for the PSP SNA initiative. Milwaukee participated in an SNA planning session that provided an overview of SNA, including challenges of implementation and applicable examples of how the process can be used in law enforcement operations such as surge operations, hot-spot enforcement, and intervention actions. As part of the planning meeting, Milwaukee identified the CDE as a focus area for its SNA intervention efforts. Analysts then conducted network and geographic analyses and identified 18 problem suspects living in or contributing to the target area, three groups active in drug dealing and contributing to violence in the target area, and nine locations within the target area with concentrated issues. A surge operation against these identified targets was conducted in September, targeting individuals for debriefing, service of warrants, intelligence gathering, and field interviews. The CDE reported a 35 percent decrease in carjackings in September 2017 compared to September 2016. The Milwaukee PD



credited this decrease to increased intelligence as part of its increased use of SNA to identify offenders. Citywide, carjackings were reduced by 12 percent in 2017.

NASHVILLE, TENNESSEE

Nashville's period of engagement with PSP is from September 2016 to September 2019. The site's key partners include the Metropolitan Nashville PD, the District Attorney General of Metropolitan Nashville and Davidson County, ATF, DEA, the FBI, USMS, and the USAO—Middle District of Tennessee (MDTN). Nashville's violence reduction focus areas include high risk offenders, the improvement of homicide investigations, domestic violence victim services, enhancement of crime analysis and technology, and gang interdiction through analytics.

The FBI established a Commercial Robbery Task Force to assist the Metropolitan Nashville PD in addressing commercial robberies. The FBI supports one Commercial Robbery Task Force officer who is deputized to work on federal cases and serves as a liaison between the Metropolitan Nashville PD and the FBI. In addition, the USAO—MDTN has committed to increasing the number of commercial robbery cases prosecuted federally. The Metropolitan Nashville PD also works with its federal partners on other violence reduction priorities. For example, two ATF agents are assigned to the Metro Gang Task Force and two full-time Metropolitan Nashville PD detectives are assigned to one of the three DEA operational task forces in the city.

The Metropolitan Nashville PD participated in the NPS SNA Symposium in May and visited DEA's El Paso Intelligence Center (EPIC) facility in April. Participants gained insight into how the Metropolitan Nashville PD can improve data and intelligence functions, information sharing, process development, and strategies related to drug and weapon trafficking. The Metropolitan Nashville PD also visited the Las Vegas Metropolitan PD's Project Management and Video Bureau to discuss its DOJ-recognized body-worn camera (BWC) program. The Metropolitan Nashville PD also attended the BWC TTA National Meeting in New Orleans to prepare for BWC testing within Nashville.

Nashville participated in assessments by PSP subject experts in 2017 related to homicide investigations, technology, violent crime and crime analysis, and community capacity. In response to the recommendations of the homicide investigations assessment, Nashville developed a hybrid homicide-serious gun violence team. This team will focus solely on homicide and shooting cases to streamline investigations and improve collaboration between the Metropolitan Nashville PD and the Davidson County District Attorney's Office. The hybrid team will participate in additional training in 2018 to develop standard operating procedures when investigating homicide cases.

Nashville is deploying a collective efficacy initiative in two of its precincts with historically high violence. Based on an August 2017 community capacity assessment, this initiative seeks to increase social controls that help reduce neighborhood crime. As part of its broader efforts to enhance its crime analysis capacity, the Metropolitan Nashville PD's gang unit plans to participate in a USMS gang interdiction pilot project. The goal for this project is for the gang unit to better utilize crime analysis, such as SNA, to target high-risk offenders.



NEW ORLEANS, LOUISIANA

New Orleans' period of engagement with PSP spans from March 2016 to September 2019. The site's key PSP partners include the New Orleans PD; the Orleans Parish District Attorney's Office; the Local Initiatives Support Corporation (LISC), Community Safety Initiative; ATF; DEA; the FBI; USMS; and the USAO—Eastern District of Louisiana (EDLA). New Orleans' violence reduction focus areas include increasing crime analysis capacity; addressing poverty, group and youth violence, and lack of adequate housing opportunities; and violence associated with narcotics abuse and trafficking.

New Orleans has made tremendous strides in not only identifying violent crime reduction goals but also establishing a precise implementation plan to achieve its goals. New Orleans PSP partners are modeling their PSP approach on Milwaukee's CSC model while tailoring it to meet the needs and capacities of their city. New Orleans PSP partners address firearm-related violence in a specific geographic location known as the Central City Square. The Central City Square is a 2.1-square-mile area that reports a disproportionate amount of violent crime that is primarily driven by narcotics trafficking and abuse. Targeted enforcement efforts in this geographic area lead to a 40 percent reduction in violent crime by September 2017. Law enforcement and intervention efforts in the Central City Square area are supplemented by community engagement and the development of comprehensive problem-solving responses. PSP assisted with connecting the New Orleans PD and the LISC to establish additional strategic approaches outside of law enforcement to impact violent crime. The LISC is working to establish partnerships outside of law enforcement, including local community groups, residents, and business owners.

The success of the Central City Square model led to an expansion to the 5th and 1st Districts. As part of this approach, local and federal partners are jointly working to address violent crime. For example, the USAO—EDLA and the Orleans Parish District Attorney's Office identify the optimal prosecutorial venue for charging decisions. USMS participates in community meetings with the New Orleans PD and will prioritize the apprehension of violent fugitives from these target areas. The FBI works with the New Orleans PD to target violent offenders in target areas. ATF prioritizes NIBIN and eTrace analyses from target areas and the tracing of guns related to felon-in-possession-of-firearm investigations. DEA plans to actively conduct narcotics investigations on known violent offenders and gather tactical intelligence in these areas. The USAO—EDLA and the Orleans Parish District Attorney's Office prioritize violent crime prosecutions in target areas.

The New Orleans PSP site team met with New Orleans PSP partners to discuss crime analysis, community surveys, focused deterrence, and establishing an offender- and geographic-based strategy. It was determined that a crime analysis assessment and community engagement assistance would be significantly beneficial to the New Orleans PD to increase the New Orleans PD's analytic capacity, PSP peer exchange learning opportunities, on-site subject expertise, and best practice information. In preparation for hiring additional crime analysts, subject expert Chris Bruce conducted a crime analysis assessment early in the year to help the New Orleans PD establish strategies to maximize analytical expertise. In 2016, a new analytics unit was formed, and in 2017, the unit hired three new crime analysts, who were trained by Mr. Bruce. The unit presented at the annual IACP and International Association of Crime Analysts (IACA) Conferences and was a key part of the success in New Orleans' armed robbery reductions.



In May, representatives from the New Orleans PD met with the Seattle, Washington, PD to discuss community engagement and the integration of community policing and engagement measurements into CompStat. This discussion prompted the New Orleans PD to incorporate community policing data into its Management Analytics for Excellence (MAX—the New Orleans PD’s version of CompStat) dashboard. The publicly available dashboard is updated weekly with both qualitative and quantitative data on projects identified as critical by the community.

In addition to the crime analysis enhancements, the New Orleans PD identified a need to improve investigative processes and case management. Subject expert Garrett Zimmerman conducted a comprehensive review and assessment of the department’s criminal case management system and proposed recommendations for enhancing the New Orleans PD’s approach to case management. These recommendations included topics such as detective response to crime scenes, case management approach and current detective functions, and victim-witness interactions. In 2016, the New Orleans PD established a Tactical Intelligence Gathering and Enforcement Response (TIGER) team tasked with addressing armed robberies by identifying patterns across districts and focusing on serial offenders. Armed robberies decreased by 9 percent in 2016 and by an additional 20 percent in 2017. Because of the success of the armed robbery TIGER team, the New Orleans PD established homicide and shooting TIGER teams in 2017.

ST. LOUIS, MISSOURI

St. Louis’s period of PSP engagement is March 2016 to September 2019. St. Louis PSP partners include the St. Louis Metropolitan PD, the St. Louis Circuit Attorney’s Office, ATF, DEA, the FBI, USMS, and the USAO—Eastern District of Missouri (EDMO). The city’s violence reduction focus areas are removing violent gun offenders, enhancing police-community partnerships, enhancing intelligence capacity, and improving domestic violence response collaboration.

Reducing gun violence is a major priority for St. Louis. The St. Louis PD launched a CGIC in January 2017—a PSP-recommended best practice. The CGIC has helped reduce St. Louis’s backlog of ballistics analysis and now has the capacity to complete preliminary analysis on ballistic evidence within 24 to 48 hours of recovery. The St. Louis Metropolitan PD visited with the Milwaukee PD to observe its PSP CompStat process and learned strategies related to using ShotSpotter more efficiently and better tracking of criminal networks. A nonfatal shooting assessment was conducted in early 2017 to examine clearance rates and investigative processes for nonfatal shooting incidents. A follow-up report containing recommendations and action items to enhance the capacity and quality of nonfatal shooting investigations was shared with the site in June. One of these recommendations was to establish nonfatal shooting teams, which were subsequently established in November in three districts throughout the city. The teams focus exclusively on nonfatal shooting cases and utilize ShotSpotter in a more advanced capacity, incorporating lessons learned from the St. Louis Metropolitan PD’s peer exchange to Milwaukee. Using the new ShotSpotter protocol, the teams have been able to return to more than 80 scenes to recover shell casings. Newly appointed in December, St. Louis Metropolitan PD Police Chief John Hayden identified a rectangular geographic area within the city as a priority area for local and federal public safety enforcement efforts.



In 2017, the USAO—EDMO expanded its violent crime unit and the St. Louis Circuit Attorney’s Office reorganized its office to improve violence reduction efforts. Nonfatal shooting teams were established in the St. Louis Circuit Attorney’s Office in addition to the teams instituted in the St. Louis Metropolitan PD’s districts. Representatives from the St. Louis Circuit Attorney’s Office are also embedded in the St. Louis Metropolitan PD’s districts to aid in evidence collection and drive prosecutions.

Witnesses who are hesitant or unwilling to come forward because of intimidation and fear of retaliation can inhibit investigations and public safety improvement efforts. In May, the St. Louis Circuit Attorney’s Office attended a USMS Witness Intimidation Roundtable to learn about best practices to reduce witness intimidation and to initiate meaningful, cost-effective improvements to state and local witness protection programs. Witness intimidation TTA will take place in St. Louis in 2018 as a follow-up to the USMS Roundtable.

Mission SAVE is a partnership consisting of the FBI, DEA, the USAO—EDMO, the St. Louis Metropolitan PD, the St. Louis Circuit Attorney’s Office, the St. Louis County PD, and the St. Louis County Prosecutor’s Office. The task force meets weekly, attends the St. Louis Metropolitan PD’s CompStat meetings and, in the past two years, has produced more than 500 arrests and 400 weapon seizures. This year, the St. Louis Metropolitan PD and the FBI identified persons of interest related to carjackings and joined a task force that includes the St. Louis County Police, the Missouri and Illinois State Highway Patrols, the FBI, ATF, and USMS to investigate carjackings in the Greater St. Louis area.

2015 SITES

COMPTON, CALIFORNIA

Compton joined the PSP pilot program in September 2015 and is in its final year of engagement, ending in September 2018. Compton PSP partners include the Los Angeles County Sheriff’s Department (LASD)—Compton Station, the Los Angeles District Attorney’s Office, the Compton Unified School District Police Department (CUSDPD), the city of Compton, the Los Angeles County Probation Department, ATF, DEA, the FBI, USMS, and the USAO—Central District of California (CDCA). Compton’s violence reduction strategy emphasizes increasing intelligence and analytic capacity to inform its efforts to reduce domestic violence and gang-related offenses.

In 2017, Compton reported a 40 percent homicide reduction compared to a 20 percent reduction in the remainder of the LASD patrol areas. The LASD reports that these declines were driven largely by fewer gang-related deaths.¹ Compton also credits amplified visibility of officers, improved response times, strengthened community engagement, the contribution of federal partners in local violence reduction efforts, and the willingness of the USAO—CDCA to adopt viable federal gun cases for its decrease in homicides. A USMS warrant multiagency task force that includes the LASD—Compton Station, the Los Angeles District Attorney’s Office, the U.S.

¹ <http://www.latimes.com/local/lanow/la-me-sheriff-crime-20171228-story.html>.



Department of Homeland Security, the U.S. Department of State, the California Highway Patrol, and ATF has arrested 108 individuals, 57 of whom were documented gang members, and seized 60 weapons since its inception. Compton Station also adjusted its patrol strategies to allow officers to spend more time on the street and mediate small disputes when possible, reducing time spent processing misdemeanor arrests and improving response times to calls for service.

Compton is focusing on crime analysis as a priority for the remainder of its PSP engagement. This will involve enhancing crime analysis capabilities, building capacity, and integrating Compton Station's operations. Crime analysis is a vital tool for all law enforcement, but it is especially important as a measure for sites to sustain and expand their violence reduction successes upon conclusion of PSP engagement. In March 2017, crime analysis expert Julie Wartell provided TTA to assist Compton Station personnel in addressing immediate and future crime analysis functional enhancements. In September 2017, based on the Detroit PD/Michigan State University (MSU) model, Compton began developing a field analyst program. Two universities have agreed to provide student analysts to work with the LASD—Compton Station. Compton Station will receive actionable analysis products, and the students will acquire invaluable experience working in a “real-time” environment of law enforcement. In addition, the FBI and ATF provided substantive intelligence analytic training and technical assistance.

Compton's intelligence and crime analysis function is also important to its efforts to suppress and prevent gang activity. Compton is acting upon recommendations of an Office of Juvenile Justice and Delinquency Prevention (OJJDP) gang assessment that was completed in June 2017. These recommendations include suggestions such as increasing police capacity for proactively responding to gangs and providing specialized training for the LASD and CUSDPD officers who most often come into contact with gang members.²

PSP engagement has had a positive impact on working relationships among Compton's local and federal partners that have been vital in addressing human trafficking. California leads the country in the number of reported human trafficking cases,³ and gangs play a large role in the proliferation of the issue. The LASD—Compton Station, in conjunction with the Los Angeles Regional Human Trafficking Task Force, participated in numerous joint human trafficking operations this year. In July, an operation resulted in the arrest of 30 individuals and the rescue of 4 victims.⁴ In a September raid, 36 more arrests were made and 3 victims were rescued.⁵ In November, 39 individuals were arrested and 9 victims were identified.⁶ Victims rescued as part of these joint enforcement operations are offered counseling and social services.

The LASD—Compton Station developed a strategic plan that aims to reduce crime, strengthen community collaboration, and promote locally driven economic growth in Compton. Increased community engagement was identified as an early focus of this public safety strategic plan. Throughout 2017, law enforcement partners in Compton participated in numerous youth programs,

² <http://www.nixle.us/9N479>.

³ <https://humantraffickinghotline.org/states>.

⁴ <https://www.presstelegram.com/2017/07/01/30-arrested-4-girls-rescued-in-compton-human-trafficking-crackdown/>.

⁵ <http://comptonherald.org/compton-human-trafficking-raid-nabs-36-rescues-three-girls/>.

⁶ <https://www.dailybreeze.com/2017/11/17/human-trafficking-sting-results-in-dozens-of-arrests-rescue-of-13-year-old-girl/>.



including Cops and Kids, Gang Resistance Education And Training (G.R.E.A.T.), a summer tennis clinic, a Youth Athletic League, cyber training, digital citizenship training, and FBI online predator training.

For sustainability purposes, Compton plans to continue its monthly law enforcement meetings and weekly stats tracking; integrate the university intern analyst program, once established; learn more about family justice centers and reducing domestic violence; and continue exploring the use of ShotSpotter or other gun detection technologies.

FLINT, MICHIGAN

Flint joined the PSP pilot program in September 2015 and is in its final year of engagement, ending in September 2018. Flint PSP partners include the Flint PD, the Genesee County Prosecutor's Office, the Michigan State Police (MSP), ATF, DEA, the FBI, USMS, and the USAO—Eastern District of Michigan. The site's violence reduction focus areas include gang violence; domestic violence prevention, investigation, prosecution, and services; using technology as a force multiplier; and addressing property and evidence collection and storage.

Through the PSP program, Flint participated as a pilot site for an SNA TTA program conducted with support from the NPS by PSP subject experts Dr. Andrew Fox and Chief Joseph McHale. This program will produce a process road map for agencies confronted with similar problems and resources. An April meeting provided information pertaining to SNA's utility and relevance to law enforcement operations and challenges to an effective rollout of SNA capacity. Flint conducted an SNA-informed surge in July that focused on search warrants, parole checks, and warrant sweeps within its target area and resulted in 20 arrests and eight guns recovered. The July surge also collected actionable intelligence that will inform current and future enforcement actions.

Another Flint goal is to better understand gang-related crime and violence to acquire actionable intelligence in a timelier manner. In February, subject experts Dr. Charles Katz and Dr. Fox conducted a gang assessment in which they interviewed stakeholders, including representatives from Flint's PSP partner agencies; assessed analytical needs; conducted a data inventory; and assessed current strengths and challenges facing Flint concerning gang-related issues. The Flint PD also announced the establishment of the Flint Police Intelligence Operations Center in November 2017. The center's analytical products inform daily tactical deployments and long-term strategy development. The center helps support the Flint PD's goals of better understanding crime trends, acquiring more precise real-time intelligence, and improving response times.

To improve evidence collection, investigations, and clearance rates, PSP supported a customized property-room and evidence-storage assessment for the Flint PD. The assessment assisted the Flint PD in determining evidence-related best practices and developing new policies on evidence submission, disposal, collection, and storage. As part of the assessment, subject expert Joe Latta from the International Association of Property and Evidence (IAPE) surveyed commanders and reviewed all policies and procedures regarding evidence storage. A follow-up report of the assessment's findings included a plan for evidence area organization and removing and destroying outdated property, as well as recommendations for future implementation. The Flint PD has



improved its processes for labeling, storing, and organizing guns implicated in homicides by implementing the suggested recommendations from the assessment. The Flint PD disposed of more than 2,100 weapons in 2017 and plans to change its record management system (RMS), which will assist with workflows and information access. As follow-up to this assessment, the Flint PD plans to send personnel to the IAPE Conference in 2018.

To sustain the successes that Flint has experienced in PSP, upon conclusion of its engagement, Flint plans to expand the SNA pilot program, expand collaboration between police and the Genesee County Prosecutor's Office to improve prosecution, continue monthly federal-local collaboration calls, and consider increasing cameras throughout the city.

LITTLE ROCK, ARKANSAS

Little Rock's period of engagement spans from September 2015 to September 2018. The city's key partners include the Little Rock PD, the Pulaski County Prosecutor's Office, ATF, DEA, the FBI, USMS, and the USAO—Eastern District of Arkansas (EDAR). Little Rock's violence reduction focus areas are crime analysis, domestic violence, and establishing a research partnership with a local university.

In 2017, the Little Rock PD increased collaborative efforts with federal partners. As of December, the violence reduction task force, through its investigative activities, had produced nearly 800 warrants involving more than 1,500 felony charges, seized 115 weapons, and received 50 NIBIN hits. An overtime task force began operating in August to provide more visible coverage and a community presence in areas of high crime throughout the city. As a result of this increased patrol visibility and relationship building with the community, no homicides took place in the patrol areas for six weeks. In the first half of 2017, the USAO—EDAR brought 41 federal felony cases against offenders. The USAO—EDAR also worked with the Pulaski County Prosecutor's Office and the Little Rock PD to establish an improved federal gun case management tracking system. Federal partners also attended the Little Rock PD's weekly CompStat meetings.

The Little Rock PD continues to strengthen its crime analysis capabilities. It created an analysis unit to adopt offender- and place-based deployment operations, and within a few weeks, unit products contributed to 15 arrests and the seizure of nine firearms. In March, subject expert Chris Bruce conducted a crime analysis assessment and made recommendations pertaining to training, the performance management process, data collection, and technology upgrades for the Little Rock PD. In April, the Little Rock PD participated in a peer exchange with the Indianapolis Metropolitan PD's Office of Professional Development and Wellness, which DOJ has recognized as a national model for police officer resiliency and wellness. During this time, the Little Rock PD, while expanding its victim services unit, and other Little Rock community partners participated in a peer exchange with Milwaukee's Sojourner Family Peace Center. The Little Rock PD also sent analysts to the annual IACA Conference in September.

From June to September 2017, Little Rock reported a 29 percent decrease in violent crime and a 50 percent reduction in shots fired in the downtown district. The Little Rock PD credits these drops to strengthened community participation, increased law enforcement patrols, and the involvement



of its federal partners. As part of the Little Rock PD's increased patrol and target-hardening efforts, officers handed out vehicle report cards to reduce an increase in vehicle burglaries. Police officers patrolled parking lots and other premises checking for unlocked doors and unattended valuables and placed prevention instructions in plain view. As of September 2017, officers had placed more than 6,000 vehicle report cards and reported vehicle burglary reductions. The Little Rock PD also added new neighborhood crime watch groups as part of its increased community engagement.⁷

In the next sustainment steps, the Little Rock PD will explore additional technologies to combat gang violence, improve evidence collection, improve technology and data capabilities, and consider how relationships with federal partners can be sustained over time.

NEWARK, NEW JERSEY

Newark's term of engagement with PSP is from September 2015 to September 2018. Newark PSP partners include the Newark PD, the Essex County Prosecutor's Office, ATF, DEA, the FBI, USMS, and the USAO—District of New Jersey. During this time, Newark has identified guns, gangs, drugs, police-community relations, police training, homicides and nonfatal shootings, aggravated assaults and domestic violence, and community trust as its violence reduction focus areas. Newark is under a DOJ consent decree, and the Newark PD has prioritized aligning its PSP engagement with the consent decree recommendations.

Newark finished 2017 with a 28 percent decrease in homicides compared to 2016, a 26 percent reduction in robberies, and a 23 percent increase in guns recovered. Public Safety Director Anthony Ambrose credited better intelligence gathering and more officers on the streets for these successes. Representatives from the Newark PD and the Essex County Prosecutor's Office attended the West Coast Crime Strategies Symposium in March to learn how to apply technology and data toward the prosecution of criminals. The prosecutors' offices also participated in a Major Crime Scene Preliminary Investigations training in November that covered topics such as initial crime scene response, protecting evidence, witnesses and suspects, and scene containment. In May, Director Ambrose announced a new smartphone app that includes features such as news updates and alerts from the Newark PD, crime statistics by precinct, forms and permits, a directory of contact information for all precincts, and anonymous tip reporting to encourage community involvement. The Newark PD piloted its BWC program in its 5th Precinct in April and attended the BWC TTA National Meeting. The Newark PD expanded its BWC program to a second precinct later in 2017 and plans to expand the program to every precinct in 2018. Participation in all of these initiatives contributed to the Newark PD's enhanced intelligence gathering and police-community relationships.

Currently, while police-citizen contacts have increased 22 percent, citizen complaints have decreased by 20 percent. The Newark PD participated in a wide variety of community engagement initiatives and increased patrol visibility this year, including Coffee With a Cop, community CompStat meetings, G.R.E.A.T, Neighborhood Block Watch, Pizza With a Cop, and Safe Passage (a program that places officers along routes that students use to travel from school to home).

⁷ <http://www.thv11.com/news/crime/chief-buckner-shares-plan-to-lower-crime-in-little-rock/504663992>.



The Newark PD visited the New Orleans PD to discuss its consent decree experience and the New Orleans PD efforts to develop a Community Policing and Bias-Free Policing curriculum. A train-the-trainer session was conducted in September for approximately 30 Newark PD personnel. The curriculum will also be disseminated as a national model.

The next critical steps for Newark are to sustain its public safety advancements beyond its PSP engagement, continue community engagement with adults and youth, explore additional opportunities to enhance collaboration between the Newark PD and the Essex County Prosecutor's Office, continue to support the Newark PD in meeting its consent decree requirements, and facilitate meetings between local and federal partners, as needed.

WEST MEMPHIS, ARKANSAS

West Memphis has been a part of PSP since September 2015 and will conclude its engagement in September 2018. West Memphis PSP partners include the West Memphis PD, the Arkansas Second Judicial District's Prosecutor's Office—Crittenden County Office, the Arkansas State Attorney General's Office, the Arkansas Community Corrections—West Memphis Area Office, the Arkansas State Crime Lab, ATF, DEA, the FBI, USMS, U.S. Federal Probation, and the USAO—EDAR. West Memphis's violence reduction efforts center on chronic hot-spot locations, chronic offenders, and neighborhood restoration; enhancement of crime analysis capacity; improvement of technological capabilities; and increased local and federal collaboration.

Modeled after the Los Angeles PD's Operation LASER, the West Memphis PD launched Operation DETER in February 2017. Operation DETER uses analytic tools, evidence-based strategies, problem-solving techniques, and evaluation methodology to identify and focus on chronic violent offenders and crime-prone neighborhoods. Representatives from the West Memphis PD visited the Arvada, Colorado, PD to discuss the application of Lumen technology to operational planning, directed patrols, and investigative analyses. West Memphis PD personnel received FBI intelligence analyst training to support Operation DETER, which has led to increased coordination and collaboration among West Memphis's local and federal law enforcement partners. In August, the West Memphis PSP team organized a one-day crime summit for Eastern Arkansas agencies to discuss violence reduction strategies. At this summit, the West Memphis PD shared its Operation DETER successes and its lessons learned with other jurisdictions interested in enhancing their policing outcomes. In November 2017, the West Memphis PD reported a 16 percent crime reduction associated with significant arrests in DETER neighborhoods.

The year 2017 was one of concentrated progression and development for the West Memphis PD's crime analysis capacities. The West Memphis PD focused on improving its data entry and collection processes and acquired a case management and analytic software platform that produces weekly tactical briefs and crime updates to patrol officers and local PSP partners. The West Memphis PD received a BJA Technology Innovation for Public Safety award in fall 2017 to fund technology upgrades that include technology patrol vehicle mobile data terminals, mobile RMS platforms, intelligence collection processes, and portable video security cameras. These technologies will increase the quality and timeliness of the West Memphis PD crime analysis function.

The West Memphis PD and its PSP partners will sustain regular meetings with federal partners, establish a police foundation, continue restoration and maintenance of community relations, acquire gang prevention and suppression training, enhance professional development programs, streamline procedures with the USAO—EDAR on federal gun cases, broaden NIBIN access, expand crime analysis expertise, and acquire active shooter training and the application of trauma-informed practices to patrol and investigative actions.

DIAGNOSTIC SITES

The OJP Diagnostic Center is currently supporting eight Diagnostic sites of the PSP initiative: Baton Rouge, Buffalo, Cincinnati, Houston, Jackson, Kansas City, Lansing, and Springfield. These eight sites will receive training and technical assistance for violent crime reduction and enhancement of law enforcement officer safety over a period of 18 months.

BATON ROUGE, LOUISIANA

In 2016, the city of Baton Rouge participated in a DOJ event entitled “Symposium: 21st Century Violence Reduction Strategies,” which focused on evidence-based approaches to addressing violent crime. Following the city’s participation in the symposium and completion of a Violence Reduction Action Plan (VRAP), DOJ invited Baton Rouge to participate in the PSP initiative.

Prior to joining PSP, Baton Rouge had taken steps to reduce violent crime by creating the Baton Rouge Area Violence Elimination (BRAVE) initiative to reduce youth violence, gun offenses, and arrests while involving the community to spread the “no violence” message and had established the East Baton Rouge Violent Crime Unit.

As a PSP Diagnostic site, Baton Rouge will expand on these initiatives and refine the goals outlined in its VRAP through a TTA plan to reduce violent crime. Also, Baton Rouge established a PSP working group composed of representatives from the Baton Rouge PD, the USAO—Middle District of Louisiana, the East Baton Rouge Parish District Attorney’s Office, the East Baton Rouge Parish Sheriff’s Office, Louisiana State University, the Louisiana Department of Corrections and Safety, the Baton Rouge City Constable’s Office, and additional federal partners, including ATF.

To better understand the community’s capacity for violence reduction efforts, the Baton Rouge Working Group was asked to complete the 78-question Violence Reduction Assessment Tool (VRAT). The VRAT provides a baseline assessment of violent crime reduction areas in which the Baton Rouge Working Group is doing well and addresses other areas that may benefit from coordinated assistance provided by the PSP initiative. The Baton Rouge Working Group identified criminal justice partnerships and utilizing research and analytic capabilities as strengths for combatting violent crime and identified commitment and leadership, management and decision making, and reporting as areas for further assistance. Based on the VRAT summary and the VRAP



goals previously identified by the Baton Rouge Working Group, the OJP Diagnostic Center PSP team began to develop a proposed TTA plan for violent crime reduction.

In October 2017, the Diagnostic Center conducted the initial site visit to Baton Rouge. At this site visit, the Diagnostic Center team presented the proposed TTA plan to the Baton Rouge Working Group and the following overarching goals were identified for violent crime reduction and enhancement of law enforcement officer safety: community-oriented policing, data sharing and dissemination, recidivism reduction strategies, and development of a community-multiagency advisory group. All of these factors were identified by the Baton Rouge Working Group as important factors for violent crime reduction and enhancement of officer safety. The initial site visit led to the creation of finalized TTA recommendations to reduce violence and enhance officer safety prioritized by the Baton Rouge Working Group.

Currently, the Baton Rouge Working Group is coordinating the implementation of TTA, all of which will be prioritized by the Baton Rouge Working Group with the support of the OJP Diagnostic Center and the PSP initiative.

BUFFALO, NEW YORK

In 2016, the city of Buffalo participated in a DOJ event entitled “Symposium: 21st Century Violence Reduction Strategies,” which focused on evidence-based approaches to addressing violent crime. Following the city’s participation in the symposium and completion of the VRAP, DOJ invited Buffalo to participate in the PSP initiative.

Prior to joining PSP, Buffalo had taken steps to reduce violent crime by implementing data-driven policing approaches through funding from the New York State Division of Criminal Justice Services, implementing crime reduction strategies through a Buffalo Promise Neighborhood grant program and the Gun-Involved Violence Elimination (GIVE) initiative.

As a PSP Diagnostic site, Buffalo will expand on these initiatives and refine the goals outlined in its VRAP through a TTA plan to reduce violent crime. Also, Buffalo formed the Western New York Working Group with representatives from 14 different criminal justice components: the Buffalo PD, the USAO—Western District of New York, the Erie County Sheriff’s Office, the Erie County District Attorney’s Office, the Erie County Department of Mental Health, Erie County Probation, the Erie Crime Analysis Center, the FBI, ATF, Central Police Services, the High Intensity Drug Trafficking Area New York/New Jersey, the New York State Police, USMS, and DEA.

To better understand the community’s capacity for violence reduction efforts, the Western New York Working Group was asked to complete the 78-question VRAT. The VRAT provides a baseline assessment of violent crime reduction areas in which the Western New York Working Group is doing well and addresses other areas that may benefit from coordinated assistance provided by the PSP initiative. The Western New York Working Group identified commitment and leadership and community partnerships as strengths for combatting violent crime and identified management and decision making and reporting as areas for further assistance. Based



on the VRAT summary and the VRAP goals previously identified by the Western New York Working Group, the OJP Diagnostic Center PSP team began to develop a proposed TTA plan for violent crime reduction.

Currently, the OJP Diagnostic Center is finalizing the proposed TTA plan to present to the Western New York Working Group for the initial site visit, to be completed in early 2018.

The primary PSP focus areas are based upon the Western New York Working Group's VRAP developed in 2016 and were updated in 2017 based upon input from the Western New York Working Group. The primary training and technical focus areas are:

- Reduce gun and gang violence.
- Increase witness participation in solving specific crimes.
- Continue use of the Crime Analysis Center to develop prosecution policies and strategies.
- Address the opioid crisis.
- Increase homicide clearance rates.

These proposed TTA focus areas will be further refined and prioritized by the Western New York Working Group at the initial site visit.

CINCINNATI, OHIO

In 2016, the city of Cincinnati participated in a DOJ event entitled "Symposium: 21st Century Violence Reduction Strategies," which focused on evidence-based approaches to addressing violent crime. Following the city's participation in the symposium, DOJ invited Cincinnati to participate in the PSP initiative.

Prior to joining PSP, Cincinnati had taken steps to reduce violent crime by creating the Cincinnati Initiative to Reduce Violence (CIRV), which follows a focused deterrence model to identify active and chronic offenders for violent crime reduction in particular gun violence, and implementing the Place-Based Investigations of Violent Offenders Territories (PIVOT) model to disrupt offenders' abilities to cause harm in specific locations.

As a PSP Diagnostic site, Cincinnati will expand on these initiatives and refine the goals outlined in its VRAP through a TTA plan to reduce violent crime. Cincinnati formed a PSP working group, bringing together 24 representatives from at least ten different sectors—including the Cincinnati PD, the USAO—Southern District of Ohio, Hamilton County Adult Probation, the Hamilton County Prosecutor's Office, the Hamilton County Sheriff's Office, the City of Cincinnati Prosecutor's Office, the Cincinnati Works Phoenix Program, the Urban League of Greater Southwestern Ohio, Cincinnati Children's Hospital, the Church of Living God, CIRV, and Christ Temple Full Gospel Baptist Church—and representatives from ATF, DEA, the FBI, and USMS. To better understand the community's capacity for violence reduction efforts, the Cincinnati Working Group was asked to complete the 78-question VRAT. The VRAT provides a baseline assessment of violent crime reduction areas in which the Cincinnati Working Group is doing well and addresses other areas that may benefit from coordinated assistance provided by the PSP



initiative The Cincinnati Working Group identified commitment and leadership, multiagency partnerships, and research and analytic capability as strengths for combatting violent crime and identified data availability, criminal justice partnerships, management and decision making, and reporting as areas for further assistance. Based on the VRAT summary and the VRAP goals previously identified by the Cincinnati Working Group, the OJP Diagnostic Center PSP team began to develop a proposed TTA plan for violent crime reduction.

Currently, the OJP Diagnostic Center is finalizing the proposed TTA plan to present to the Cincinnati working group for the initial site visit, to be completed in early 2018.

The Cincinnati Working Group's primary PSP focus areas are based upon the Cincinnati's PD's strategic priorities and are listed below:

- Reduce violent crime.
- Improve effectiveness of the emergency communications section.
- Enhance community engagement and development.
- Improve data quality and management.
- Upgrade information technology systems.

These proposed TTA focus areas will be further refined and prioritized by the Cincinnati Working Group at the initial site visit.

HOUSTON, TEXAS

In 2016, the city of Houston participated in a DOJ event entitled "Symposium: 21st Century Violence Reduction Strategies," which focused on evidence-based approaches to addressing violent crime. Following the city's participation in the symposium and completion of the VRAP, DOJ invited Houston to participate in the PSP initiative.

Prior to joining PSP, Houston had taken steps to reduce violent crime by creating a Violent Offender's Squad, which identifies high-risk offenders and gangs responsible for the majority of violent crime in the city; the Criminal Apprehension Team, which increases surveillance on high-risk offenders; and a NIBIN Pilot Program.

As a PSP Diagnostic site, Houston will expand on these initiatives and refine the goals outlined in its VRAP through a TTA plan to reduce violent crime. In addition, Houston developed a PSP working group representing a wide range of the community's public safety organizations—including the Houston PD, the USAO—Southern District of Texas, the Texas Anti-Gang Center, the Mayor's Anti-Gang Office, Walgreens—Asset Protection, and the Harris County District Attorney's Office—and other federal partners, including ATF and the FBI.

The Houston Working Group was asked to complete the 78-question VRAT. The VRAT provides a baseline assessment of violent crime reduction areas in which the Houston Working Group is doing well and addresses other areas that may benefit from coordinated assistance provided by the PSP initiative. The Houston Working Group identified community partnerships, criminal justice



partnerships, and research and analytic capabilities as strengths and data access and sharing, data availability, and reporting as areas for further assistance. In addition, the Houston Working Group completed the initial PSP site visit to review and discuss the proposed TTA plan in November 2017.

During the initial site visit, the Houston Working Group identified several overarching goals to reduce violent crime and enhance officer safety in Houston: improved assessment of data availability, data access and sharing, implementation of problem-oriented policing strategies to curb robberies, and development of a comprehensive communication strategy for violence reduction.

In addition, three members of the Houston Working Group will attend the FBI Media Training, hosted by the PSP initiative, on January 31, 2018, as part of its proposed TTA plan. The Houston Working Group is also in the planning stages of facilitating a site visit with a subject expert to conduct a review of robbery investigations in Houston as part of its proposed TTA plan.

Currently, the Houston Working Group is coordinating the implementation of TTA, all of which will be prioritized by the Houston Working Group with the support of the OJP Diagnostic Center and the PSP initiative.

JACKSON, TENNESSEE

In 2016, the city of Jackson participated in a DOJ event entitled “Symposium: 21st Century Violence Reduction Strategies,” which focused on evidence-based approaches to addressing violent crime. Following the city’s participation in the symposium and completion of the VRAP, DOJ invited Jackson to participate in the PSP initiative.

Prior to joining PSP, Jackson had taken steps to reduce violent crime by creating a statewide strategy for drug and violent crime control and criminal justice system improvement, a Gang Resistance Intervention Training (GRIT) program, a Young Adult Intervention and Mentoring program, and a collaborative effort with the IACP to create a handbook entitled *Using Community Policing to Counter Violent Extremism: 5 Key Principles for Law Enforcement*.

As a PSP Diagnostic site, Jackson will expand on these initiatives and refine the goals outlined in its VRAP through a TTA plan to reduce violent crime. Jackson also formed a PSP working group, bringing together representatives from the Jackson PD; the USAO—WDTN; Benton Future Leaders of Tennessee; Community Corrections; Jackson community members; the District Attorney’s Office, 26th Judicial District; the Jackson Chamber of Commerce; the Madison County Sheriff’s Office; the Tennessee Department of Corrections; the University of Memphis; and USMS.

The Jackson Working Group was asked to complete the 78-question VRAT. The VRAT provides a baseline assessment of violent crime reduction areas in which the Jackson Working Group is doing well and addresses other areas that may benefit from coordinated assistance provided by the PSP initiative. The Jackson Working Group identified commitment and leadership and



multiagency partnerships as strengths and research and analytic capacity and community partnerships as areas for additional assistance. Currently, the OJP Diagnostic Center is finalizing the proposed TTA plan to present to the Jackson working group for the initial site visit, to be completed in early 2018.

The primary PSP focus areas are based upon Jackson’s past VRAP and are outlined below:

- Develop a comprehensive violence reduction plan utilizing focused deterrence strategies.
- Improve research and analytical capabilities to enhance how crime data is utilized to inform strategies and decision making.
- Develop an integrated team of law enforcement agents, as well as federal and state prosecutors, to review gun-related crimes as related to PSN strategies.

The identified focus areas will be further refined and prioritized by the Jackson Working Group at the initial site visit.

KANSAS CITY, MISSOURI

In 2016, Kansas City participated in a DOJ event entitled “Symposium: 21st Century Violence Reduction Strategies,” which focused on evidence-based approaches to addressing violent crime. Following the city’s participation in the symposium and completion of the VRAP, DOJ invited Kansas City to participate in the PSP initiative.

Prior to joining PSP, Kansas City had taken steps to reduce violent crime by developing the Kansas City No Violence Alliance (NoVA) following a focused deterrence model for violent crime reduction and community engagement.

As a PSP Diagnostic site, Kansas City will expand on this initiative and refine the goals outlined in its VRAP through a TTA plan to reduce violent crime. Kansas City also established a PSP working group composed of representatives from the Kansas City PD, the USAO—Western District of Missouri, the Jackson County Prosecutor’s Office, Missouri Probation and Parole, the Washington Wheatly Neighborhood Coalition, Paseo Baptist Church, Greater Metropolitan Church of Christ, First Call Kansas City, and other federal partners, including the FBI and ATF.

The Kansas City Working Group was asked to complete the 78-question VRAT. The VRAT provides a baseline assessment of violent crime reduction areas in which the Kansas City Working Group is doing well and addresses other areas that may benefit from coordinated assistance provided by the PSP initiative. The Kansas City Working Group identified multiagency partnerships, community partnerships, training, management and decision making, and research and analytic capability as strengths and commitment and leadership as areas for further assistance.

Kansas City completed its initial PSP site visit in December 2017. During the initial site visit, the Kansas City Working Group identified the following overarching goals for violence reduction in Kansas City: review the Kansas City NoVA program, enhance intelligence gathering and sharing, and develop an operational enforcement plan.



Currently, the Kansas City Working Group is coordinating the implementation of TTA, all of which will be prioritized by the Kansas City Working Group with the support of the OJP Diagnostic Center and the PSP initiative.

LANSING, MICHIGAN

In 2016, the city of Lansing participated in a DOJ event entitled “Symposium: 21st Century Violence Reduction Strategies,” which focused on evidence-based approaches to addressing violent crime. Following the city’s participation in the symposium and completion of the VRAP, DOJ invited Lansing to participate in the PSP initiative.

Prior to joining PSP, Lansing had taken steps to reduce violent crime through existing crime reduction programs (i.e., Violent Crime Initiative and the [Secure Cities Partnership](#)) that included collaborative efforts with other agencies, such as the MSP, MSU, and other federal entities.

As a Diagnostic site in the PSP initiative, Lansing will expand upon these current violent crime reduction initiatives. Lansing also established a PSP working group composed of representatives from the Lansing PD, the USAO—Western District of Michigan, the MSP, the Ingham County Prosecutor’s Office, the Michigan Department of Corrections, MSU, and community members.

The Lansing Working Group was asked to complete the 78-question VRAT. The VRAT provides a baseline assessment of violent crime reduction areas in which the Lansing Working Group is doing well and addresses other areas that may benefit from coordinated assistance provided by the PSP initiative. The Lansing Working Group identified training as a community strength and data access and sharing and reporting as areas for further assistance.

The OJP Diagnostic Center conducted an initial site visit to Lansing in October 2017 to present a proposed TTA plan to the Lansing Working Group. The proposed TTA plan built upon previous violence reduction goals from Lansing’s VRAP focusing on enhancing community outreach programs, enhanced crime analytics, and the development of both violent crime and domestic violence reduction strategies. The October 2017 site visit involved discussion about strategies for addressing violent crime and led to the creation of finalized TTA recommendations.

In addition, three representatives from the Lansing PD attended the Performance Institute’s Data-Driven Policing Summit in Washington, DC, on September 18–19, 2017, in line with the data and crime analysis TTA aspects of the Lansing proposed TTA plan under the PSP initiative. Lansing also completed a site visit with a subject expert to evaluate current crime analysis methods and capabilities, including data collection and information sharing, for violent crime reduction in December 2017 as part of its proposed TTA plan.

Currently, the Lansing Working Group is coordinating the implementation of TTA, all of which will be prioritized by the Lansing Working Group with the support of the OJP Diagnostic Center and the PSP initiative.



SPRINGFIELD, ILLINOIS

In 2016, the city of Springfield participated in a DOJ event entitled “Symposium: 21st Century Violence Reduction Strategies,” which focused on evidence-based approaches to addressing violent crime. Following the city’s participation in the symposium and completion of the VRAP, DOJ invited Springfield to participate in the PSP initiative.

In 2016, Springfield received a Justice Assistance Grant from the Illinois Criminal Justice Authority to reduce violence using a focused deterrence approach. As part of this grant, the city created a multidisciplinary team (MDT) to guide the implementation of focused deterrence activities. Members of this group include the Springfield PD, the USAO—Central District of Illinois, ATF, Sangamon County Probation and Court Services, the Sangamon County State’s Attorney’s Office, Sangamon County Juvenile Parole/Aftercare, the Sangamon County Community Resources, Fathers Are Important to Their Heirs (F.A.I.T.H.), the Living Hope Counseling Center, Shifting Into Gear (SING), The Outlet, Hope Church, United Way, Central Illinois, Central Baptist Church, Family and Community Engagement (FACE), the Sangamon County Sheriff’s Office, the Illinois Department of Juvenile Justice, the Illinois Department of Corrections, the City of Springfield Government, Springfield Public Schools, and Southern Illinois University.

To avoid duplication of efforts and following the guidance of the MDT Working Group, the OJP Diagnostic Center will assist Springfield in ongoing efforts as related to focused deterrence and other relevant areas for violent crime reduction. In addition, as a Diagnostic site in the PSP initiative, Springfield is leveraging the existing MDT Working Group as its PSP working group to reduce duplication of efforts.

Prior to joining the PSP initiative, the MDT Working Group had completed the 78-question VRAT for the Justice Assistance Grant. The VRAT provides a baseline assessment of violent crime reduction areas in which the MDT Working Group is doing well and addresses other areas that may benefit from coordinated assistance provided by the PSP initiative. The MDT Working Group identified commitment and leadership, management and decision making, and multiagency partnerships as strengths and criminal justice partnerships, data availability, and reporting as areas for further assistance. As a PSP Diagnostic site, Springfield will build upon its focused deterrence work and identify additional focus areas for violence reduction in the PSP initiative.

The OJP Diagnostic Center conducted the initial site visit on November 13, 2017, in Springfield. As a result of the initial site visit, the MDT Working Group identified the following PSP focus areas for assistance: focused deterrence implementation assistance, conduct data collection and data dissemination, and improvement of crime analysis capabilities.

Currently, the MDT Working Group is coordinating the implementation of TTA, all of which will be prioritized by the MDT Working Group with the support of the OJP Diagnostic Center and the PSP initiative.

PSP Operations Network Collaboration

PSP’s unique “one DOJ” approach capitalizes on the strengths of each DOJ partner agency to address a city’s identified needs with a coordinated response.

DOJ Partner Agencies

DOJ law enforcement partners (including ATF, the FBI, DEA, and USMS) and programmatic agencies (including the EOUSA, OJP, OVW, and the COPS Office) offer the PSP sites expedited access to DOJ’s full inventory of available evidence-based violence reduction resources. Below are highlights of key resources offered by the PSP DOJ partner agencies.

ATF

- NIBIN
- Firearms tracing
- Gun intelligence and prevention training

COPS Office

- Customized training related to community policing and engagement
- Community Policing Defined Training

DEA

- EPIC
- Gang Targeting, Enforcement and Coordination Center (TECC)
- Office of Investigative Technology: Emerging Technologies Training
- 360 Strategy

EOUSA

- Oversight, tracking, and prosecution of federal crimes

FBI

- Violent Crime Coordinator
- DIVRT Initiative
- Cellular Analysis Survey Team (CAST)/Cell Site Simulator Assets
- HUMINT Development and Field Intelligence Groups (FIGs)
- Office of Public Affairs and Digital Billboards

OJP

- Through BJA, OJJDP, and the Office for Victims of Crime (OVC), OJP provides customized TTA to the PSP sites, upon request, related to crime analysis, youth violence prevention, officer safety, gang violence prevention and intervention, technology assessments, victim services, witness intimidation, homicide investigations, and more.

OVW

- Customized TTA related to building capacity of criminal justice and victim service organizations to effectively and efficiently respond to violence against women, domestic violence, sexual assault, stalking, and dating violence.
- Domestic Violence Fatality Review Initiative

USMS

- Fugitive task forces
- Tactical training
- Warrant Analysis and Response (W.A.R.)



PSP Operations Infrastructure

Assessments

As part of the PSP site launch process, PSP offers to conduct several comprehensive assessments of various areas within the PD and/or local partners related to technology, nonfatal shootings, homicide investigations, crime analysis, grant landscape, victim services, prosecution, and overall violence issues in the city. Through these assessments, subject experts provide insights and recommendations for enhancements, future TTA, and focus areas to inform the site's PSP Strategic Plan.

Clearinghouse

PSP developed a website where every law enforcement agency can find, build, download, and share a custom toolkit of public safety evidence-based strategies, best practices, training, technical assistance, publications, and more—www.nationalpublicsafetypartnership.org/Clearinghouse.

Grant Strategies

PSP sites receive focused technical assistance to further develop grant strategies and improve upon existing grant development efforts.

Peer Exchanges

PSP coordinates and facilitates the delivery of peer learning opportunities to share various violence reduction best practices, ideas, and strategies across the country.

PSP Site Teams

PSP dedicates a site-specific team to support the partner agencies in navigating DOJ law enforcement and programmatic resources. Each team is composed of an SSL, an analyst, a DOJ Program Champion, a Law Enforcement Champion, and local and federal points of contact. The DOJ Program and Law Enforcement Champions are assigned from ATF, DEA, the FBI, USMS, BJA, the COPS Office, OJJDP, OVC, and OVW and serve as points of contact for the site to effectively navigate access to federal law enforcement and programmatic resources and tools.

Quarterly Newsletters

PSP publishes quarterly newsletters featuring activities, site highlights, and feature articles every quarter.

Subject-Expert Assistance

PSP provides subject-expert assistance to the partner sites on a number of topics, including community surveys, grant strategies, gun tracing and NIBIN, GunStat, homicide investigations and prosecution assessment, police foundations, procedural justice training, research partnerships, SNA technology assistance, and violence reduction planning and strategizing.

Symposium

PSP hosts an annual symposium to convene participating PSP site leadership and DOJ officials to share best practices and meet with esteemed subject experts on various public safety issues.



Training and Technical Assistance

PSP provides training to partner sites on various topics, such as homicide investigations, officer safety, prosecution strategies, and crime analysis. PSP delivers strategic technical assistance, based on the needs of sites, related to gang violence, ballistics processing, homicide investigations, technology, community surveys, victim services, and domestic violence.

Website

PSP maintains its website, www.nationalpublicsafetypartnership.org, as a public information hub and has a private-access side for sharing information and tracking activities occurring in the PSP sites.

The logo features a stylized graphic of five curved, overlapping lines in red, light blue, and dark blue, arching from the left towards the right. Below this graphic, the text "National Public Safety" is written in a serif font, with "National" in dark blue and "Public Safety" in red. Below that, the word "PARTNERSHIP" is written in a larger, dark blue, all-caps serif font.

National **Public Safety** PARTNERSHIP

This report is a text-only version of the interactive online 2017 National Public Safety Partnership Annual Report. For more information and graphical representation of content, please visit the online report.

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