



National **Public Safety**
PARTNERSHIP

2020

ANNUAL
REPORT

Crime data and site activities included in this report were provided by the PSP sites and have not been independently verified.

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Table of Contents

- Message From the PSP Team 2
- 2020 in Review
 - Peer Exchanges 4
 - Assessments 6
 - Strategic Planning 6
 - Communities of Practice 7
- Strategic Site Liaisons 8
- Federal Partners 8
- Virtual Learning Events 10
- 2017 Sites
 - Indianapolis 13
 - Memphis 13
 - Toledo 14
- 2018 Sites
 - Kansas City 16
 - Miami 16
 - Tulsa 17
- 2019 Sites
 - Amarillo 19
 - Anchorage 19
 - Anniston 20
 - Baltimore 21
 - Baton Rouge 21
 - Cleveland 22
 - Davenport 23
 - Harris County 23
 - Oxford 24
 - Wichita 24
- Endnotes 25

Message From the PSP Support Team

The year 2020 was in many ways unprecedented for law enforcement, prosecutors, and other criminal justice partners. Cities across the country, including some of the National Public Safety Partnership (PSP) sites, experienced increases in violent crime. COVID-19 presented, and continues to present, many challenges. The criminal justice community is facing these challenges during an extraordinary time of immediate need to build community trust, in which every decision can have historical impact in seconds. The year 2020 required the resiliency of all our criminal justice partners across the country. With this report, we are pleased and proud to focus on some of the many accomplishments that the PSP sites achieved despite the challenges.

PSP saves lives, PSP reduces violence, and PSP helps communities thrive. PSP is not some magical solution to stop crime. But what PSP does is far longer lasting and more methodical. PSP permanently changes and enhances the capacity of local jurisdictions to reduce violent crime. PSP provides data-driven and evidence-based strategies tailored to the needs of each site in areas such as community engagement, crime analysis, criminal justice collaboration, gun violence reduction, constitutional policing, technology, investigations, and federal partnerships. You may be thinking, that sounds great, but what does that really mean? Nationally, the homicide clearance rate was approximately 50 percent;¹ the majority of the PSP sites have a homicide clearance rate above the national average, with Amarillo, Texas, at an impressive 94 percent and Davenport, Iowa, at 90 percent. In 2020, Anchorage, Alaska, experienced a 44 percent reduction in homicides compared to 2019. Baltimore, Maryland, robberies were down 31 percent and violent crime down 17 percent compared to 2019. This is **gun violence reduction** in PSP. Thirty-five people were criminally charged in Indianapolis, Indiana, after the U.S. Drug Enforcement Administration (DEA) dismantled two separate drug trafficking rings. In partnership with the Indianapolis Metropolitan Police Department (PD) and the U.S. Attorney's Office, DEA served arrest warrants at 19 locations.² It recovered approximately 30 firearms; \$70,000; and 22 pounds of methamphetamine, heroin, and fentanyl. This is **federal partnership** at work in PSP.

The Baton Rouge, Louisiana, PD conducted Operation Safe Summer, a 12-week initiative emphasizing the use of geographic mapping techniques to locate crime hot spots last summer. The operation resulted in the seizure of 113 guns, \$322,205, and more than 510 pounds of drugs, as well as 588 arrests. The Memphis, Tennessee, PD now hosts a regional Crime Gun Intelligence Center (CGIC), and the results since implementation have been impressive. Violent crime is recognized and investigated more efficiently than by many other agencies in the country because of the Memphis

PSP by the Numbers



PD's focus in this area. The Memphis PD allows 18 surrounding agencies to access and use the CGIC resources, including two centrally located National Integrated Ballistic Information Network (NIBIN) machines. This is **crime analysis** working in PSP. On January 8, 2020, following a PSP peer exchange with the Milwaukee, Wisconsin, PD, the Kansas City, Missouri, PD began conducting weekly shooting review meetings. These meetings cover all homicides and nonfatal shootings (NFSs) that have taken place in the past week and follow up on case progress from previous weeks. This is driven by partnerships with state and federal prosecutors and the Missouri Department of Corrections Division of Probation and Parole. All of the partners attend the meetings with investigative and patrol elements to ensure that each case is investigated to the fullest extent possible and that accountability is emphasized. In May 2020, the meetings led to the arrest of two individuals charged with shooting a five-year-old. This is **criminal justice system collaboration** in PSP. Finally, in Amarillo, between the start of COVID-19 and the end of August 2020, through pop-up food pantries hosted by Hillside Church, PSP partners, including Mayor Ginger Nelson, the Potter County Sheriff's Office, the Texas Department of Public Safety, the Amarillo PD, the Federal Bureau of Investigation (FBI), and the United States Marshals Service (USMS), gave away 1,250,920 pounds of food, served 28,830 families, and provided 1,340 volunteers. This is **community engagement** in PSP.

These are only a few examples. Other examples of the great work happening in PSP are highlighted in this Annual Report. Since starting as a pilot in 2014 with just five sites, PSP has now worked with more than 40 jurisdictions across the country. PSP is the bridge between the communities you serve and the vast amount of U.S. Department of Justice (DOJ) resources available to support your efforts to reduce crime in our communities. We stress *our* versus *your*. If there is one thing we have learned over this past year, it is the importance of working together in the face of adversity. Simply put, **we are stronger together**.

Sometimes opportunity is born from crisis, and this year we have charted new ways to work together to reach our shared goal of addressing community violence prevention and gun crime. We, like most of the country, shifted from an in-person environment to a virtual one. The PSP team continues to develop innovative products and services to support your violent crime strategies and enhance community engagement, and as we continue to build and expand PSP, we have increased our resources to support you. PSP began development and testing of the new Public Safety Partnership Virtual Academy, an interactive learning platform containing self-paced courses that were developed in collaboration with leading law enforcement experts and practitioners. The courses address topics that are important to every law enforcement agency and its partners, such as Crime Scene Excellence, Leadership Strategies: Building Effective Leaders to Impact Violence Reduction, and the Law Enforcement Guide to Crime Guns. Going forward, we will be developing and sharing new modules based on the needs and suggestions shared by the PSP sites. You can find more information about these courses on PSP's website.

The PSP Support Team would like to thank the PSP sites for their unwavering dedication to reducing violent crime in their cities. Through this report, you will see that all your accomplishments did not go unnoticed, and we hope the successes of 2021 continue to enhance and build upon these accomplishments.

2020 IN REVIEW

Peer Exchanges

Nonfatal Shooting Assessment Virtual Peer Exchange

On February 11, 2020, two law enforcement subject-matter experts (SMEs) from PSP's NFS assessment team hosted a Virtual Peer Exchange (VPE) with numerous local law enforcement agencies to provide an in-depth overview of the NFS assessment process. Discussion included the administrative process leading up to the assessment, involving document submission, visit coordination, on-site expectations of the SME team, assessment timeline, and follow-up steps leading to the development of the team's final report. The NFS assessment process involves many dynamic components and pieces of information. The opportunity for the assessment team and the host agency to walk through the process prior to the on-site assessment helps ensure a smooth and successful site visit for upcoming assessments.

Area Technology Center Overview and Case Study

On February 19, 2020, two sergeants from the Chicago, Illinois, PD's Area Technology Center (ATC) demonstrated the significant advantages of employing advanced surveillance and digital evidence techniques to reduce violent crime and increase arrests for the Baltimore PD. The sergeants gave an outstanding presentation on the innovative surveillance systems, technologies, and strategies used to solve crime in real time throughout a city with complex violent crime issues. The virtual presentation included an explanation of the physical and organizational structure of the ATCs; the challenges of program implementation; where requests for service originate; scene acquisition best practices; the processing of digital evidence; and a preview of various software they use in converting, enhancing, and presenting digital video evidence to support successful prosecution. The Baltimore PD and the State's Attorney's Office recently made a joint commitment to invest in reducing crime by launching nine Baltimore Community Intelligence Centers (BCICs), modeled after Chicago's successful concept. The BCICs will leverage data analysis and technology—such as gunshot detection software, license plate readers (LPRs), and surveillance cameras—to intervene and respond to crime faster than ever. This peer exchange between the Chicago and Baltimore PDs is an excellent example of the power of collaboration through the PSP network.

Chicago Strategic Decision Support Centers

On February 26, 2020, representatives from Baltimore; Baton Rouge; Orlando, Florida (a non-PSP site); and Tulsa, Oklahoma, traveled to Chicago to observe the department's Strategic Decision Support Centers (SDSCs) and ATC concept. Participants also engaged in discussions with the State's Attorney's Office to learn more about investigative collaborations on priority issues. Baltimore, Baton Rouge, and Tulsa are all at various stages of implementing real-time crime information centers.

Toledo to Tampa—Violent Crime Reduction Strategies

On March 3–4, 2020, representatives from the Toledo, Ohio, PD visited the Tampa, Florida, PD to learn more about the department's violent crime reduction strategies. While on-site, participants toured the department's headquarters and received a briefing on the department's Violent Crime Bureau, a collaboration with U.S. Attorneys and State

Attorneys. They also participated in the Violent Crime Bureau's weekly meeting, visited the Real Time Crime Center (RTCC), the NIBIN and Gun Unit, and the Gang and Narcotics Units.

Chattanooga Victim Services

On May 14, 2020, the Tulsa PD participated in a VPE with the Chattanooga, Tennessee, PD to learn about its comprehensive approach to victim services. This exchange addressed the evolution of the victim services approach within the Chattanooga PD, including training, policy, and organizational adjustments. Several case examples were also reviewed during this exchange to share lessons learned and community impacts. Representatives from the Tulsa PD and the Chattanooga PD engaged in a robust question-and-answer session to discuss best practices.

Baltimore Social Network Analysis

Social network analysis (SNA) can be a useful tool for criminal investigations and efforts to reduce violent crime. Understanding how data is compiled and structured, how it may be utilized, and its limitations is critical for leaders considering the use of SNA. At the request of the Baltimore PD leadership, the PSP team hosted a VPE on July 14, 2020, with select Baltimore PD personnel to learn how SNA can be incorporated into a focused-deterrence model. Participants were provided an overview of SNA and discussed how it can be utilized strategically to support focused deterrence and other crime reduction strategies.

Davenport to Milwaukee (Valued PSP Partner) Shoot Review

The Milwaukee team provided a two-day agenda. Day One, September 8, 2020, included presentations on its Strategies Fusion Division, Special Investigations Division, and Firearm Violence Review and an overview of Project Safe Neighborhoods (PSN). Day Two allowed participants to virtually "sit in" on the shoot review and ask questions about the process.

Indianapolis to Chicago SDSC/ATC (October 19 and 29, 2020; November 15, 2020; and ongoing)

The Institute for Intergovernmental Research (IIR) coordinated and hosted a VPE with presenters from Chicago, including Ms. Marjolijn Bruggeling, Sergeant Patrick Kinney, Sergeant Andrea Mikaitis, and Lieutenant Laura West. The presentation for the Indianapolis PD covered details about the design, use, and funding for the Chicago PD's SDSC and ATC. As a result of the robust material, a follow-up call was held on October 29, 2020, with retired Chief Sean Malinowski to discuss the use of the Chicago Crime Lab. An additional call was held with Lieutenant West, who provided a more in-depth overview of the SDSC.

Wichita Crime Analysis

IIR coordinated and hosted an initial discussion on October 19, 2020, with SMEs Annie Mitchell and Lorie Velarde and crime analysts from the Wichita, Kansas, PD to assess its crime analysis capabilities and to identify next steps for training and technical assistance (TTA) and resources to meet its needs.

Amarillo and Tulsa to Milwaukee Shoot Review

On October 20, 2020, PSP Amarillo partnered with PSP Tulsa to attend the Milwaukee Shoot Review. As it did with Davenport's peer exchange, the Milwaukee team provided a two-day agenda. Day One included presentations on its Strategies Fusion Division, Special Investigations Division, and Firearm Violence Review and an overview of PSN. Day Two allowed participants to virtually "sit in" on the shoot review and ask questions about the process.

Harris County to Nashville

On October 29, 2020, Crime Analysis Unit SME Sergeant Joe Winter from the Nashville, Tennessee, PD provided an overview of the department's time as a PSP site and how Nashville created its SNA and NIBIN programs.

Tulsa to Brooklyn Park Community Policing

On December 17, 2020, the Brooklyn Park, Minnesota, and Tulsa PDs conducted a VPE on community-oriented policing. The exchange included discussions on community building versus community engagement and how to implement community building. There were also discussions around the “Law of Crime Concentration” and a roundtable focusing on transparency, consistency, sustainability, and other related topics.

Assessments

Part of PSP’s comprehensive approach is to offer a series of assessments related to PSP’s focus areas. The assessments are available to PSP sites upon request. The objective of each assessment is to provide an understanding of challenges and opportunities for growth within the participating departments and agencies. The PSP site team will use the assessment results to help develop a PSP Strategic Plan to address violent crime and public safety priorities, supported by all local and federal partners.

- ◀ Amarillo, Texas: Detective Function Assessment, Grants Landscape Review
- ◀ Anchorage, Alaska: Crime Analysis Assessment, CGIC Assessment, Grants Landscape Review, Technology Assessment
- ◀ Anniston/Oxford, Alabama: Grants Landscape Review
- ◀ Baltimore, Maryland: Grants Landscape Review, Prosecution Assessment, Technology Assessment
- ◀ Baton Rouge, Louisiana: Grants Landscape Review, NFS Assessment
- ◀ Cleveland, Ohio: Grants Landscape Review, Homicide Investigations and Prosecution Assessment, NFS Assessment
- ◀ Davenport, Iowa: Grants Landscape Review, NFS Assessment
- ◀ Harris County, Texas: Grants Landscape Review
- ◀ Indianapolis, Indiana: Strategic Communications Assessment
- ◀ Kansas City, Missouri: Prosecution Assessment
- ◀ Memphis, Tennessee: Strategic Communications Assessment
- ◀ Miami, Florida: CGIC Assessment
- ◀ Wichita, Kansas: Grants Landscape Review, NFS Assessment

Strategic Planning

An important component of each PSP site’s three-year engagement is the development of a PSP Violence Reduction Strategic Plan. PSP site team members collaborate to develop this plan with guidance from PSP SMEs.

During the first year of PSP engagement, sites participate in a variety of assessments to develop a baseline understanding of their current capacities, best practices, and areas for improvement. In the second year of engagement, sites use assessment results to develop their PSP Violence Reduction Strategic Plan.

The strategic plan represents the site PD’s strategic outcome and long-term vision, and it includes the necessary goals and strategies for accomplishing the outcome. It also includes an implementation strategy and metrics to monitor and evaluate progress. Each site’s plan centers on using local and PSP resources to address its PSP focus areas. In 2020, the Cleveland, Kansas City, and Tulsa sites engaged in PSP strategic planning.

Communities of Practice

PSP encourages and supports the belief that law enforcement agencies benefit tremendously from sharing their knowledge and best practices. To network and discuss promising practices in reducing violence, PSP promotes Communities of Practice (CoPs) to address shared challenges, needs, and lessons learned in PSP sites and in the broader criminal justice community through on-site and virtual learning and networking opportunities. PSP has established CoPs for crime analysis, law enforcement leadership, public information officers, technology, and prosecution.

Basic Principles of Crime Analysis

On April 29, 2020, PSP hosted a virtual learning opportunity on the basic principles of crime analysis. This presentation addressed defining the crime analyst's role and building a solid analytical foundation, effective and actionable crime analysis products, time management and prioritization of products and services, and analytical case studies. This opportunity was made available beyond the PSP community—more than 350 participants from the criminal justice community attended this exchange.

Crime Analysis CoP Interactive Exercise

The PSP Crime Analysis CoP (CACoP) hosted a crime analysis interactive event on July 16, 2020, led by Ms. Annie Mitchell, retired supervising crime analyst with the Los Angeles County, California, Sheriff's Department and current vice president of administration for the International Association of Crime Analysts (IACA). PSP site crime analysts were invited to participate in the analytical exercise designed to engage entry-level crime analysts. Participants had the opportunity to review data and make strategic decisions about how to proceed and what resources to utilize and to build a strategic intelligence product for review by the group. Participants were given approximately three weeks to complete the exercise.

The CACoP hosted a follow-up session on August 13, 2020, to examine the products produced by the participants and allow them to describe their processes of analysis used to complete the exercise.

"The Amarillo, Texas, PD is in year two of their PSP engagement. The Amarillo PD is engaging in a concerted and strategic approach to combatting violent crime by building out a robust crime analysis function; enhanced focus on all non-fatal shootings; reorganization of their criminal investigations unit; aggressive use of technology by acquiring NIBIN and going regional with that effort to link gun crimes, guns, and suspects by serving the entire Texas panhandle; continuing to underpin their bond with the community, and strengthening the already outstanding relationships with state, federal, and local partners, to include strong partnerships with the United States Attorney and the two local prosecutors who are responsible for their respective counties which split Amarillo. I believe that PSP has assisted Amarillo PD in their focused efforts to continue to build capacity through these and related approaches, all of which are a credit to the dedicated members of Amarillo PD and their respective partners."

—Kim C. Dine, Chief of Police (Retired), Strategic Site Liaison for Amarillo

Public Information Officers Roundtable

The current climate has highlighted the increasing challenges that public information officers (PIOs) face and the critical role that they play in communicating with communities. To assist PIOs in this difficult environment, PSP established a PIOCOP for participants to discuss lessons learned and creative strategies for engaging with communities. On August 27, 2020, PSP hosted a PIOCOP roundtable. This candid conversation among PIO colleagues was an opportunity to hear and share what is working and what is not. Media veteran and McElroy Media Group communications strategist Ms. Laura McElroy led the discussion, and members of the Anniston, Alabama, PD; the Indianapolis Metropolitan PD; the Salisbury, North Carolina, PD; and the St. Louis, Missouri, Metropolitan PD spoke with participants about many of the recent challenges they have experienced and strategies they have engaged in.

Prosecution Roundtable

This November 19, 2020, Prosecution CoP (PCoP) Roundtable event brought together prosecutors and district attorneys (DAs) from four different offices within the PSP community to present and discuss the unique challenges they face. This roundtable served as a mechanism to increase knowledge and share best practices to support PSP's efforts as well as encourage relationship building among attendees. Presentations included Crime Strategies Unit: Enhancing the Flow of Information and Intelligence, Creating a Paperless DA's Office, Investigating and Prosecuting Allegations of Police Use of Force, and Using Technology to Process Large Volumes of Evidence.

Strategic Site Liaisons

A Strategic Site Liaison (SSL) plays an enormously important role in PSP. Each PSP site is assigned an SSL, each of whom is a highly respected retired law enforcement executive. SSLs serve as advisors, facilitators, and technical assistance guides. SSLs help their sites receive TTA in a number of areas, such as outreach and collaboration, research on evidence-based practices, data analysis, strategic planning, strategy development, and communication strategies.



Left to right: Gil Kerlikowske, Rodney Monroe, Ed Flynn, Terry Gainer, Kim Dine, and Tom Manger

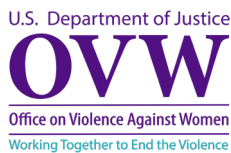
Federal Partners

PSP's federal partners are crucial to the program's success. Representatives from participating agencies, including the Executive Office for U.S. Attorneys; the Office of Community Oriented Policing Services; the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); DEA; the FBI; USMS; and the Office on Violence Against Women, assisted the sites with a multitude of trainings, intelligence, webinars, and programs in 2020. Individuals from many of these agencies participate in the support team's weekly planning call so that they are intimately aware of site activities and can be responsive to any particular site needs. Federal partners offer unique services to the sites based on need and may include access to and assistance with ATF's NIBIN and CGIC resources and firearms tracing. The FBI offers victim assistance, the Top Ten Most Wanted Fugitives Program, source development assistance, and access to the [National Domestic Communication Assistance Center](#) (NDCAC). USMS works

with PSP sites to develop sex offender investigations, address organized crime, and find missing children. DEA hosts PSP sites for peer learning experiences at their [El Paso Intelligence Center](#) (EPIC) to provide tactical intelligence exposure and training to best utilize their critical resources. These are just a few examples of the collaborations the PSP sites can have with our valued federal partners, illustrating the vital role these partners play in PSP's success.

Below are some examples of enhancements and successes that PSP sites achieved in 2020 with the assistance of their federal law enforcement partners. See the rest of the report for many more examples of federal partnerships at work in PSP.

- ◀ **Baton Rouge:** In October 2020, law enforcement officials in Baton Rouge launched the “stop the loss” initiative in an effort to detain domestic violence suspects still at large. The initiative is a joint effort between the Baton Rouge PD, the East Baton Rouge Sheriff’s Office, USMS, and the East Baton Rouge District Attorney’s Office. “The initiative is meant to form a community-coordinated response to provide safety and offer services to victims of domestic violence.”³
- ◀ **Cleveland:** On August 6, 2020, USMS, Cleveland Division of Police, Cuyahoga County Sheriff’s office, East Cleveland PD, and Newburgh Heights PD announced Operation Safety Net, a USMS-led initiative aimed at recovering endangered, missing juveniles. The Northern Ohio Violent Fugitive Task Force identifies missing children and works with local media and children’s services to try and locate these children.⁴ By August 20, partners had recovered 25 missing and endangered children between the ages of 13 and 18.⁵
- ◀ **Miami:** In October 2020, DEA and local police departments launched Project Safeguard to identify and prioritize ongoing drug trafficking investigations with a nexus to violent crime.⁶



2020 VIRTUAL LEARNING EVENTS

February 6: Bureau of Justice Assistance (BJA)

Stakeholder Outreach Series: BJA hosted a webinar in which Ms. Kristie Brackens, Director of PSP, discussed upcoming BJA grant opportunities. External law enforcement agencies and organizations were invited to participate and ask questions.

April 22: Focused Deterrence: Focused-deterrence initiatives (FDIs) commonly include such aspects as identification of individuals repeatedly involved with the criminal justice system, scripted notification meetings, coordinated and strategic prosecution, provision of social services to individuals willing to accept them, and careful monitoring of individuals' actions. When carefully and properly implemented, FDIs have great potential to enhance the perceived legitimacy of the police and the public's trust in them in communities where these have often been lacking. In April, PSP hosted a webinar on focused deterrence that provided an introductory overview of the fundamentals of focused deterrence, research on and implementation of focused deterrence in major cities, and virtual tools to further focused-deterrence efforts.

May 13: Crime Guns 101: The initial recovery and identification of a crime gun is one of the most critical steps in any investigation. These firearms provide valuable investigative leads and are subsequently scrutinized during all aspects of the investigation that follows the recovery. Despite the importance of this initial step, few officers receive training on the identification of firearms, and as a result, firearms are frequently misidentified, leading to missed opportunities for lead development, case connection, and successful prosecution. In May, PSP hosted a webinar on crime guns that provided an overview of the NIBIN process and the CGIC concept; history and relevance of ATF eTrace; how to properly identify and recover crime guns; and lessons learned and successes from unique cases.

May 20: Crime Analysis for Executives: PSP conducted a virtual learning opportunity in May on crime analysis for executives. This presentation provided insight on how crime analysts can support chiefs, sheriffs, and other police executives or managers with strategic and tactical decision making. Examples of regular products, services, and processes from several successful crime analysis units throughout the country were shared as part of this exchange.

June 18: Managing the Recovery of Digital and Video

Evidence: As video camera and cellular technology has advanced, digital and video evidence recovery has become critical to a successful criminal investigation. The proliferation of privately and publicly owned video cameras presents an unprecedented opportunity to build stronger cases supported by extensive digital evidence, but it also presents new challenges to law enforcement and prosecutors who are now trying to recover, manage, and prepare large amounts of data and video evidence for trial. The Chicago PD recently established several ATCs to augment the Chicago PD's investigative and patrol personnel in the recovery of digital evidence. In June, PSP hosted a webinar on managing and recovering digital and video evidence. Topics addressed during this webinar included an outline of the ATC's organizational structure, methods of deployment, and response protocols and technology utilized to capture digital evidence within the ATC.

June 24: Social Network Analysis: SNA can be a useful tool for criminal investigations and efforts to reduce violent crime. Understanding how data is compiled and structured, how it may be utilized, and its limitations is critical for leaders considering the use of SNA. In June, PSP hosted a webinar that outlined the concept of SNA and how this tool can be utilized to further crime-reduction strategies. Topics included visualizing a network and types of network data related to SNA, understanding group dynamics and the utilization of SNA in focused deterrence, SNA associated with hot spots as well as NIBIN linkages, and potential implementation challenges and legal considerations.

July 9: Model Victim Services: Integrating victim services into law enforcement agencies can provide crime victims with streamlined access to counseling and resources. In addition to providing more empathetic services to victims of crime, law enforcement agencies and prosecutorial partners benefit from enhanced victim/witness communication, which in turn can increase the likelihood of cooperation as cases progress through the criminal justice system. Implementing a victim services program can increase an agency's ability to connect with the community it serves; however, the process of building capacity in victim services is a challenging endeavor. This webinar highlighted the implementation of the Victim Services Program in the Chattanooga PD. Participants heard from representatives from the Office for Victims of Crime regarding available resources and the Chattanooga PD to discuss how the department navigated the implementation of a victim services program and the unique challenges it faced.

July 22: Utilizing Data Effectively: The twenty-first-century crime analyst's role is ever-changing as technology continues to grow, evolve, and be used successfully in criminal investigations. Crime analysts are being tasked with more than just placing dots on maps or creating charts and graphs. The amount of data available to analysts can be overwhelming, but knowing how to leverage data can be a valuable tool for law enforcement. This presentation focused on engaging the crime analyst's critical thinking skills to help provide valuable leads that may lead to arrests and convictions of justice-impacted individuals. Case studies and success stories were presented from crime analysts who have been instrumental in identifying unknown subjects, such as analysts who provided information to officers in the field during in-progress events like the San Bernardino, California, terrorist event. Current technology and applications were explored along with strategies to utilize available resources and tools.

August 20: Trauma—Getting Off the Emotional X: IIR coordinated and hosted a webinar in which retired Lieutenant Brian Murphy from the Oak Creek, Wisconsin, PD spoke with Dr. Olivia Johnson, an SME whose research is focused on improving the quality of life for first responders through training and education on the dangers of the job. Lieutenant Murphy detailed his account of being shot while engaging an active shooter at the Sikh Temple of Wisconsin in Oak Creek. The primary focus of the webinar was to discuss the impact of officer exposure to violence and violent crime and identify positive ways to counteract the negative consequences to overall officer health and wellness.

September 17: Intelligence 101: In today's climate of rapidly evolving technology, intense public scrutiny, and the increased availability of data to drive strategies, it has become increasingly important that violence reduction strategies are intelligence-led. This webinar provided PSP sites with an overview of the terminology associated with intelligence, as well as the review process required to utilize it in a manner that is both efficient and legal. In addition, the Intelligence 101 webinar highlighted critical practices and reviewed national standards that line officers and investigators need to know to combat violent crime, gangs, and criminal enterprises.

October 8: Navigating NIBIN Leads: NIBIN is a useful, evidence-based tool for law enforcement's fight against violent gun crime. As NIBIN continues to expand, more law enforcement agencies can take advantage of its important information. With that expansion, however, comes an increase in leads developed by NIBIN, often overwhelming departments and law enforcement in a region. Determining the investigative potential of these leads through effective triage is a critical piece to any successful NIBIN program. This webinar presented a standardized and highly effective means to accomplish NIBIN lead triage in a very short amount of time. Using geography, events, time, and solvability factors (GETS), departments can systematically triage NIBIN leads, saving hundreds of hours of criminal intelligence and investigative resource expenditures.

October 28: Wichita Lunch and Learn: Save a Casing: This PSP Lunch and Learn event highlighted the Wichita PD's Operation Save a Casing initiative, a BJA-sponsored program that allows for local residents of a community to provide critical ballistic intelligence to law enforcement in the event that their firearms are stolen or lost. This event provided an overview of the program and its implementation by the Wichita PD.

November 5: NFS Assessments: Observations From the Field: IIR coordinated and hosted a webinar featuring the NFS assessment review team that highlighted the commonalities found in the NFS investigation assessments conducted by IIR and provided a generic overview of related observations while conducting assessments. There were 46 participants in attendance during this webinar event. At the request of BJA, non-PSP sites also were invited to attend this event.

November 18: Innovative Strategies for Investigating Criminal Organizations: Street-level violent gun crime has two consistent demographic features: a small percentage of a city's population is responsible for an overwhelming majority of its violent gun crime, and this small population operates in groups. Yet in violent gun crime investigations and prosecutions, it is most often the single event and the single subject that are in focus. This focus may overlook what is known and often leaves criminal organizations participating in violent gun crime free from accountability. NIBIN further reveals the group aspect of violent gun crime by showing a pattern of criminal behavior shootings. A more complex, but effective, approach to investigating individuals working together to engage in a pattern of violent gun crime is through conspiracy. This webinar explored the surface issues, applying conspiracy strategies to violent gun crime. It opened a discussion for thought to move toward innovative solutions.

A nighttime photograph of Pittsburgh, Pennsylvania, featuring the city skyline with illuminated skyscrapers, the PPG Place tower, and the Roberto Clementi Bridge over the Allegheny River. The scene is framed by a blue graphic overlay consisting of a large circle and two diagonal lines extending to the corners.

2017

SITES

**Participation in PSP:
2017-2022**

Indianapolis, Indiana

Focus Areas: Criminal Justice Collaboration, Gun Violence, Community Engagement, Investigations, Crime Analysis, Technology

The Indianapolis Metropolitan PD prioritized victim support in 2020. Throughout the year, Indianapolis PSP SSL Chief Rodney Monroe (Retired) facilitated several virtual peer-to-peer calls with partner agencies. One series of recurring calls covered the topic of Homicide Support Groups. These calls provided the Indianapolis PD with a variety of perspectives and concepts in use throughout the nation. Although these exchanges were limited to virtual engagement because of the pandemic, Chief Monroe moderated them so as to ensure that parties were able to make the most of the opportunities. As a result of these exchanges, the Indianapolis PD continues to assess and evolve its Victim Assistance Unit, which partners with the Chaplain's Office to lead an immediate on-scene response to incidents, facilitate follow-up support groups, and manage ongoing referrals to service providers.

In summer 2020, detectives and analysts from the Indianapolis PD attended a PSP webinar titled Managing the Recovery of Digital and Video Evidence hosted by Chicago PD Sergeant Patrick Kinney and team. This detailed webinar focused on the capabilities of Chicago's ATCs. The Indianapolis PD had identified a need to advance its video forensics capabilities to keep up with best practices. The webinar resulted in several follow-up discussions with the Chicago PD. Ultimately, the Indianapolis PD increased the staffing and training resources for the Video Forensics Unit through seeking grant funding and realigning the organizational structure to be within the Incident Analysis Center (IAC), the Indianapolis PD's version of an RTCC. PSP continues to be a valuable program supporting the Indianapolis PD's transformational efforts.

Memphis, Tennessee

Focus Areas: Criminal Justice Collaboration, Gun Violence

PSP assisted Memphis with its violence reduction efforts by identifying the site's focus areas and creating partnerships with agencies that are also committed to reducing violent crime. Some of these partnerships include the Memphis Office of the Mayor, the Tennessee Department of Corrections, the Shelby County District Attorney General's Office, and multiple federal agencies. Collaboration with these partners led to numerous successful programs/initiatives. In August 2020, Memphis participated in Operation Legend, a law enforcement initiative in which federal agencies and state and local law enforcement worked together to fight violent crime. This participation resulted in the seizing of 85 firearms, 6.3 kilograms of methamphetamine, and 4 kilograms of heroin.

During the Memphis PD's time in the PSP program, there were significant strides to improve the investigation and prosecution process for gun cases. The Memphis PD started its own NIBIN program because of the processing delays from the Tennessee Bureau of Investigation state lab. Because of this advancement, firearm information is now entered into NIBIN within 48 hours of recovery. As of August 2020, the Memphis PD had 2,597 gun recoveries for the year.

Toledo, Ohio

Focus Areas: Gun Violence, Criminal Justice Collaboration

During the Toledo PD's time with PSP, it advanced its partnership with Toledo's Code Enforcement Response Team (CERT). CERT is a collaboration between the Toledo PD, the City of Toledo Department of Neighborhoods, the City of Toledo Law Department, the Ohio Investigative Unit, the Lucas County Land Bank, the Toledo Fire and Rescue Department, the Lucas County Health Department, the Lucas County Prosecutor's Office, and the City of Toledo Division of Building Inspection, to address nuisance properties in Toledo. CERT brought up its issues with violent crime at after-hours clubs in the city, so during Toledo's PSP engagement, CERT was able to close a number of those businesses.

Toledo began to increase its NIBIN usage in 2018. Comparing July 1, 2018, to March 31, 2019, performance measures to July 1, 2019, to March 31, 2020, measures, significant increases were made during Toledo's PSP engagement:

- ◀ Crime gun casing NIBIN entries: 66 percent increase in crime gun test-fired casings entered into NIBIN
- ◀ Triaged recovered casing NIBIN entries: 57 percent increase in triaged recovered casings entered into NIBIN
- ◀ Unconfirmed NIBIN leads: 228 percent increase in unconfirmed NIBIN leads
- ◀ Confirmed NIBIN leads: 325 percent increase in confirmed NIBIN leads



2018

SITES

**Participation in PSP:
2018-2021**

Kansas City, Missouri

Focus Areas: Criminal Justice Collaboration, Gun Violence, Community Engagement

In fall 2020, the Kansas City PSP site team produced their Strategic Plan in collaboration with their local and federal partners. In the following winter and spring months, the team moved forward in implementing the Strategic Plan. An essential part of this implementation was identifying a board to oversee and take responsibility for the implementation, evaluation, and execution of the Strategic Plan. The PSP Kansas City team was able to identify the KC 360 Board and define its responsibilities and mission. This board includes members of the Kansas City PD, the Jackson County Prosecutor's Office, Probation and Parole, the Mayor's Office, the City Health Department, the Family and Juvenile Court, and a number of local community organizations. The group has continued to work to bring in new partnerships that had not previously worked collaboratively in addressing violent crime in the city. Through these partnerships working together to implement the Strategic Plan, Kansas City hopes to reduce gun violence and build trust between the criminal justice system and the Kansas City community. PSP continues to work with the site as they implement the Strategic Plan in collaboration with their new partners.

Miami, Florida

Focus Areas: Federal Partnerships, Technology

The Miami PD RTCC experienced significant growth in the past two years. Having started with 12 cameras, the Miami PD's RTCC now possesses almost 500 city-owned cameras that are strategically placed to cover areas with historically high rates of gun violence and potential high-value targets. The RTCC maintains 24-hour coverage, 7 days a week, including holidays. In 2020, the Miami PD's RTCC partnered with federal partners from the FBI and DEA, as well as local law enforcement agencies, to provide camera coverage for Superbowl LIV and associated events as well as embedded analysts within FBI headquarters to monitor the events.

The successes of the RTCC are seen not only in federal partnerships but also in local partnerships. The RTCC teamed up with the City of Miami Solid Waste Department to combat one of the main public nuisances within the city, illegal dumping. This partnership allows for additional cameras to be placed in areas known for illegal dumping, which creates hazardous sites within neighborhoods. Early detection of the illegal dumping allows the City's Solid Waste Department to address the issue quickly, educates neighborhoods as to permissible places to dispose of bulk trash, and holds those responsible for illegal dumping accountable in a timely manner. In supporting the Investigations Patrol Divisions, the RTCC assisted in 182 arrests.

Currently, the RTCC is continuing growth regarding coverage area on several fronts. By the end of the year, the RTCC will have cameras in three-fourths of the districts within the city, covering violent crime areas as well as high property crime areas. Collaboration with Business Improvement Districts and Neighborhood Enhancement Team Area Commanders helps to identify partners that are willing to donate funds to build the city's camera infrastructure. Another federal partnership with the Department of Homeland Security will allow the RTCC to utilize Urban Areas Security Initiative funds to ensure that there is camera coverage along the shores to assist the Miami PD's Marine Patrol Unit and their operations. Building relationships with the Miami PD's federal, state, and local partners allows for mutually beneficial relationships and support.

Tulsa, Oklahoma

Focus Areas: Crime Analysis, Community Engagement

In January 2020, the Tulsa PD formally created a consolidated Public Safety Analysis Unit (PSAU). PSP TTA was instrumental in assisting the Tulsa PD in determining an organizational approach to meet its analytic gaps and goals. The PSAU brought together crime analysis and intelligence personnel from across the department under a centralized structure to allow for streamlined supervision, professional development, workflow processes, and analytic products.

Another Tulsa PD priority in 2020 was community engagement. During the summer, newly appointed Tulsa PD Chief of Police Wendell Franklin authorized the creation of a Community Engagement Unit (CEU) to proactively address the immediate conditions that give rise to public safety issues such as crime, fear of crime, social disorder, and neighborhood decay. The CEU seeks to build relationships and trust between the Tulsa PD and all communities in Tulsa by actively engaging in community outreach, collaborative policing, crime prevention, and education. This unit includes community policing officers, the mental health unit, bike and river patrol officers, and school resource officers. PSP has assisted the Tulsa PD in forming a roadmap for expanding community policing by facilitating peer exchanges with other communities exemplifying promising practices in collaborative policing initiatives. The Tulsa PD has implemented the Handle with Care program in collaboration with Tulsa Public Schools and is developing new community engagement data collection processes to coincide with the launch of a new records management system in fall 2021.



2019

SITES

Participation in PSP:
2019-2022

Amarillo, Texas

Focus Areas: Federal Partnerships, Criminal Justice Collaboration, Gun Violence, Investigations, Community Engagement

In 2020, the Amarillo PD partnered with the U.S. Attorney's Office (USAO) to close two of the largest crack houses that existed in Amarillo for the better part of a decade. Two individuals and their coconspirators were responsible for infusing over 200 kilograms of crack cocaine into the North Heights neighborhood in the heart of the area. In addition to various drug seizures, law enforcement confiscated multiple firearms during the investigation. All charged defendants pled guilty. This is one of many outstanding examples of the results that PSP's help with federal partnerships, gun violence reduction, and investigations has produced.

PSP also successfully assisted the Amarillo PD with their 2020 community engagement and collaboration efforts. From April to October 2020, the Amarillo PD participated in a pop-up food pantry. A local church within the PSP zone partnered with other area law enforcement and nonprofit businesses. During the seven-month period, the Amarillo PD distributed over 1 million pounds of food.

Anchorage, Alaska

Focus Areas: Crime Analysis, Technology

Anchorage's partnership with PSP for 2020 centered around refocusing priorities and establishing key elements for implementing new technology. PSP conducted multiple assessments, including Crime Analysis/Technology and a CGIC assessment. PSP provided follow-up technical assistance to the Crime Analysis Section as well. The assessments and technical assistance provided the Anchorage PD with a roadmap for the future as they look to replace their computer-aided dispatch and records management systems and retool crime analysis capabilities. Through the VPE program, the department was able to receive real-time education and assistance.

PSP facilitated training and education opportunities for the Anchorage PD. The department was able to attend a few in-person FBI training courses at the beginning of the year, and with PSP's assistance, department employees

Site Highlights

In November 2020, the Police Executive Research Forum highlighted these statistics and the work that Anchorage has done to decrease homicides⁷ in a feature with **Anchorage Police Chief Justin Doll**:

"We have been working with DOJ's Public Safety Partnership program. DOJ puts together a team to help your agency interface with DOJ's programs, training, technical assistance, and grant programs. We already have great relationships with our federal partners here in Alaska, and this just helped that along. With the Public Safety Partnership, we're focusing on technical assistance. We don't have a set program in Anchorage that we use to curb violent crime. We had our most homicides ever in 2017, which is the year I was appointed Chief. So we've focused on our overall crime strategy, to make sure our resources are deployed as effectively as possible and investigators have resources to work their cases. We're strengthening the partnerships between our investigators and other partner law enforcement agencies and the prosecutors here in Anchorage. . . . We've really emphasized partnering with state officials and federal officials for enhanced prosecution, sort of a team approach to law enforcement . . . I think you're seeing all of those things pay off."

were able to attend multiple online training courses delivered by the IACA. PSP also helped facilitate training for the Anchorage PD's grants manager that provided insight into the OJP grant application process. The sample grant applications and virtual training that PSP provided paved the way for the department to fund programs of need identified in the Crime Analysis and Technology assessment.

One final partnership developed was the establishment of a CoP for site PIOs. The PIOCoP will pay major dividends as the Anchorage PD develops and implements future Crime Prevention Strategies.

Anniston, Alabama

Focus Areas: Federal Partnerships, Criminal Justice Collaboration, Technology, Investigations

The Anniston PD has seen much success with its NIBIN program during its participation in PSP. Anniston PD partners worked hard to obtain a NIBIN van for the area, along with Firefly (a gunshot detection system). This new technology enhanced the Anniston PD's gunshot capabilities, which is highlighted in the case below.

On April 26, 2020, the Anniston PD received a report and Firefly notifications of a shooting in the area. A gunshot victim, witnesses, and shell casings were located at the scene. The victim and witnesses were interviewed, and a subject was developed. The shell casings were collected and submitted for NIBIN analysis. A day later, investigators located the subject. He was taken into custody, and his vehicle was impounded. Investigators obtained a search warrant for the vehicle and recovered a shell casing from inside. The shell casing was submitted for NIBIN analysis. On May 3, 2020, the investigator assigned the case received a NIBIN response that the crime scene shell casings matched the shell casing recovered from the subject's vehicle. This process was expedited because of the proximity of the NIBIN van.

ATF took over the case, and the subject was indicted federally. This subject was suspected to have been involved in prior shooting incidents in the Anniston community. Anniston will now be a safer place because of the resources and partnerships provided through the Anniston PD's PSP collaboration.

Site Highlights

When asked about the PSP partnership, Anniston Police Chief Bill Partridge noted,

"[Anniston's] violence spills over to Oxford PD occasionally and working together with technology and increased manpower have helped tremendously. They have always had a working partnership with Anniston PD but through PSP that relationship has grown tremendously. [We] rely on each other with intel, which is something [we] never had done before."

Baltimore, Maryland

Focus Areas: Gun Violence, Criminal Justice Collaboration, Technology, Federal Partnerships

In an extremely difficult 2020 that saw violent crime increase in nearly every major city, Baltimore countered this trend and successfully reduced its homicides and gun violence. Murders decreased by a modest 4 percent, and NFSs, by 6 percent. This was furthered in part through the collaborative efforts of the Baltimore PD and all its PSP partners, relying on the elements and strategies of PSP, including detailed crime analysis, intelligence-driven deployments, focused investigations, and a process of embedding prosecutors within new BCICs in the highest-crime police districts. These BCICs are modeled on the Chicago PD's SDSCs that PSP introduced to the Baltimore PD through multiple peer exchanges and instructional webinars.

Just as the full impact of COVID-19 hit, Police Commissioner Michael Harrison requested that PSP make it a top priority to bring more and better training to Baltimore PD patrol officers and detectives, particularly in skills needed to address and reduce violent crime. Given the pandemic's prohibition on in-person learning, PSP developed its first-ever Baltimore-specific virtual online training courses, with the first three classes covering the topics of Crime Scene Excellence, Crime Gun Evidence, and Leadership. The PSP Virtual Academy concept has now been taken PSP-wide, with these classes being rolled out to all PSP cities and beyond.

In partnership with the Mayor's Office and community stakeholders, Baltimore PSP partners, in collaboration with researchers from Northeastern University, began to roll out a Group Violence Reduction Strategy (GVRS) aligned with the evidence-based approach of "focused deterrence." In preparation, PSP conducted VPEs for Baltimore's law enforcement partners, showcasing successful GVRS examples and strategies from Kansas City, Missouri; Oakland, California; and elsewhere. Baltimore's GVRS will leverage the intelligence-gathering capabilities of the BCICs and Baltimore's CGIC to identify high-risk individuals, who will then be the focus of a program of intervention that will include a full slate of social services.

Baton Rouge, Louisiana

Focus Areas: Federal Partnerships, Gun Violence

PSP provided Baton Rouge with immeasurable help to deal with the many challenges of 2020. The program offered adjustment, encouragement, and resources to support the Baton Rouge PD in adapting to the swift changes the COVID-19 pandemic necessitated.

PSP made sure Baton Rouge was kept abreast of similar situations in other peer cities, identified the Baton Rouge PD's needs through regular meetings, and promptly offered a plethora of capabilities to accommodate these needs. From SMEs, to ideology, to training and webinars, PSP helped the Baton Rouge PD maintain a flawless workflow through the unprecedented circumstances.

In February 2020, Baton Rouge PSP engaged in an NFS assessment that provided several recommendations to improve communication around NFS cases, strategize around high-risk incidents such as domestic violence cases, and improve the data collection and analysis around NFSs. The Baton Rouge PD, DA's Office, and USAO made significant progress on these recommendations since receiving the assessment report. For example, the PSP partners established and use their CGIC to facilitate timely ballistics and other real-time investigative leads for gun-related offenses. The Baton Rouge PD detectives respond to shootings and sounds of gunshots for the primary purpose of collecting ballistic evidence.

In addition to canvassing the area for ballistics, the detectives speak with residents and leave business cards and door hangers explaining how to get in touch with the authorities regarding violence in the area. Further, ATF has collocated with local partners, which has facilitated the assigning of leads and sharing of information. Collected evidence submitted to the CGIC generates leads within 24 hours and is distributed to the Baton Rouge PD, the DA, ATF, and the USAO for follow-up. In addition, the DA and USAO partnered to develop a feedback letter for the CGIC operations to alert law enforcement when their efforts are instrumental in solving a case.

Cleveland, Ohio

Focus Areas: Federal Partnerships, Gun Violence, Technology, Community Engagement

The Cleveland Division of Police (DP) worked with ATF, the Cuyahoga County Prosecutor's Office, and the Medical Examiner's Office to reduce the amount of time for NIBIN processes. After a collaborative review of the NIBIN process and status, it was agreed the department would pilot specific functions in the process to optimize processing, acquisition, and correlation, increasing hours of operation and collection; providing specialized Cleveland DP detectives to collect and deliver casings and firearms for testing; optimizing submission parameters to eliminate delays in testing; performing acquisition and correlation through triage; conducting firearms test-firing within the Cleveland DP Forensics Unit to reduce the timeline; and testing through correlation, which shortened specific triaged cases from weeks to days.

ATF helped secure a NIBIN van to assist with the existing backlog of NIBIN entries and the surge of new cases resulting from Operation Legend and the implementation of ShotSpotter technology. The ATF NIBIN van was deployed to Cleveland in August 2020 in support of Operation Legend and supported functions utilizing ATF and Cleveland DP personnel, including on-site test-firing of weapons, entering casings into NIBIN using BrassTrax, correlating overflow and critical entries using MatchPoint, sending entries to the ATF Correlation Center, firearm processing, and completing the Cleveland DP Test Fire Report. There were 1,421 crime scene acquisitions, 1,581 test fire acquisitions, 93 training acquisitions, and 917 investigative leads generated.

The Cleveland DP test-fired 691 firearms and cleared all the weapons from the backlog in the Cuyahoga County Prosecutor's Office for 2020. Cleveland DP test-firing reduces the amount of time it takes to test a firearm by at least four days to two weeks compared to the earlier process, which was lengthy and added steps. Officers from the districts and specialized units deliver firearms to the Forensics Unit automatically as part of daily administrative processes, and taking fewer steps saves time. The Cleveland DP also created a CGIC unit comprised of a DP supervisor and investigators, so the DP could collaborate with the Cuyahoga County Prosecutor's Office on its CGIC efforts.

The Cleveland DP engaged in robust collaboration with community members and stakeholders to interrupt the cycle of gun violence and enhance quality of life. These initiatives include a partnership with the Ohio Adult Parole Authority to educate parolees of the need to stay away from the cycle of gun violence, continuous work with the Eddie Eagle firearm awareness program for children, and coordinated social media efforts between the City of Cleveland and the Community Relations Board on diversion program presentations. The Cleveland DP increased its work with community groups and community-based organizations on topics like firearm violence and juvenile crime. The Cleveland DP also started a working group to review the charging, bond issuance, and release of violent justice-involved individuals, particularly after the prosecutor or investigator has requested a high bond or no bond.

Davenport, Iowa

Focus Areas: Criminal Justice Collaboration, Crime Analysis, Community Engagement

Over the past three years, the Davenport PD has been working with Scott County area law enforcement, community youth programs, mental health services, state services, and other community advocacy groups on the coordination and formation of a Youth Assessment Program. This coordinated effort will assist with identifying at-risk youth and at-risk families working toward navigating essential services for youth and family development and diversion from crime activity to include street outreach. The Youth Assessment Program is anticipated to be coordinated and start in fall 2021.

After working toward recommendations provided by PSP's 2020 Crime Analysis Capacity Assessment, the Davenport PD applied for and was awarded a \$699,000 grant through Strategies for Policing Innovation (SPI) in fall 2020. The grant will support the establishment of a Crime Analytics Division within the PD and the hiring of two crime analysts (the Davenport PD previously did not have a crime analyst). Coordinating additional city funding, the department is also creating an Analytics Resource Center (ARC), centralizing existing technologies (citywide cameras, LPR systems, etc.) into a workspace for the analysts in the heart of the Patrol Division. This resource will provide analytical support for Operations, Investigations, and Administration. Future strategies, similar to the Davenport PD's Quad Cities NIBIN Initiative, would be to build on this concept by coordinating crime information shared with area law enforcement and federal agencies.

In 2020, the Davenport PD, in partnership with Community and Economic Development, launched a community violence intervention initiative called the Good Neighbor Project based on a community initiative out of the Madison, Wisconsin, PD. The goals of the project are to empower and stabilize neighborhoods by connecting neighbors and building meaningful relationships. This will help foster and encourage natural crime prevention and community engagement through the process of forming functioning neighborhood groups and enhance communication and collaboration with citizens through a partnership with city staff and the Davenport PD. There are currently 84 registered leaders and active neighborhoods involved in the Good Neighbor Project, and it continues to grow.

Harris County, Texas

Focus Areas: Investigations, Gun Violence, Crime Analysis

PSP has been a fruitful and valued endeavor for the Harris County Sheriff's Office (HCSO). The collaboration, technical support, and consultation have created a momentum with the agency that will pay immediate dividends and simultaneously create long-term change in the entire region.

Through the Violent Crime Unit Investigation Process, the HCSO began to investigate violent gun crimes in the same manner it utilizes for homicide investigations. The HCSO has been able to reduce the number of cases going into a backlog, increase case closures by arrest, and remove active violent criminals from the streets.

As a result of collaboration facilitated by PSP, the HCSO was also able to procure equipment to support NIBIN operations in 2020. The HCSO also attributes some of its 2020 crime analysis success to PSP. PSP conducted an assessment of the HCSO crime analysis capabilities during 2020. The report was insightful and thorough. The HCSO took heed of the recommendations and quickly combined the analytical functions under one operational umbrella. The shift has allowed for standardization of policy, increased cooperation, and communication of a clear mission. In less than six months, all the analysts were in training, a policy was drafted, and reports were being generated to enhance anti-crime operations. The HCSO has had significant technical assistance from Dr. Jessica Herbert, a PSP SME who has provided many hours of consultation. Although building a crime analytical function is far from complete, the foundation laid through PSP is strong and has catapulted the operations much further.

Oxford, Alabama

Focus Areas: Federal Partnerships, Investigations

In late June 2020, the northeast region of Alabama was hit by a rash of vehicle break-ins. It appeared that firearms and banking documentation were the items sought out by the subjects.

Crime scene response from multiple agencies produced a vehicle and subject information from surveillance footage. On July 1, 2020, the subjects were apprehended in Oxford before cashing a check taken from a previous offense in an adjacent county. After search warrants were executed for their vehicle and electronics, it was determined that one of the individuals had been committing similar crimes in over 20 states. Since the initial arrests, the two individuals have been indicted and the cases have been referred to the FBI.

Wichita, Kansas

Focus Areas: Criminal Justice Collaboration, Gun Violence, Crime Analysis

Despite difficult circumstances during the pandemic, the Wichita PD concluded 2020 with a 100 percent solve rate for all 2020 homicides. Wichita leveraged internal and external crime analysis resources to identify the drivers of increased shootings and aggravated assaults in 2020 and sought partnerships to implement tailored responses to address domestic violence and gang-related violence. In 2020, the Wichita PD created a new domestic violence response team based on peer learning with Chula Vista, California. The Wichita PD also launched an extensive crime analysis project in collaboration with the FBI to identify and better understand the characteristics of 50 hot spots across the city of Wichita, which have been responsible for 18 percent of the city's overall violent crime.

The Wichita PD also began hosting a weekly live podcast, "Crime Cast," to keep the community informed of important crime trends, and this has been well received by community members. The Wichita PD and research partner Wichita State University have worked diligently over the past year to expand and improve the Wichita CGIC in collaboration with federal, state, and local law enforcement partners.

The Save a Casing program resulted in solving a couple of important gun crime cases involving stolen firearms in which forensic evidence would have otherwise never been available to the PD. As retaliatory shootings began to increase in mid-2020, the Wichita PD launched a coordinated 90-day major crime reduction team operation to pull resources from across the department to focus and expand enforcement and community engagement efforts. This resulted in a significant reduction in the number of drive-by shootings, aggravated assaults with a firearm, possession of a firearm by prohibited persons, and homicides. PSP TTA has been instrumental in informing further gun violence intervention efforts by offering expert guidance and peer learning about interagency partnerships to help support young people in community supervision and gang violence reduction.

Endnotes

¹ Source: Uniform Crime Data (ucr.fbi.gov).

² Source: DEA dismantles large-scale drug trafficking ring with series of raids across Indianapolis, <https://cbs4indy.com/news/dea-sweeps-indianapolis-nets-suspected-dealers/>.

³ See <https://www.wbrz.com/news/domestic-violence-task-force-arrests-more-than-a-dozen-fugitives-in-baton-rouge-area/> for more information.

⁴ See <https://wtam.iheart.com/content/2020-08-06-operation-safety-net-commences-in-cleveland/> for more information.

⁵ See <https://www.wtol.com/article/news/state/missing-children-recovered-northeast-ohio-us-marshals-taskforce/512-6d4dc234-b7b0-477a-b366-d6b260c3ec33> for more information.

⁶ See <https://www.dea.gov/press-releases/2020/10/20/dea-announces-launch-project-safeguard-4> for more information.

⁷ Source: <https://www.policeforum.org/criticalissuesnov25>.

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