Violence Reduction Network
Quarterly Newsletter

VRN — Violence **Reduction** Network

Strategic Solutions   •   Focused Actions   •   Reduced Violence

VRN Cumulative Statistics
As of 6/30/16, VRN has provided:

Customer Satisfaction Rating*	4.6/5.0
Peer Exchanges	55
Research Partner Connections Supported	10
Resource Documents Cataloged	180
SME Hours Provided	1,370+
SSL Hours Provided	5,800+
Technical Assistance/Resource Requests	382
Training Hours Delivered	33,700+
Training Deliveries	99
Training Participants	2,820+
Webinar/Podcast Deliveries	17
Webinar Participants	1,152
Webinar Overall Rating*	3.6/5.0
Web Site Documents Downloaded	7,913
Web Site Page Views	49,588
Weekly News Deliveries	115
Weekly News Overall Rating*	4.2/5.0

*Feedback on VRN activities through 6/30/16.

Sustainability, Outcomes, and Upcoming Activities
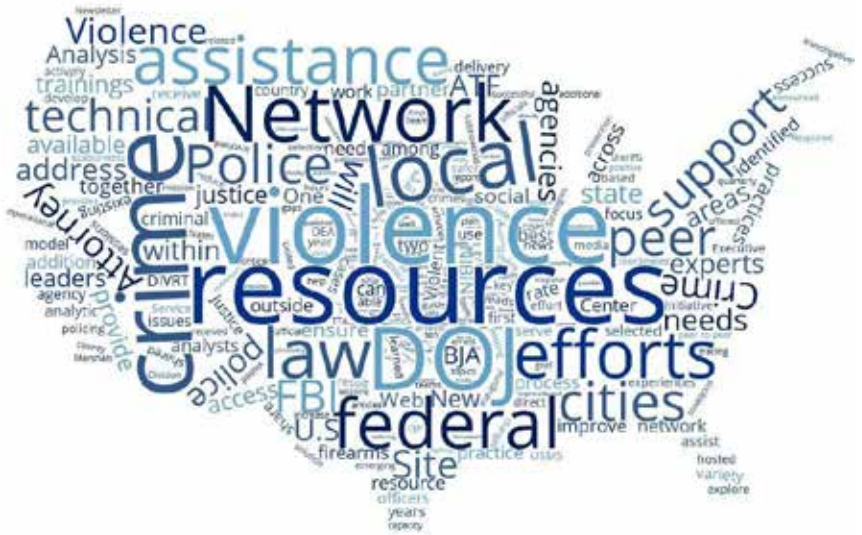
This issue of the *VRN Quarterly Newsletter* features Network-wide updates, including the VRN Co-Director transition from Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) Supervisory Special Agent Christopher Robinson to U.S. Drug Enforcement Administration (DEA) Supervisory Special Agent/Staff Coordinator Sarah Steffick; lessons learned and sustainment principles from the VRN Sustainability Workshop; and highlights of a Social Network Analysis training delivered to nearly all sites.

The VRN Site Highlights section of this issue reflects on resource deliveries and outcomes accomplished in the sites this quarter, including enhanced analytic capacities, incorporation of training concepts into VRN site agency roll call training, revised CompStat processes, joint law enforcement operations, and more. In addition, VRN provides insight on how to benefit from peer exchange opportunities and a spotlight on DEA resources available to the VRN sites.

Co-Director Transition

The VRN team expresses sincere appreciation to ATF Supervisory Special Agent and VRN Co-Director Christopher Robinson for his dedication and service to VRN. As Chris transitions out of his role as Co-Director this quarter, VRN welcomes DEA Supervisory Special Agent/Staff Coordinator (SC) Sarah Steffick as the new VRN Co-Director to serve alongside Kristie Brackens.

Farewell From Christopher Robinson

I want to express my appreciation for being allowed to participate in this worthy venture integrating the unique law enforcement and programmatic assets of the Department of Justice. I enjoyed the opportunity to develop and nurture new relationships with the sites, SSLs, and TTA providers as VRN expanded during my tenure as co-director.

Furthermore, I would like to personally thank Kristie Brackens, my Co-Director, who really is the prime example of the get-it-done mentality. I would also like to extend congratulations to DEA Special Agent Sarah Steffick, who has been appointed to become my successor. I have a high level of confidence in Sarah's abilities to represent federal law enforcement and VRN in the immediate future. In closing, please feel free to reach out to me any time that you need ATF assistance. Thank you!

Christopher Robinson
Supervisory Special Agent, ATF

Introducing Sarah Steffick

Presently, Supervisory Special Agent/Staff Coordinator (SC) Sarah A. Steffick is assigned to the Office of Global Enforcement (OGR), Regional and Local Impact Section, at DEA Headquarters and is the assigned detailee to the U.S. Department of Justice (DOJ), Bureau of Justice Assistance (BJA), and the Violence Reduction Network (VRN).

Prior to being assigned to DEA Headquarters in OGR, SC Steffick was assigned as the Resident Agent in Charge (RAC) of the DEA Toledo Resident Office (TRO) in the Detroit Field Division, directly supervising the DEA TRO and DEA TRO's Northwest Ohio High Intensity Drug Trafficking Area (HIDTA) Drug Task Force.

Before serving as the RAC in the DEA TRO, SC Steffick served as a Group Supervisor (GS) in the DEA Laredo District Office (LDO) in the Houston Field Division, directly supervising the DEA LDO HIDTA Task Force Group.

Sarah Steffick, Supervisory Special Agent/Staff Coordinator

During her tenure with DEA as a Special Agent, SC Steffick served in many assignments: in the Nassau, Bahamas, Country Office; the Office of the Administrator as a Special Agent and Assistant to DEA Administrator; the Office of the Administrator, Executive Protection Detail; the Washington Field Division Office; the Headquarters Domestic Operations Section—Charlotte Regional Enforcement Team; and the Fort Lauderdale District Office.

SC Steffick began her career with DEA in June 1997 in the Atlanta Field Division and has 19 years of service with DEA.

Prior to her employment with the DEA, SC Steffick was a South Carolina Highway Patrol Trooper.

WELCOME

Sustainability Workshop

As the first cohort of VRN sites approaches the end of its VRN engagement, VRN focused on helping them develop sustainable, evidence-based violence reduction strategies and practices. On May 20, 2016, site representatives from Camden, NJ; Chicago, IL; Detroit, MI; Oakland/Richmond, CA; and Wilmington, DE, gathered in Washington, DC, to discuss concrete changes that have taken place locally as a result of VRN and to begin developing site sustainability plans to ensure continued and long-lasting violence reduction advancements.

During the workshop, sites shared and identified a number of core VRN sustainability principles. Some of these principles are described below, all of which will be shared with future VRN sites to support their sustainability planning.

Example Core VRN Sustainability Principles

★ Maintain open, strategic, and organized communication and information sharing among local and federal partners.
★ Collaborate; it is powerful. Think about a regional approach.
★ Include local partners in CompStat and/or accountability meetings.
★ Request resources that address issues impacting your violent crime problem.
★ Structure and prioritize training to meet local needs.
★ Think outside the box for assistance in other areas impacting violence (e.g., mentally ill, homelessness, community corrections, youth/public schools).
★ Change your mind-set; sustainability and changes occur beyond funding.
★ Build relationships with VRN peer sites and other local agencies.
★ Create actionable policies based on lessons learned from VRN.
★ Train line officers in best practices through academy training or in-service training.
★ Plan for sustainability early and create a sustainability plan.

In the coming months, the Phase 1 (2014) VRN sites and their Strategic Site Liaisons will hold a final VRN meeting with all of their local partners to review their accomplishments and outcomes, as well as finalize their VRN sustainability plans, which will be shared at the 2016 VRN Summit in Little Rock, AR.

Across the Network

Social Network Analysis Training

Social Network Analysis (SNA) is an analytic tool to map and measure social relationships. This tool is valuable to law enforcement agencies because it provides a visual and systematic approach for reviewing large amounts of data on people and relationships and targeting resources on key players.

This year, VRN partnered with the U.S. Department of Defense CORE Lab at the Naval Postgraduate School (NPS) to send representatives from 11 of the 13 VRN sites to the **Advanced Social Network Analysis for Law Enforcement Symposium** in Monterey, California, from May 9 to 13, 2016. The symposium was for VRN sites as well as other law enforcement agencies from around the country. Representatives from the following VRN sites attended the symposium: Chicago, Compton, Detroit, Flint, Little Rock, Milwaukee, New Orleans, Richmond/Oakland, St. Louis, West Memphis, and Wilmington.

During the symposium, VRN attendees learned and engaged in hands-on exercises related to a variety of SNA principles, practices, strategies, and skills:

- ★ What is SNA and why is it important?
- ★ Overview of SNA theory, types of relationships, and visualizations.
- ★ Collecting and using data and data codebooks.
- ★ Terms and concepts of SNA, such as actors (individuals, groups, businesses, tribes, nations), ties (relations, edges, arcs), social network (pattern of actors and ties), network topography (density, centralization), centrality, cohesive subgroups, brokers and bridges, positions and roles, and attributes.
- ★ Social media tools and how SNA techniques can be used to better understand the use of social media.
- ★ Real-world examples of using SNA in violence reduction, such as focused deterrence, National Integrated Ballistic Information Network (NIBIN), patrol, and youth prevention, from the Las Vegas Metropolitan Police Department, Camden County Prosecutor's Office, and Kansas City, Missouri.

Based on feedback from VRN attendees, numerous sites have since made efforts to implement and improve upon their SNA efforts. For example, the Little Rock Police Department is now holding weekly meetings with analysts to transition them from data collectors to crime analysts who can conduct SNA. Furthermore, multiple VRN sites noted that they plan to integrate the skills and tools learned at the symposium into their agency efforts (e.g., testing free online SNA tools or requesting additional training or technical assistance).

VRN continues to partner with subject-matter experts Dr. Andrew Fox (California State University, Fresno) and Major Joseph McHale (Kansas City, MO, Police Department) to provide training and technical assistance for law enforcement executives to understand and develop strategies for implementing SNA for violence prevention and for analysts to develop practical skills for data collection and conducting SNA. Some focus areas are identification and implementation of an SNA pilot project, multiday training for analysts in SNA software, technical assistance to ensure data collection protocols are established within data systems, a process to ensure analysts are producing sociograms, and regular consultation to address SNA hurdles for analysts or commanders.

NPS will also be working with one VRN site over the next year on an SNA pilot program, which will include local training to introduce leadership, collectors, and analysts to what SNA is and technical assistance for analysts on producing SNA products.

Camden, New Jersey

As follow-up to the ongoing **Social Network Analysis** technical assistance provided by Dr. Andrew Fox within the past year, the Camden County Police Department (CCPD) has begun utilizing the analysis to identify individuals that have a high potential for being victims or perpetrators of violence. Commanders in each geographic area are visiting the individuals in the community regularly to offer social services and establish relationships.

Fair and Impartial Policing training was conducted in May, and follow-up training is scheduled for next quarter. This training focuses on addressing and preventing biases in policing and is sponsored by the Office of Community Oriented Policing Services (COPS). Related to this training, a core value for CCPD is the guardian philosophy, as illustrated in its "Ethical Protector" program. Through this program and in efforts to focus on sustainability, CCPD command personnel identified officers throughout the department who were recognized by their own contemporaries as informal leaders. These informal leaders willingly took on the role of mentor and are dedicated to reinforcing fair and impartial policing and guardian ideals taught at the academy. The mentors emphasize the compatibility of 21st century policing notions with the challenges of day-to-day operational issues. The mentors, with their contemporaries, in effect "walk the talk."

The Federal Bureau of Investigation (FBI) met with CCPD representatives from the intelligence component, among others, to discuss the FBI's strategy, operations, and capabilities related to **social media exploitation** in criminal investigations and policy creation. CCPD is now examining its capability to establish a social media exploitation team within the department.

In addition, Camden also participated in Characteristics of Armed Persons training this quarter. Participants from this training are developing lessons learned to incorporate into CCPD's roll call training. In June, Camden participated in **Foundations of Intelligence Analysis Training**, focused on the fundamentals of intelligence analysis, financial analysis, and phone data analysis. CCPD participants learned about predictive analytics and were able to create and test link charts as a result of this training.

Michigan State University (MSU) conducted a site visit to Camden in June to provide training and technical assistance regarding **drug market intervention (DMI)**. During this training, participants learned about the process of implementing a drug market intervention model. Based on this training, CCPD is exploring ways to implement DMI strategies in the city of Camden.

Next quarter, Camden VRN plans to participate in additional **Fair and Impartial Policing training** and **VALOR officer safety training** and obtain **assistance with community surveys**.

Reduced Violence • Focused Actions • Strategic Solutions

Reduced Violence • Focused Actions • Strategic Solutions

Newark, New Jersey

As part of DOJ support to Newark through VRN, in May 2016 the U.S. Marshals Service in the District of New Jersey and the New York/New Jersey Regional Fugitive Task Force conducted a joint operation in coordination with the Newark Police Department (NPD), the Essex County Prosecutor's Office and Sheriff's Office, the New Jersey State Police, DEA, FBI, the U.S. Department of Homeland Security Investigations, the U.S. Postal inspection Service, the Immigration and Customs Enforcement Removal Operations, Customs and Border Protection, and the New Jersey Transit Police targeting some of Newark's most violent offenders. As a result of this operation, 240 violent fugitives were arrested, including 46 documented gang members and sex offenders.

This quarter, Newark hosted a VRN meeting for local partner agencies and members of the VRN team to discuss training and technical assistance deliveries and requests and to meet with NPD's VRN-designated committees—grants, training, community outreach, and technology.

In April, 125 NPD representatives and community stakeholders were trained in Trauma-Informed Response Training, conducted by the Substance Abuse and Mental Health Services Administration (SAMSHA) and supported by the Healthcare Foundation of New Jersey. This training focused on increasing awareness of the impact of trauma and strategies for developing trauma-informed law enforcement responses and incorporated officer self-care and wellness topics.

This June, the FBI provided follow-up Digital Imaging Video Response Team (DIVRT) training to NPD, Essex County, and law enforcement from surrounding areas. Following initial DIVRT training provided to Newark in 2015, NPD has continued to use DIVRT video technology to post crime commercial videos on social media to spread awareness and generate tips and leads.

Newark participated in Blue Courage Train-the-Trainer sessions and is developing a plan to continue training throughout the department in the fall. In addition, in the coming months, Newark plans to participate in several training opportunities, including community policing training, Crime Prevention Through Environmental Design, and VALOR officer safety training.

Chicago, Illinois

As follow-up to the Los Angeles Police Department (LAPD) Crimefighters Leadership Conference last quarter, in April representatives from the Chicago Police Department (CPD) and Milwaukee Police Department participated in a peer exchange with LAPD to further explore its CompStat practices, building trust, risk management, community satisfaction, and accountability. As a result of this peer exchange, Chicago revised its CompStat processes to be more collaborative and conversational by bringing in teams from each district. The U.S. Attorney's Office has organized its office to reflect the violent crime sections of CPD and regularly participates in CPD's CompStat meetings.

CPD also visited LAPD in late May for a peer learning opportunity to explore LAPD's problem-based learning systems—designed to improve problem-solving skills, reinforce teamwork, and enhance job-specific knowledge—and participated in training on developing and writing law enforcement training programs.

In an effort to assist CPD with community engagement and building trust, VRN and the BJA National Training and Technical Assistance Center (NTTAC) expedited the delivery of Policing at the Speed of Trust training to CPD this quarter. In the first session of this training, 25 police officers and 25 community members were

trained. CPD plans to continue the training until 300 police and community members have participated in the program.

Chicago VRN has participated in multiple sessions of Blue Courage training, including a train-the-trainer session. All new sergeants and lieutenants have now participated in the program.

Next quarter, Chicago VRN plans to receive technical assistance related to assessing and improving ballistics processes and gun crime intelligence.

Wilmington, Delaware

This quarter, the Wilmington Police Department (WPD) established the city's first **Real Time Crime Center (RTCC)** to assist WPD with solving and deterring crime. Through the RTCC, WPD has access to a camera system that monitors activity across the city and has the ability to receive real-time information regarding criminal activity.

BJA provided **Homicide Investigations Management training** to 39 participants from WPD and surrounding law enforcement agencies in May. The training focused on homicide process mapping, the first 48 hours of a homicide, crime scene investigation evidence handling, victim/witness coordination, and community engagement.

In addition, Wilmington participated in the Manhattan District Attorney's Office **Intelligence-Driven Prosecution Symposium**, **Naval Postgraduate School Social Network Analysis training**, and **Foundations of Intelligence Analysis Training** this quarter. WPD received technical assistance related to **body-worn cameras**. A body-worn camera subject-matter expert provided WPD with a survey instrument to evaluate the implementation of body-worn cameras.

Wilmington also attended the **Characteristics of Armed Gunmen training**. The WPD training staff is in the process of incorporating lessons learned from this training into its in-service department training and is developing roll call training sessions to be shared with all patrol officers.

This quarter, during Wilmington's VRN meeting/GunStat session, the team reported an approximate 25 percent increase in gun arrests by WPD in the first 7 months of 2016, compared to the same time frame in 2015. In addition, the Delaware State Prosecutor's Office reported an improvement of gun arrest case preparation.

Lieutenant Cecelia Ashe at the Real-Time Crime Center

Homicide Investigations Management training in Wilmington, Delaware

Wilmington continues to explore technical assistance for **victim/witness services**, **Drug Market Intervention**, and **grant strategies** and plans to participate in **BJA VALOR officer safety training** next quarter.

Reduced Violence • Focused Actions • Strategic Solutions

Detroit, Michigan

Through VRN, Detroit established its **Domestic Violence Fatality Review Board** in 2015 through assistance from Dr. Neil Websdale and the **National Domestic Violence Fatality Review Initiative**. After mock case reviews, training, and technical assistance, Detroit held its **first domestic violence case review** at the end of May—for a murder/suicide case from 2015. During this meeting, 16 team members were present, and the board will hold follow-up meetings regarding this case next quarter.

Detroit also participated in several trainings this quarter, including BJA's **Foundations of Intelligence Analysis Training**, to explore elements of intelligence analysis in law enforcement, and **procedural justice training** from the Office of Justice Programs Diagnostic Center, focused on improving interactions between police and citizens to build trust.

Detroit's first domestic violence case review

Crime analysis experts Julie Wartell and Ed McGarrell conducted a site visit to Detroit in late June to meet with all VRN partner agencies to discuss technical assistance to enhance current crime analysis capabilities in Detroit. Next quarter, Detroit VRN will focus on continuing **crime analysis technical assistance** and **building analytical capacity** within the VRN partner agencies, to include training for current and newly hired crime analysts to enhance analytical skills, training for executives on how to effectively use analysis, and the development of a Crime Analysis Coordination Strategy to examine and share information among partner agencies' executives and crime analysts.

Flint, Michigan

VRN Strategic Site Liaison Jane Castor conducted a site visit to Flint in early June to meet with VRN partners and explore opportunities for training and technical assistance through the Network.

This quarter, a **collaborative operation** among the Flint Police Department (FPD), ATF, FBI, and the U.S. Marshals Service led to the **arrest of seven individuals for stealing firearms**.

Flint representatives participated in **BJA Foundations of Intelligence Analysis Training** and **COPS Office Milwaukee Homicide Review Commission training**, focused on preventing homicides and related events using the "Homicide Review" prevention model developed in Milwaukee.

Next quarter, Flint will participate in **VALOR office safety training** and **Blue Courage training** and plans to explore potential assistance related to **victim services**, **grant opportunities**, **Social Network Analysis**, **domestic violence**, **homicide investigative assessment**, and a **peer visit** to the Manhattan District Attorney's Office.

Compton, California

VRN is working with Compton leaders to develop its first **strategic plan** for the city of Compton, focusing on crime fighting and elements of organizational change.

In collaboration with the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the National Gang Center, Compton is in the process of conducting its first communitywide **gang assessment**. Dr. Charles Katz of Arizona State University conducted a site visit this quarter to examine the assessment scope of work and identify next steps for the assessment and began interviews with key stakeholders. In addition, the FBI National Gang Intelligence Center has assisted Compton with conducting a gang threat assessment.

As a result of the technology assessment conducted by BJA's Michael Roosa and Todd Maxwell in 2015, Compton is exploring **gunshot detection technologies** for the city.

Through VRN, Compton began participating in a **Cops and Kids program**, a partnership among local, state, and federal law enforcement entities to provide the opportunity for children to interact with law enforcement and learn about gang resistance, violence prevention, gun avoidance, and drug deterrence. Over 150 kids attended the program this summer and participated in role-playing exercises with law enforcement. Local and federal law enforcement, including the U.S. Attorney's Office, support this program in coordination with the Constitutional Rights Foundation.

Compton VRN participated in numerous training opportunities this quarter. As follow-up to Compton's peer exchange to the Oakland and Richmond police departments in 2015, the Oakland Police Department provided **procedural justice train-the-trainer training** to Compton this quarter. The training focused on community engagement and building trust. In addition, a representative from the Los Angeles District Attorney's Office attended the **Intelligence-Driven Prosecution Symposium** hosted by the Manhattan District Attorney's Office this quarter.

In the coming months, Compton plans to explore **additional FBI DIVRT training**, **Grants 101 training**, **human trafficking and victim retaliatory violence technical assistance**, and **peer exchange visits** to Camden, Philadelphia, and New York.

Oakland/Richmond, California

Representatives from the Oakland Police Department (OPD) and the Alameda County Sheriff's Office (ACSO) participated in a **peer exchange to Kansas City, Missouri,** to share best practices and strategies related to CompStat processes. The site will also visit the Boston Police Department next quarter for additional peer learning in this area.

The Richmond Police Department hosted the first **VRN Regional Case Review** with all partner agencies this quarter. Representatives from the U.S. Attorney's Office, OPD, the Richmond Police Department, ACSO, the Contra Costa County Sheriff's Office, the Alameda County District Attorney's Office, and the Contra Costa County District Attorney's Office attended.

Representatives from the Oakland/Richmond VRN site participated in several trainings this quarter, including the **Naval Postgraduate School Social Network Analysis training**, **Blue Courage training**, **Foundations of Intelligence Analysis Training**, and the **Manhattan District Attorney's Office Intelligence-Driven Prosecution Symposium**.

Next quarter, the Oakland/Richmond team will participate in additional **Blue Courage training**, and the technology working group will move forward on recommendations outlined in the system inventory review conducted by SEARCH to improve arrest processing procedures.

VRN partner agencies at the Regional Case Review

Reduced Violence   •   Focused Actions   •   Strategic Solutions

Reduced Violence • Focused Actions • Strategic Solutions

Little Rock, Arkansas

This quarter, the Office of Justice Programs (OJP) conducted a Grants 101 training in April to the Little Rock and West Memphis sites. This training focused on an overview of the grant process, how to interpret a typical grant solicitation, tips for writing a winning application, budget preparation, and grant management elements.

As a result of the Naval Postgraduate School Social Network Analysis training that Little Rock attended last quarter, the Little Rock Police Department (LRPD) Crime Analysis Supervisor now conducts weekly meetings with analysts in an effort to move them from data collectors to crime analysts.

The FBI's Working Against Violent Entities (WAVE) program has been an ongoing activity since November 2015 in Little Rock and has resulted in arrests and the acquisition of firearms and drugs.

LRPD has been working with an ATF NIBIN subject-matter expert on firearms tracing, eTrace capabilities, the exploitation of trace data to identify crime gun sources, and the integration of tracing data with NIBIN information in criminal investigations. This June, LRPD received three NIBIN hits, which will affect six cases.

The National Gang Center will conduct Advanced Gang Investigations training for Little Rock and West Memphis next quarter. This training provides insight on techniques for investigating gang crimes, integration of intelligence analysis and crime analysis into gang investigations, regional gang trends, and strategies for prevention and intervention.

Next quarter, Little Rock plans to participate in a peer exchange to the San Diego Family Justice Center to explore services for domestic violence victims and practices for establishing a family justice center. LRPD also plans to visit the Camden County Police Department's Real Time Crime Center and the Cleveland Police Department to share best practices for sexual assault units. In addition, Little Rock will participate in domestic violence prosecutorial training and procedural justice training.

West Memphis, Arkansas

This quarter, a joint operation was conducted through VRN targeting violent gun offenders in the West Memphis area. Through this operation, eight firearm arrests were made, resulting in the seizure of one assault rifle, one rifle, seven handguns, and multiple extended ammunition magazines. Each defendant was named in a separate indictment and was charged with being a felon in possession of a firearm. The investigation and prosecution of this operation were a coordinated effort among the ATF, DEA, FBI, West Memphis Police Department (WMPD), Crittenden County Sheriff's Office, Osceola Police Department, Mississippi County Sheriff's Office, Jonesboro Police Department, Shelby County Multi-Agency Gang Unit, Memphis Police Department, and the United States Attorney's Office, Eastern District of Arkansas.

West Memphis VRN has worked with BJA's National Training and Technical Assistance Center to receive assistance related to data migration within WMPD to support its ongoing efforts to improve its analytic capacities. West Memphis also attended OJP's Grants 101 training with Little Rock this quarter.

Next quarter, West Memphis will participate in peer exchanges to the Denver Crime Gun Intelligence Center and Wilmington, Delaware; receive technical assistance related to data integration and drug market intervention; and attend procedural justice training from the OJP Diagnostic Center, Advanced Gang Investigations training from the National Gang Center, and Major Investigations training from the Institute for Intergovernmental Research (IIR).

> *"These individuals are among the most dangerous members of their community, and removing them and their guns from the streets was a top priority. I'm pleased that this coordinated effort through the VRN is succeeding in helping make our local communities safer, while at the same time punishing those who believe gun violence is somehow acceptable."*
>
> *—The Honorable Christopher Thyer*
> *U.S. Attorney, Eastern District of Arkansas*

Milwaukee, Wisconsin

In order to strategically focus VRN efforts in Milwaukee, the local and federal partner agencies **developed a VRN Milwaukee Strategic Plan**, focusing on reducing firearm-related violent crime in a specific corridor of Milwaukee. Led by the Milwaukee Police Department (MPD), the VRN partners, including the city of Milwaukee, the Milwaukee County District Attorney's Office, the U.S. Attorney's Office—Eastern District of Wisconsin, ATF, DEA, FBI, and the U.S. Marshals Service, are actively engaged in VRN activities and are committed to reducing violence in the city of Milwaukee.

As a follow-up to Milwaukee's participation in the LAPD Crimefighters Leadership Conference last quarter, Milwaukee VRN **partners established a VRN CompStat process** to examine crime metrics with all local and federal VRN entities. Two CompStat meetings were held this quarter, and all local and federal agencies participated. In efforts to continue improving CompStat processes in Milwaukee, representatives from MPD participated in a **peer exchange to LAPD** with Chicago police representatives to explore LAPD's CompStat processes, building trust, risk management, community satisfaction, and accountability.

VRN homicide investigations subject-matter experts Detective John Skaggs and Assistant Head Deputy District Attorney John Colello conducted a **homicide investigative assessment** in Milwaukee this quarter and are preparing a report to address findings and recommendations.

Next quarter, Milwaukee plans to participate in a **peer exchange** to the Denver Crime Gun Intelligence Center, **FBI DIVRT training**, and **FBI Cellular Analysis Survey Team training**.

Milwaukee local and federal partners at the VRN CompStat meeting

Reduced Violence • Focused Actions • Strategic Solutions

Reduced Violence • Focused Actions • Strategic Solutions

New Orleans, Louisiana

BJA's Michael Roosa and Todd Maxwell conducted a technology assessment of the New Orleans Police Department's (NOPD) technology-driven processes. Mr. Roosa and Mr. Maxwell will develop a report to document findings and recommendations for the site to consider.

New Orleans participated in **Blue Courage Executive Overview** and Train-the-Trainer trainings this quarter. This course emphasizes the importance of establishing a Blue Courage culture of respect and resilience in law enforcement.

As follow-up to New Orleans' participation in the LAPD Crimefighters Leadership Conference last quarter, NOPD will revise its CompStat process.

Next quarter, VRN will deliver **crime analysis for executives training and technical assistance** and potential **peer exchanges** for LAPD, CCPD, the Boston Police Department, and the Charlotte-Mecklenburg Police Department to explore CompStat practices and strategies to build crime analysis capacity.
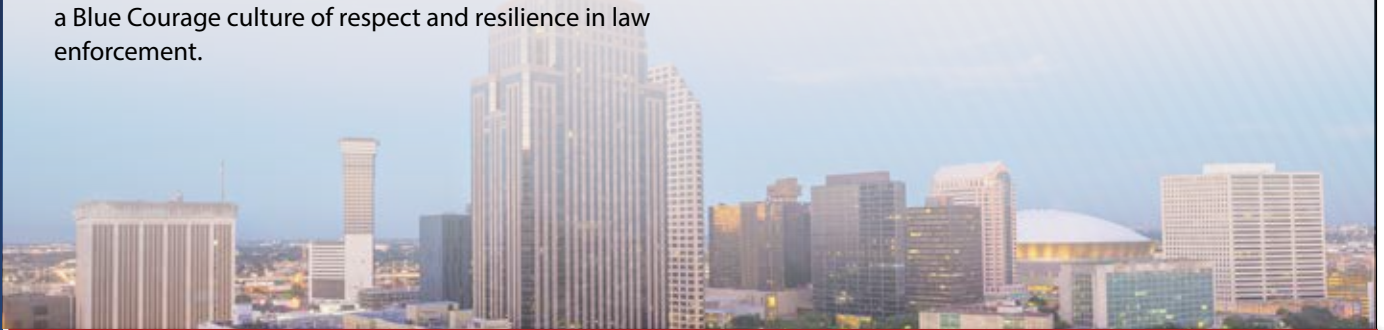
St. Louis, Missouri

St. Louis has established a **Smart Prosecution felony gun diversion program**, focusing on nonviolent individuals possessing firearms for reasons of self-defense, gun culture, etc. Several individuals have been processed into this program so far.

Representatives from the St. Louis Metropolitan Police Department (SLMPD), the Circuit Attorney's Office, and the St. Louis DEA division and a St. Louis task force officer participated in a **site visit to DEA's El Paso Intelligence Center (EPIC)** in May to explore intelligence capabilities and resources available through EPIC.

In addition to the EPIC site visit, St. Louis VRN has participated in multiple trainings and technical assistance opportunities this quarter, including the **National Summit on Youth Violence** hosted by OJP's Office of Juvenile Justice and Delinquency Prevention (OJJDP), **BJA VALOR Essentials training**, **Naval Postgraduate School Social Network Analysis training**, and **Blue Courage training**. BJA's Michael Roosa and Todd Maxwell conducted a technology assessment of SLMPD and are preparing a report with findings and recommendations.

Next quarter, St. Louis will participate in a **peer exchange to the Denver Crime Gun Intelligence Center** to learn about Denver's crime analysis and intelligence strategies.

How to Benefit From *Peer* X

Peer-to-peer learning is a great opportunity to engage in a meaningful, hands-on exchange among VRN sites to maximize opportunities for knowledge transfer and information sharing. VRN sponsors peer exchange visits to appropriate agencies, training events, and conferences within and outside the Network.

How does a VRN site best prepare for and participate in a peer exchange?

In preparation for a peer exchange, participants should carefully select an agency or event that fits their agency's overall violence reduction strategy. Participants should work closely with their Strategic Site Liaison (SSL) and analyst to gain knowledge about PeerX opportunities that best address and possibly enhance their strategic goals. Equally important is the selection of police personnel to join a peer exchange. Considerations for selecting personnel include identifying members who have a clear understanding of their agency's needs and the challenges faced by their department, possess strong communication and problem-solving skills, and have the capacity to educate their fellow department members in new strategies, solutions, and programs.

Once personnel are selected, the agency needs to determine its reason for the PeerX in terms of goals, objectives, and anticipated outcomes (e.g., measurable activities, changes to policies and procedures). Assigned personnel should participate in preparatory conference calls with other participants and the host agency. This will ensure a clear understanding of expectations. Equally important is the follow-up process, which consists of a site visit evaluation via Survey Monkey, a 60-day follow-up by IIR personnel, and VRN assessments for continuous improvements to the PeerX process. We welcome your ideas and suggestions for great PeerX opportunities.

A successful peer exchange is one that results in the peer agency garnishing the needed information to address its challenge(s) and turning the information into a strategic action plan that is successfully executed to reduce violence in its jurisdiction.

5 Steps to a Successful Peer Exchange

1 Work with your SSL and VRN analyst to determine site needs.

2 Determine goals, objectives, and anticipated outcomes for the peer exchange.

3 Identify the right agency personnel to attend.

4 Document key points, strategies, and lessons learned from the visit.

5 Participate in follow-up assessment process to document outcomes.

Locations of VRN Peer Exchanges that have occurred or are currently in planning

Federal Law Enforcement Spotlight

U.S. Drug Enforcement Administration

The U.S. Drug Enforcement Administration (DEA) is a critical federal law enforcement partner within VRN. Through the El Paso Intelligence Center; the Gang Targeting, Enforcement and Coordination Center; the Office of Investigative Technology Emerging Technologies Training; and the 360 Strategy, DEA provides a wide range of resources and law enforcement support to local communities.

El Paso Intelligence Center (EPIC) supports local, state, federal, and international law enforcement agencies by providing intelligence information for use in investigations and in response to criminal activities. Local jurisdictions can be granted direct access to EPIC, allowing law enforcement officers to conduct intelligence queries through EPIC via the Internet or phone. VRN sites can also request assistance from EPIC analysts for customized research or reports on crimes and trends related to criminal activity within their jurisdiction. EPIC has graciously hosted several VRN sites for site visits, including Compton, Detroit, Oakland/Richmond, St. Louis, and Wilmington to date. As follow-up to these visits, EPIC provided on-site training in Oakland/Richmond and Compton and detailed intelligence analysts to Wilmington for a week to assist with intelligence capabilities.

Gang Targeting, Enforcement and Coordination Center (TECC) is a collaborative effort initially established through DOJ's Criminal Division and currently under the command of DEA's Special Operations Division. Gang TECC partners consist of DEA, the FBI, the U.S. Marshals Service, the Federal Bureau of Prisons, Homeland Security Investigations, and ATF to share information and coordinate law enforcement investigative activities to disrupt and dismantle violent gangs in the United States. Gang TECC can provide assistance to VRN sites upon request to support VRN jurisdictions in gang investigations.

Office of Investigative Technology, in response to increased use of emerging technologies by drug trafficking organizations for communication, provides **Emerging Technologies Training** upon request in an effort to effectively prevent, detect, and prosecute criminal activity nationwide. This training covers a variety of topics, including extracting forensic value from technologies (such as social media, smartphones, and the Internet), case study examples, and preparing digital information for prosecution. This training can be tailored based on the participant's expertise and experience with the technologies.

360 Strategy is a comprehensive approach tackling the cycle of violence and addiction generated by the link between drug cartels, violent gangs, and the rising problem of prescription opioid and heroin abuse in U.S. cities. The strategy involves coordinated law enforcement operations, diversion control, and community outreach.

FOR MORE INFORMATION

For more information regarding DEA resources available to VRN sites, contact your VRN Law Enforcement Champion or VRN Co-Director Sarah Steffick.

New Releases and Upcoming Activities

VRN Fall Summit

The VRN Fall Summit will be held September 26–28, 2016, in Little Rock, Arkansas. This invitation-only event will convene executive leadership and key stakeholders from the VRN sites to meet directly with DOJ representatives and national practitioners and researchers on various violence reduction strategies.

VRN Annual Report

This quarter, VRN released its first annual report, covering activities from inception of VRN in September 2014 to December 2015. This interactive online report features a welcome video, VRN site success stories, resource deliveries, and more.

The online VRN Annual Report is available at **https://www.vrnetwork.org/ItemsOfInterest/AnnualReport2015**.
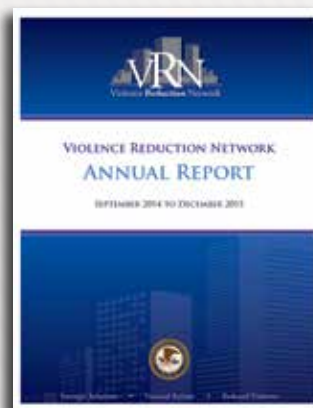
VIOLENCE REDUCTION CLEARINGHOUSE

In the coming months, VRN will release the Violence Reduction Clearinghouse, which will serve as an online and interactive guide for communities across the country to access a robust violence reduction resource center featuring customized results based on topic, user areas of need, types of resources, and other criteria.

The Violence Reduction Clearinghouse will include training and technical assistance opportunities, Webinars, podcasts, videos, peer exchange guides, VRN site success stories, publications, Web sites, and more—as resources available to fit the needs of VRN sites and other communities and organizations nationwide.

VRN Web Site

The VRN Web site provides:

★ An extensive resource library of violence reduction-related materials.

★ Items of interest, including research briefs, previous editions of the *VRN Weekly News* and the *VRN Quarterly Newsletter*, and more.

★ Secure access to VRN site technical assistance and resource delivery tracking, site team calendars, contact information, and more.

VRN Webinars/Podcasts

In addition to training, technical assistance, peer exchanges, and other DOJ resources, VRN strives to provide alternative networking and training mediums through online Webinars as an interactive way for executives from the VRN sites to highlight local efforts and complement the speaker presentations. VRN has delivered 17 Webinars and podcasts to the Network on the following topics:

★ Podcast: DOJ Community Relations Service

★ Recruiting a Diverse Police Department Through Digital Outreach

★ Utilizing License Plate Readers for Violence Reduction

★ Top Offender Lists

★ VALOR Executive Briefing

★ Innovative Strategies to Address Youth Violence

★ Community Engagement in High-Violence Neighborhoods

★ Strategies to Address Witness Intimidation

★ VRN Virtual Forum

★ Strategies to Improve Homicide Investigations and Increase Clearance Rates

★ Utilizing Social Network Analysis to Reduce Violent Crime

★ The New Era in Community Policing

★ Resources for Victim Service Providers Involved in VRN

★ Social Media Analysis

★ Prosecution Strategies for Violence Reduction

★ Exploring Active Shooter Response and Training

★ Podcast: Casualty Care and Rescue Tactics

To access these and other resources, visit VRNetwork.org

To access all of the VRN Webinars, visit the VRN Web site at https://vrnetwork.org/Home/ItemsOfInterest/VRNWebinars

Follow us on Twitter! @VRNteam

Contact Us

VRN Leadership

Kristen Mahoney
Deputy Director
Bureau of Justice Assistance
(202) 616-5139
kristen.mahoney@usdoj.gov

Kristie Brackens
VRN Co-Director
Bureau of Justice Assistance
(202) 305-1229
kristie.brackens@usdoj.gov

Sarah Steffick
VRN Co-Director
DEA Detailee to BJA
(202) 207-3450
sarah.a.steffick@usdoj.gov

CNA

Chip Coldren
(708) 804-1001
coldrej@cna.org

Vivian Elliott
(703) 587-9722
elliottv@cna.org

IIR

Gina Hartsfield
(850) 385-0600, Ext. 334
ghartsfield@iir.com

Carolyn Binder
(850) 385-0600, Ext. 362
cbinder@iir.com