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This edition of the U.S. Department of Justice (DOJ) *National Public Safety Partnership (PSP) Quarterly Newsletter* features:

Introductory site meetings for the 2019 PSP sites. Throughout July and August, the PSP team conducted meetings with local, state, and federal law enforcement and prosecutorial leaders from the ten new sites to provide background on the PSP program and to learn more about public safety successes and challenges occurring in each site.

The 2019 PSP Symposium on Violent Crime, which took place in September in Memphis, Tennessee. This symposium convened nearly 400 attendees from 17 PSP sites and regional attendees from the tri-state area (largest symposium to date).

Three-year engagement summaries of five PSP sites concluding formal PSP engagement in September. Sites are formally engaged in PSP for three years, with a focus on learning and development in the first two years and sustainability in the third year. Sites concluding engagement at the end of this quarter are Jackson, Mississippi; Milwaukee, Wisconsin; Nashville, Tennessee; New Orleans, Louisiana; and St. Louis, Missouri.

The second PSP Crime Analysis Community of Practice (CACoP) meeting. Crime analysts from the PSP sites convened in Chicago, Illinois, in September for the second CACoP meeting. This meeting provided analysts across PSP sites an opportunity to network, share successes and challenges, learn about advanced crime analysis strategies, and hear from subject-matter experts (SMEs) on promising practices in the field.



2019 PSP Symposium on Violent Crime

The 2019 PSP Symposium on Violent Crime was held on September 9–11, in Memphis. With nearly 400 attendees, this was the largest DOJ PSP Symposium to date. Attendees from the 17 PSP sites included state and local law enforcement leaders, corrections and community partners, prosecutors and district attorneys, U.S. Attorneys, and federal law enforcement field office representatives. Symposium attendees also included Washington, DC-based leaders from components of DOJ, including the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); the Bureau of Justice Assistance (BJA); the Federal Bureau of Investigation (FBI); the Office for Victims of Crime (OVC); the Office of Community Oriented Policing Services (COPS Office); the Office of Justice Programs (OJP); the Office of Juvenile Justice and Delinquency Prevention (OJJDP); the Office on Violence Against Women (OVW); the U.S. Drug Enforcement Administration (DEA); and the U.S. Marshals Service (USMS). This year, the symposium included a special track for agencies invited from the tri-state Memphis regional area (Western Tennessee, Eastern Arkansas, and Northern Mississippi) to enhance their access to public safety and violence reduction resources and promising practices, network with the PSP sites, and provide an introduction to SME and crime-fighting assistance available from DOJ.

Former BJA Director Jon Adler delivered the keynote address during the opening ceremony, where he highlighted the successful work that PSP is accomplishing in the field. Additional distinguished speakers who provided welcoming remarks included the Honorable D. Michael Dunavant, U.S. Attorney for the Western District of Tennessee (WDTN); Director Michael Rallings, Memphis Police Department (PD); Mayor Jim Strickland, City of Memphis; Sheriff Floyd Bonner, Jr., Shelby County Sheriff's Office; and Director Phil Keith, COPS Office. The 2½-day event featured more than 80 speakers delivering a dynamic agenda of plenary and breakout sessions customized based on the violence reduction priorities of the PSP sites.

Topics included:

- Federal Law Enforcement Partnerships
- Improving Nonfatal Shooting Investigations
- Data Integration and Technology Strategies
- Social Network Analysis (SNA)
- Constitutional Policing and Building Trust
- Intelligence-Driven Prosecution and Crime Strategies Units
- Crime Analysis
- Public Health Problem-Solving Approaches to Reducing Violent Crime
- Crime Gun Intelligence Centers (CGICs)
- BJA's Sexual Assault Kit Initiative (SAKI) and the FBI's Violent Criminal Apprehension Program
- Establishing and Enhancing Victim Services
- Leadership and Resiliency
- Addressing Officer Wellness and Mental Health
- Developing Prosecutable Firearm Cases
- Crime Prevention Through Environmental Design

The symposium also featured numerous opportunities to network with peers during the symposium, including a "site pairing" session where PSP sites and invited regional agencies were paired to discuss lessons learned in the PSP program and various violence reduction strategies and a "Building Communities of Practice" session, which featured facilitated discussions among four distinct groups: U.S. Attorneys, local law enforcement and corrections, federal law enforcement, and prosecutors. Participants also were invited to visit Memphis's Real Time Crime Center (RTCC), which provides the Memphis PD with a range of technologies for efficient and effective policing. These technologies support officers on calls for service; analyze crime patterns; and improve operational intelligence.



U.S. Attorney D. Michael Dunavant providing remarks during the opening ceremony at the PSP Symposium



Director Michael Rallings providing remarks during the opening ceremony



Attendees from PSP sites Baltimore and Memphis share lessons learned in fighting crime during the site-pairing networking session

Farewell

Symposium attendees and the PSP team also recognized one of PSP's Co-Directors and the FBI detailee to BJA, Theodore "Teddy" Miller, for his tireless commitment to the PSP program over the last two years and congratulated him on his retirement. The PSP team is grateful to Teddy for his dedication to enhancing public safety and enriching communities everywhere. The PSP team is excited for Teddy in this next chapter and wishes him all the best.



Former BJA Director Jon Adler and BJA Deputy Director for Police Kristen Mahoney honoring Teddy Miller for his service to PSP

Crime Analysis Community of Practice Meeting

The CACoP promotes crime analysis as a core and integrated element of improving public safety in PSP sites, emphasizing the contributions by crime analysts in evidence-based decision making. The CACoP helps connect crime and intelligence analysts across PSP sites to share expertise, identify strengths and gaps, and identify training and technical assistance (TTA) needs and opportunities. The first CACoP meeting was held in 2018 in Charlotte, North Carolina. The second CACoP meeting was held on September 23–24, 2019, in Chicago. Crime analysts from PSP sites Amarillo, Texas; Anniston, Alabama; Baltimore, Maryland; Birmingham, Alabama; Cleveland, Ohio; Davenport, Iowa; Harris County, Texas; Indianapolis, Indiana; Kansas City, Missouri; Memphis, Tennessee; Miami, Florida; Milwaukee, Wisconsin; New Orleans, Louisiana; Oxford, Alabama; Salisbury, North Carolina; Toledo, Ohio; Tulsa, Oklahoma; and Wichita, Kansas attended this meeting. Speakers included executives and crime analysts from the Chicago PD, the University of Chicago Crime Lab, the Milwaukee PD, BJA, and PSP's TTA providers, CNA and the Institute for Intergovernmental Research (IIR). The Chicago PD and the University of Chicago Crime Lab hosted this meeting and served as a model jurisdiction to share lessons learned with PSP attendees on enhancing crime analysis capacity and leveraging analytics to drive decision-making, deployment, and violence reduction strategies.

The goal of this meeting was to provide crime analysts across the PSP sites an opportunity to share successes and challenges, network, learn about advanced crime analysis strategies, and hear from SMEs. During this meeting, attendees learned more about:

- Chicago PD's Strategic Decision Support Centers, which are centralized locations that bring together police officers and analysts from the Crime Lab to integrate intelligence, analysis, and technology
- Analyst's role in the SDSCs and examples of work products they produce
- Area technology centers that assist investigations by promptly collecting and analyzing digital evidence
- Milwaukee's robust approach to crime analysis using place- and person- based strategies
- Training curricula for crime analysts
- How the New Orleans PD leveraged PSP resources to enhance its analytic capabilities and integrate crime analysis into its operations
- Fundamentals and practical applications of SNA
- Multi-stakeholder data collaboration
- An overview of the PSP crime analysis assessment available to all PSP sites
- Crime analysis resources and support available from BJA

This meeting also included several networking opportunities and dedicated time for the sites to share lessons learned; explore opportunities for individual and agency crime analysis capacity building; and discuss ideas for next steps and desired TTA, such as assistance and peer learning on establishing RTCCs, implementing new technology, using existing technology more effectively, SNA, leveraging data, and data automation.

2019 PSP Site Introductory Meetings

In June 2019, DOJ announced the addition of ten new sites to the PSP program: Amarillo, Texas; Anchorage, Alaska; Anniston, Alabama; Baltimore, Maryland; Baton Rouge, Louisiana; Cleveland, Ohio; Davenport, Iowa; Harris County, Texas; Oxford, Alabama; and Wichita, Kansas. Following the announcement of these new sites and as part of the site launch process, the United States Attorney's Office (USAO) in each district hosted PSP introductory site meetings throughout July and August. These collaborative meetings brought together local, state, and federal partners to discuss violent crime and public safety issues facing their communities with DOJ and provided an opportunity for DOJ to share with the attendees the background on the PSP program, what to expect throughout their three-year engagement, and available assistance following the 2019 PSP Symposium.

Amarillo



The Amarillo introductory site meeting, held on July 18, convened representatives from the following partner agencies: the 47th District Attorney's Office, the Amarillo PD, ATF, BJA, the City of Amarillo, DEA, the FBI, Homeland Security Investigations (HSI), the Potter County Attorney's Office, the Potter County Community Supervision and Corrections Department, the Potter County Sheriff's Office, the Randall County Criminal District Attorney's Office, the Randall County Sheriff's Office, the Texas Department of Public Safety, the USAO—Northern District of Texas, and USMS. As part of its PSP engagement, Amarillo will focus on enhancing investigations, building crime analysis capacity, and reducing gun violence. *Photo (left): Amarillo PSP partners announcing the launch of PSP in Amarillo. Photo source: www.myhighplains.com.*

Anchorage

On July 15, PSP hosted an introductory Web conference to meet with representatives from the USAO—District of Alaska and the Anchorage PD. An on-site visit will take place following the 2019 PSP Symposium. Anchorage plans to focus its PSP engagement on enhancing its crime analysis capacity, reducing gun violence, and improving technology.



Anniston and Oxford

The Anniston and Oxford PSP introductory site meeting was held on August 7 and convened representatives from the following agencies: the 7th Judicial Major Crimes Unit, the Alabama Board of Pardons and Paroles, the Anniston Housing Authority, the Anniston PD, ATF, BJA, the Calhoun County Sheriff's Office, the City of Anniston, the City of Oxford, the District Attorney's Office for Calhoun and Cleburne Counties,

the FBI, the Oxford PD, and the USAO—Northern District of Alabama (NDAL). Because Anniston and Oxford are in such close proximity to one another, the sites plan to engage in a collaborative PSP approach, centering their PSP engagement on building crime analysis capacity, enhancing criminal justice collaboration, and reducing gun violence.

Baltimore

Baltimore's introductory site meeting, held on July 16, convened representatives from the following partner agencies: ATF, the Baltimore City State's Attorney's Office, the Baltimore PD, BJA, DEA, the FBI, the Governor's Office of Crime Control and Prevention, HSI, the Office of the Mayor of Baltimore City, OJP, OVC, the USAO—District of Maryland, and USMS. During its PSP engagement, Baltimore plans to enhance crime analysis and technological capacity, enhance criminal justice collaboration, and strengthen investigations. *Photo (right): U.S. Attorney for the District of Maryland, Robert Hur, and Baltimore PD Commissioner Michael Harrison holding a press conference following the PSP introductory site meeting. Photo source: www.WBALTV.com.*



2019 PSP Site Introductory Meetings

Baton Rouge



The Baton Rouge introductory site meeting, held on August 8, convened representatives from the following agencies: ATF, the Baker PD, the Baton Rouge PD, BJA, DEA, the East Baton Rouge Parish District Attorney's Office, the East Baton Rouge Sheriff's Office, the FBI, the Internal Revenue Service Criminal Investigations, the Louisiana Attorney General's Office, the Louisiana Department of Justice, the Office of Alcoholic Beverage Control, the Southern University PD, the USAO—Middle District of Louisiana, the U.S. Department of Health and Human Services, USMS, and the U.S. Secret Service. Baton Rouge plans to focus its PSP engagement on enhancing crime analysis and technology capacity, strengthening community engagement, increasing criminal justice collaboration and

federal partnerships, advancing investigations, and reducing gun violence.

Cleveland

The Cleveland introductory site meeting, held on July 11, convened representatives from the following partner agencies: ATF, BJA, the City of Cleveland, the Cleveland Division of Police, the Cuyahoga County Prosecutor's Office, DEA, the FBI, the Ohio Adult Parole Authority, the Ohio State Highway Patrol, the Toledo PD, the USAO—Northern District of Ohio (NDOH), and USMS. Representatives from Toledo attended the meeting to provide insight on Toledo's PSP engagement. Toledo joined PSP in 2017 and serves in the same USAO district as Cleveland, sharing federal partner agencies. As part of its PSP engagement, Cleveland plans to focus on building its crime analysis capacity, reducing gun violence, and enhancing investigations. *Photo (right): Attendees at the Cleveland PSP introductory site meeting.*



Davenport



Davenport's introductory site meeting, held on July 24, convened representatives from the following agencies: ATF, the Bettendorf PD, BJA, the City of Davenport, the Davenport PD, DEA, the Department of Public Safety, the FBI, the Scott County Attorney's Office, the Seventh Judicial District Department of Correctional Services, the USAO—Southern District of Iowa, USMS, the U.S. Probation Office, and the U.S. Secret Service. Throughout Davenport's PSP engagement, the site will focus on continuing to build its crime analysis capacity and community engagement efforts, enhancing federal partnerships, and strengthening investigations. *Photo (left): Attendees at the Davenport PSP introductory site meeting. Photo source: Davenport PD's Facebook page.*

Harris County

The Harris County introductory site meeting, held on July 26, convened representatives from the following agencies: the ATF, BJA, DEA, the FBI, the Harris County District Attorney's Office, the Harris County Sheriff's Office, the Houston PD, and the USAO—Southern District of Texas. Harris County plans to focus its PSP engagement on increasing criminal justice collaboration and information sharing, reducing gun violence and improving investigations, and building crime analysis and technological capacity.



Wichita



Wichita's introductory site meeting, held on July 23, convened representatives from the following agencies: ATF, BJA, the City of Wichita, DEA, the FBI, the Kansas Bureau of Investigation, the Midwest Criminal Justice Institute, the Office of U.S. Senator Jerry Moran, the Sedgwick County Sheriff's Office, the USAO—District of Kansas, USMS, and the Wichita PD. Wichita will focus its PSP engagement on areas such as combating gun crime, enhancing technology and crime analysis capacity, and increased information sharing and collaboration with criminal justice partners. *Photo (left): Attendees at the Wichita PSP introductory site meeting.*



Congratulations!

Sites Concluding Their PSP Engagements

This section features the five PSP sites that joined PSP in 2016 and will conclude formal engagement in September 2019: Jackson, Mississippi; Milwaukee, Wisconsin; Nashville, Tennessee; New Orleans, Louisiana; and St. Louis, Missouri. PSP is proud of the efforts undertaken in these communities to enhance public safety, increase collaboration, and reduce violent crime over the last three years. Highlights in this section include activities, outcomes, and lessons learned throughout the entirety of the sites' PSP engagement.

Jackson, Mississippi

September 2016 – September 2019

Crime Analysis

Throughout its PSP engagement, the Jackson PD focused on enhancing its crime analysis capacity through PSP support. To learn more about crime analysis capabilities, CompStat processes, and analysis-driven operations, the Jackson PD participated in several peer exchanges with PSP sites, attended Los Angeles, California, Crime Fighters Conferences, and participated in various trainings. Based on recommendations from PSP assessments, peer exchanges, and TTA in areas such as the quality, access, and reporting of data; crime trends; automation; and operational analysis, the Jackson PD collaborated with Jackson State University and the Mississippi Analysis and Information Center to establish a student analyst program to expand the Jackson PD's crime analysis capacity. The program was launched in 2018 and helps the site leverage crime analysis and data-driven policing in its crime-fighting strategies. At the conclusion of its PSP engagement in 2019, the Jackson PD also began efforts to establish a crime analysis section, started a pilot hot-spot policing initiative, and requested technical assistance with improving crime reporting.

Investigations

The Jackson PD participated in a variety of trainings, technical assistance opportunities, and peer exchanges throughout its PSP engagement to support enhanced investigations. The Jackson PD engaged in several trainings on topics including basic and advanced homicide investigations, property and evidence management, interview and interrogations, and courtroom testimony and participated in a homicide investigation and prosecution assessment to gauge strengths and gaps in these areas and identify recommendations to improve outcomes. The Jackson PD also focused on enriching its victim services and sexual assault investigations as part of its overall goal to enhance investigations. To support this effort, the Jackson PD participated in peer exchanges to learn about domestic and sexual violence policies and practices; engaged in a victim services assessment conducted by OVC to help determine critical needs and assess law enforcement's and community partners' capacity to effectively respond to victims of domestic and sexual violence; and worked with RTI International, a nonprofit research institute that supports BJA's SAKI,¹ to enhance its sexual assault investigative processes and strategies. Through these efforts, the Jackson PD developed a robust multidisciplinary approach to sexual assault investigations and revised its sexual assault investigative policies.



Federal Partnerships and Criminal Justice Collaboration

Federal law enforcement support and strengthening collaboration with local criminal justice partners was critical to Jackson's PSP engagement. In December 2017, the USAO—Southern District of Mississippi (SDMS) established Project Empower Jackson Expel Crime Together (EJECT), a federal-local task force, to reduce violent crime and address its root causes. Project EJECT combines improved communication efforts with the community; law enforcement and prosecutorial efforts; and prevention, rehabilitation and reentry, and educational initiatives to enhance public safety. This task force has increased federal prosecutions and information sharing among partner agencies. The Hinds County District Attorney's Office works with the USAO—SDMS on case referrals to enhance prosecutorial outcomes on cases with a federal nexus. Throughout PSP engagement, ATF, DEA, the FBI, and USMS supported Jackson's public safety efforts through investigative assistance and task force support, training, targeting high-crime areas, information sharing, and intelligence gathering.

Through a peer exchange and training on the New Orleans PD's Ethical Policing Is Courageous (EPIC) program, the Jackson PD now incorporates the EPIC program into its department training. EPIC is a proactive peer-intervention program to support officers in "policing" one another to promote officer safety and wellness and prevent harm.²

Through PSP TTA on grant strategy development, Jackson applied for an increased number of grants during its PSP engagement (compared to pre-PSP engagement) and strengthened its relationship with the Mississippi Department of Public Safety. During its PSP engagement, Jackson was awarded a hot-spot policing grant from the Mississippi Department of Public Safety and a body-worn camera grant from BJA.

Sustainability

As part of its sustainability plans to continue and expand the successes achieved through PSP support, Jackson plans to continue enhancing crime analysis capabilities through the tracking and analysis of violent and firearm-related crime, establish an information technology sharing center, leverage grant resources and partnerships, continue working with federal partner task forces and the USAO—SDMS to address gun violence and high-crime areas, and implement enhanced policies for sexual assaults and child abuse to strengthen investigations and victim support.

Assessments

- Crime Analysis Capacity
- Grant Landscape Review
- Homicide Investigations and Prosecution
- Technology
- Victim Services
- Violence Analysis



Partners

- USAO—SDMS
- Jackson PD
- Hinds County District Attorney's Office
- Mississippi Department of Public Safety
- City of Jackson
- Jackson State University
- ATF
- DEA
- FBI
- USMS



Peer Exchange Locations

- Chicago, Illinois
- Houston, Texas
- Little Rock, Arkansas
- Los Angeles, California
- Milwaukee, Wisconsin
- Nashville, Tennessee
- New Orleans, Louisiana
- Springfield, Massachusetts
- St. Louis, Missouri





Congratulations!

Sites Concluding Their PSP Engagements

Milwaukee, Wisconsin

March 2016 – September 2019

Federal Partnerships and Criminal Justice Collaboration

Strengthening relationships among interagency partners was a cornerstone of Milwaukee's PSP engagement and served as a model for other PSP sites. With PSP assistance, Milwaukee developed extensive collaborative public safety efforts among local, state, and federal partners and hosted several PSP sites to observe its CompStat processes. Early in PSP engagement, Milwaukee PSP partners identified an area of the city in which to focus public safety resources, a 2.3-square-mile area known as the Center Street Corridor (CSC) that was responsible for a significant percent of all violent crime in the city, priority calls for service, firearms trafficking, and illegal gun possession arrests. Local, state, and federal law enforcement partners deployed resources to the CSC to combat violent crimes such as homicides, nonfatal shootings, carjackings, firearms trafficking, and business robberies. Because of successful crime reductions in the CSC in 2017, Milwaukee PSP partners expanded their focus to target another area, Capital Drive East (CDE). In September 2019, **homicides and nonfatal shootings in the CSC had decreased by 18 percent and 15 percent**, respectively, year-to-date compared to 2018 and homicides in the CDE had decreased by 86 percent year-to-date compared to 2018. Following the successes of its targeted place-based strategy, Milwaukee further expanded its focus to a person-based approach through a shooting review process to target individuals contributing to violence. PSP is assisting with the development of a strategic plan for partners to continue the successes achieved throughout Milwaukee's engagement. An on-site meeting was held in August to determine strategic outcomes, long-term goals, and necessary steps to achieve these goals.

Gun Violence

Combating gun violence was a principal priority for all of Milwaukee's PSP partners throughout PSP engagement. Following lessons learned from several peer exchanges with Oakland, California, a PSP alumni site, the Milwaukee PD developed an enhanced shooting review process that includes increased follow-up and accountability measures. Local, state, and federal law enforcement and community partners meet weekly to review shootings from the week prior to identify contributing factors. Partners then collectively develop a targeted strategy for each person, group, or neighborhood impacted by and/or responsible for the violence to solve gun crimes and prevent future incidents. The goals of the shooting review are to address crime through targeted enforcement, reduce incarceration rates and decrease recidivism, and strengthen community relations. This information exchange and leveraging of partners has proved critical to Milwaukee's efforts to reduce violent crime, especially gun crime. Since the development of its shooting review model, Milwaukee has hosted other PSP sites to share lessons learned on this collaborative process and highlighted the model for PSP sites at the 2019 PSP Symposium.

Crime Analysis

The Milwaukee PD developed a robust crime analysis capacity through PSP support and assistance during its engagement. The Milwaukee PD leveraged attendance at Naval Postgraduate School (NPS) Social Network Analysis (SNA) symposiums and participation in an SNA pilot program to advance and encourage the use of SNA in crime analysis and investigative approaches department-wide. To combat carjackings, the Milwaukee PD developed its Network of Criminals youth offender program, which employs SNA, intelligence, and criminal records to identify offenders; analyze nexuses between car thefts, shootings, and other violence; develop targeted approaches; and enhance collaboration between analysts and investigative personnel. Increased information sharing among PSP partners and integrating SNA and elevated crime analysis practices has resulted in the use of strategic approaches focused on suspects driving violence in communities. The Milwaukee PD's operations are now consistently informed by crime analysis. The Milwaukee PD also established the Intelligence Officer Program, in which selected officers in each district collaborate with the fusion center, other departmental divisions, and federal partners to share intelligence concerning problem places and people.

Sustainability

To continue and advance the successful public safety work conducted through PSP engagement, Milwaukee plans to continue staffing the gun crime intelligence center within the Milwaukee PD with federal law enforcement representatives; supporting local and federal collaborative violence reduction efforts; holding accountability meetings, such as the shooting review and PSP CompStat, to address gun violence; and addressing gun violence through Project Safe Neighborhoods and the use of crime analysis, technology, and human intelligence.

Assessments

- Homicide Investigations and Prosecution
- Technology



Partners

- USAO—Eastern District of Wisconsin (EDWI)
- Milwaukee PD
- Milwaukee County District Attorney's Office
- Wisconsin Department of Corrections
- Medical College of Wisconsin
- ATF
- DEA
- FBI
- USMS



Peer Exchange Locations

- Arlington, Virginia
- Denver, Colorado
- Los Angeles, California
- Monterey, California
- Nashville, Tennessee
- Oakland, California
- San Francisco, California





Congratulations!

Sites Concluding Their PSP Engagements

Nashville, Tennessee

September 2016 – September 2019

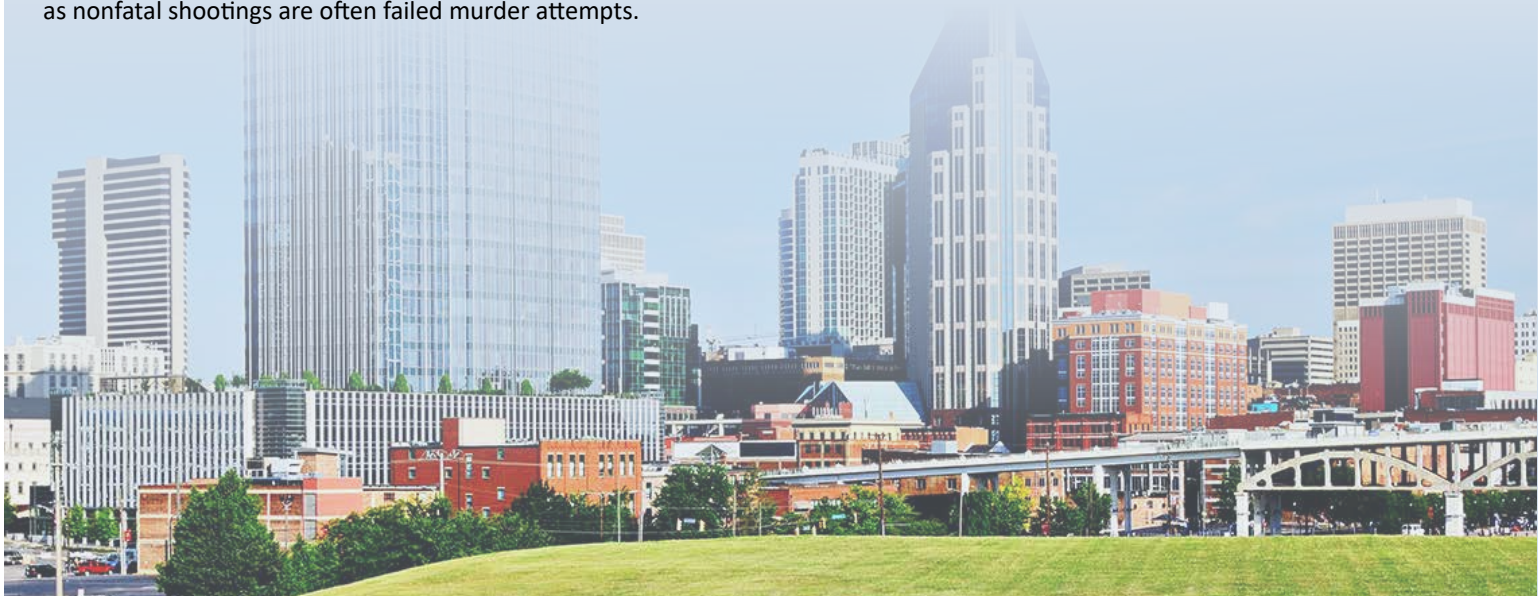
Crime Analysis

One of PSP's most significant areas of impact in Nashville was helping expand its crime analysis capacity through PSP TTA and support. Each of the Metropolitan Nashville PD's eight precincts has a crime analysis patrol (CAP) officer to perform analyses that is supported by a centralized team of civilian analysts. As a result of the PSP crime analysis capacity assessment and trainings received through PSP and the NPS in Monterey, the Metropolitan Nashville PD has operationalized SNA to supplement investigative leads, target gang activity and high-risk offenders, and perform more efficient analyses of issues crossing precinct boundaries. The department developed a graphical user interface that allows users to input a query using a name or case file to quickly extract and create an intelligence product that displays links between defendants, associates, and victims. This tool has increased the level of support that CAP officers provide to precincts and detectives.

Investigations

Enhancing investigations was a priority for Nashville as part of its PSP engagement. The Metropolitan Nashville PD's precincts follow a decentralized model, and homicides were previously investigated at a precinct level. Based on recommendations from the homicide investigations and prosecutions assessment conducted in 2017, PSP helped Nashville establish a hybrid homicide investigative team to streamline investigative protocols and procedures. These teams collaborate with their counterparts in other precincts to enhance investigations and address offenders that cross precinct boundaries. The homicide hybrid pilot initiative was first launched in two precincts with high gun violence and has since expanded to additional precincts. The hybrid team has strengthened the department's investigative capacity. **Criminal homicides were down about 24 percent in Nashville in 2018 compared to 2017,³ and these reductions have continued into 2019.**

PSP conducted a nonfatal shooting assessment last quarter to enhance the quality of nonfatal shooting investigations and prosecutions in Nashville and the efficiency of identifying and prosecuting serial offenders committing gun violence; a report with actionable recommendations for modifying and strengthening processes will be provided to the site next quarter. This assessment included both the Metropolitan Nashville PD and the Nashville-Davidson County District Attorney's Office to support Nashville's gun violence prevention efforts. Reducing and preventing nonfatal shootings is an important aspect of Nashville's public safety sustainability efforts, as nonfatal shootings are often failed murder attempts.



Nashville identified commercial robberies as an issue for the city early in its PSP engagement, especially as they relate to homicides and shooting incidents within the city. The FBI collaborates with local and federal law enforcement in Nashville to investigate commercial robberies. The USAO—Middle District of Tennessee (MDTN) also committed to prosecuting more commercial robbery cases federally when applicable.

Community Engagement

PSP helped the Metropolitan Nashville PD develop a pilot collective efficacy initiative to enhance community relations and build social cohesion, identify systemic issues, decrease criminal activity, and hold offenders accountable in two neighborhoods within two precincts that disproportionately account for crime. Existing law enforcement teams were reassigned as community action teams to establish trust and cooperation, empower citizens to police themselves and neighborhoods, encourage officers to attend community meetings and after-school programs, and build relationships. Officers engage residents daily, and individuals have come forward in several instances to provide information that led to targeted arrests. **As a result of the collective efficacy initiative, the two pilot neighborhoods witnessed a 42 percent reduction in serious violent crime from 2017 to 2018.** This transition in policing styles has translated into a reduction in crime and calls for service and an increased quality of life for residents. The department is expanding this approach to additional precincts.

Sustainability

To sustain the successes achieved through PSP engagement, Nashville PSP partners plan to continue collaborating to address commercial robberies and gang interdiction; establish a coordinated SNA approach among DEA, the FBI, and USMS and coordinate these SNA efforts with the Metropolitan Nashville PD's ongoing efforts to leverage and integrate SNA and crime analysis; continue coordination and support between local and federal law enforcement partners' task force initiatives and focus on prolific offenders; expand support of the homicide hybrid investigations; and continue to engage in collective efficacy and community engagement strategies that promote stronger relationships between the police and the community.

Assessments

- Crime Analysis Capacity
- Grant Landscape Review
- Homicide Investigations and Prosecution
- Neighborhood Capacity
- Nonfatal Shootings
- Technology
- Violence Analysis



Partners

- USAO—MDTN
- Metropolitan Nashville PD
- City of Nashville
- Nashville-Davidson County District Attorney's Office
- ATF
- DEA
- FBI
- USMS



Peer Exchange Locations

- Chicago, Illinois
- El Paso, Texas
- Las Vegas, Nevada
- Los Angeles, California
- Monterey, California
- New Orleans, Louisiana
- Philadelphia, Pennsylvania





Congratulations!

Sites Concluding Their PSP Engagements

New Orleans, Louisiana

March 2016 – September 2019

Federal Partnerships and Criminal Justice Collaboration

Early in its PSP engagement, the New Orleans PD identified a geographic location known as the Central City Square in the department's Sixth District that accounted for a disproportionate amount of violent crime in the city. The New Orleans PD developed a collaborative initiative to address violence in this area by identifying and focusing on known violent offenders. Following the success of this approach, the department expanded its PSP geographic focus area to include two areas within the First and Fifth Districts. This strategic and focused approach incorporates lessons learned from a peer exchange to Milwaukee in 2017 to observe its CompStat and collaborative structure with local and federal partners to adapt for New Orleans' high-crime areas. Following this peer exchange, the New Orleans PD engaged more directly with federal partners to coordinate on law enforcement efforts in the most violent areas of the city. Each local and federal partner provides unique assistance to support public safety efforts, including National Integrated Ballistic Information Network (NIBIN) and evidence-processing support, investigative and tactical assistance, intelligence sharing, and prioritizing investigations and prosecutions of violent offenders. The New Orleans PD uses crime analysis to identify problem offenders in these violent areas, deploys officers in strategic locations, and coordinates with federal partners on investigative efforts. Local and federal law enforcement and prosecutorial PSP partners hold monthly PSP crime meetings to review progress on investigations and toward case development. Local and federal law enforcement have significantly expanded community engagement efforts in these areas to supplement investigative efforts to reduce violent crime.

PSP assisted the New Orleans PD and other local and federal partners with the development of a crime-fighting strategic plan in 2018 to continue and expand its violence reduction efforts beyond formal PSP engagement. The plan outlines strategic outcomes and goals, especially related to violent gun crime. The New Orleans PD's leadership transitioned in 2019 after the development of the report, and the new Superintendent, Shaun Ferguson, leveraged this plan to develop a department-wide strategic plan. The New Orleans PD's Strategic Plan reflects the work done through PSP and will help New Orleans sustain and grow the partnerships and successes achieved into the future.

Crime Analysis

One of New Orleans' immediate PSP priorities was to enhance its crime analysis capacity. Through PSP support, tailored training, peer exchanges, a crime analysis assessment and implementation plan, and other technical assistance, the New Orleans PD established a Crime Analysis Unit. Based on lessons learned from attending several Crime Fighters Conferences, law enforcement partners in New Orleans now use data to identify prolific violent offenders and develop coordinated, intelligence-driven efforts to target violent offenders through joint investigations and aggressive prosecutions. These conferences and observing the Los Angeles PD's model were instrumental in driving the New Orleans PD's transition to its Management Analytics for eXcellence (MAX) model. MAX is a holistic, data-driven approach to police management that replaced the department's previous COMSTAT meetings.⁴ In weekly MAX



meetings, attendees participate in focused discussions on the efficacy of their efforts and identify next steps. The New Orleans PD presented at the 2019 Los Angeles Crime Fighters Conference to share how the department scaled lessons learned from these conferences to achieve significant crime reductions. The New Orleans PD's analytical work is helping drive the Tactical Intelligence Gathering and Enforcement Response (TIGER) team and its federal partnership work.

Investigations

New Orleans has achieved significant reductions in homicides and armed robbery since 2016. **Between 2016 and 2018, homicides dropped by 16 percent and armed robberies declined by 28 percent. These trends continue into 2019.** These notable drops in violent crime stem from the work that the New Orleans PD has undertaken with its federal partners. In its first year of formal PSP engagement, the New Orleans PD focused on reducing armed robbery by coordinating investigative efforts with federal partners and establishing the TIGER team, a small, cross-district investigative team, to focus on known armed robbery offenders. The TIGER team contributed to the substantial decline in robberies citywide, a trend that has continued over a three-year period. The New Orleans RTCC opened in November 2017 to leverage technology to provide critical information to first responders and supplement law enforcement investigations. New Orleans attended the inaugural Technology Community of Practice (TCoP) meeting in 2019 and will participate in a follow-up peer exchange with Camden, New Jersey—an alumni PSP site and the host of the TCoP meeting—and Philadelphia, Pennsylvania, next quarter through support from the COPS Office, where they will learn more about leveraging technology to enhance law enforcement activities and investigations.

Sustainability

To continue and advance the public safety efforts conducted through its PSP engagement, New Orleans plans to implement its Strategic Plan, continue the Multi-Agency Gang Unit in partnership with federal partners, expand crime analysis capacity and its integration into violence reduction approaches, engage the community and work with partners to focus on gun violence reduction, continue operations with the New Orleans PD's TIGER team to address armed robberies, maintain PSP accountability meetings with partners to develop collaborative strategies and share intelligence, and continue to use and evolve the MAX model.

Assessments

- Detective and Case Management Function
- Technology



Partners

- USAO—Eastern District of Louisiana
- New Orleans PD
- Orleans Parish District Attorney's Office
- ATF
- DEA
- FBI
- USMS



Peer Exchange Locations

- Camden, New Jersey
- Chicago, Illinois
- Los Angeles, California
- Milwaukee, Wisconsin
- Monterey, California
- Seattle, Washington
- Tampa, Florida





Congratulations!

Sites Concluding Their PSP Engagements

St. Louis, Missouri

March 2016 – September 2019

Criminal Justice Collaboration and Federal Partnerships

Federal partnerships are a critical force-multiplier in fighting crime. Under U.S. Attorney Jeff Jensen, the USAO—Eastern District of Missouri (EDMO) reorganized the office’s Violent Crime Unit and increased its focus on federal gun prosecutions, opioid-related issues, and collaboration with local and federal partners on public safety initiatives. Throughout PSP engagement, the USAO—EDMO significantly increased the number of federal and violent crime cases adopted and worked with the St. Louis Circuit Attorney’s Office to determine the best prosecutorial setting to achieve the strictest outcomes. These partners also formalized their gun and other violent crime case review processes to enhance investigative and prosecutorial results. Local and federal partners established a robust weekly violent crime intelligence meeting to share actionable information and prioritize activities against prolific violent offenders.

Representatives from St. Louis visited Milwaukee on a few occasions to observe its violence reduction initiatives. St. Louis established a geographic violence reduction focus area within the city in 2018 incorporating lessons learned from Milwaukee. The first violence reduction zone, known as “Hayden’s Rectangle,” was identified as an area that largely contributed to overall violent crime in the city.⁵ Local and federal law enforcement and community partners directed resources to this zone to provide more visibility, support investigations and address specific crime trends, offer services to residents, and strengthen relationships with the community. **At the end of 2018, the area within the rectangle experienced reductions in homicides, robberies, and aggravated assaults with a firearm of approximately 24 percent, 23 percent, and 16 percent, respectively.**⁶ Violence reduction efforts in Hayden’s Rectangle were so successful that partners expanded this approach to other high-crime areas of the city in 2019 based on crime analysis.

St. Louis launched a Domestic Violence Fatality Review Board earlier this year, led by the St. Louis Circuit Attorney’s Office. The creation of this review board is the result of several years of criminal justice partner collaboration and PSP efforts. The goal of the board is to develop best practices and prevent future domestic violence-related fatalities by identifying contributing factors and trends. PSP provided St. Louis with TTA to develop and inform the creation of this review board. OVW was a critical partner in this effort, providing technical assistance and expertise to assist in the board’s development.

Gun Violence

St. Louis has undertaken substantial efforts to address gun violence. Incorporating lessons learned from peer exchanges and technical assistance, St. Louis launched its CGIC in 2017. CGICs are an interagency collaboration focused on the immediate collection, management, and analysis of crime gun evidence to identify shooters, disrupt criminal activity, and prevent future violence. **The St. Louis Metropolitan PD previously experienced delays in ballistic evidence analysis and had a backlog of evidence. Investigators and firearm technicians now collect and enter cartridge casing evidence within 24 to 48 hours of recovery into the Integrated Ballistic Identification System for correlation by firearm examiners at ATF’s Huntsville, Alabama, Firearms Lab and have eliminated the backlog of ballistics evidence.** The department also leverages the CGIC as an intelligence mechanism and collaborative tool across agencies.



Based on recommendations from a PSP nonfatal shooting assessment, PSP helped the St. Louis Metropolitan PD establish nonfatal shooting investigative teams and prioritize nonfatal shootings as a violent crime investigative focus area. These teams enable the department to concentrate on identifying gun violence offenders and building quality cases. **The department now has nonfatal shooting teams within all of its police districts and has built collaborative processes around the teams with the St. Louis Circuit Attorney's Office.**

Technology

BJA conducted a technology assessment for St. Louis early in its PSP engagement in 2016. Since then, the St. Louis Metropolitan PD has expanded and maximized the use of its CGIC, NIBIN processing, and technology such as license plate readers, closed-circuit television, and gunshot detection systems. The department reported that the increased use of license plate readers has helped considerably in catching carjacking perpetrators. The St. Louis Metropolitan PD established mobile technology trailers that include cameras and gunshot detection systems. These trailers have aided in stabilizing areas in the aftermath of violent events, such as shootings, to help break cycles of retaliation. St. Louis participated in a peer exchange last quarter to the Memphis PD to gain a greater understanding of its mobile solutions and sound detection, as St. Louis plans to expand the number and use of its deployed technology trailers in the future in high-crime areas around the city.

Sustainability

St. Louis PSP partners plan to maintain and expand efforts to enhance public safety launched through PSP assistance, including enhancing the St. Louis CGIC and collaborative efforts, continuing the weekly intelligence meeting that focuses on violent crime and offenders, expanding crime analysis capabilities to support deployments and investigations and the use of technologies, reviewing domestic violence cases and developing policies and strategies to more effectively respond to and prevent witness and victim intimidation, operating the nonfatal shooting teams, implementing a pilot case review program by the St. Louis Circuit Attorney's Office to review homicide and nonfatal shooting investigations, and creating a strategic public messaging approach within the St. Louis Metropolitan PD.



Peer Exchange Locations

- Baltimore, Maryland
- Boston, Massachusetts
- Chicago, Illinois
- Denver, Colorado
- El Paso, Texas
- Little Rock, Arkansas
- Los Angeles, California
- Milwaukee, Wisconsin
- Monterey, California
- New York City, New York

Assessments

- Nonfatal Shooting
- Strategic Messaging
- Technology
- Witness Intimidation



Partners

- USAO—EDMO
- St. Louis Metropolitan PD
- St. Louis Circuit Attorney's Office
- St. Louis Office of the Mayor
- ATF
- DEA
- FBI
- USMS



Site Highlights: July–September 2019

Birmingham, Alabama

Crime Analysis and Technology

The Birmingham PD is focused on increasing its use of data-informed policing strategies during PSP engagement to improve public safety efforts. The Birmingham PD deploys a citywide task force to areas of need based on analyses of crime patterns and clusters, such as areas of the city with high robberies and clear gunshot detection patterns. Local and federal PSP partners also are focusing their efforts on these identified areas to provide a collaborative approach to reducing violence. The PSP team is exploring opportunities for assistance in establishing the Birmingham PD's RTCC and possible peer exchange sites for the department to visit to observe promising practices.

Criminal Justice Collaboration and Investigations

The Birmingham PD communicates directly with federal partners on strategic and operational activities focused on prolific violent offenders, such as homicide and retaliatory shooting investigations and serving warrants. This quarter, the Birmingham PD began distributing a revised bulletin for officers to increase situational awareness of wanted suspects. One of Birmingham's violence reduction focus areas is to reduce domestic violence and domestic violence-related homicides. Birmingham PSP partners are working to proactively address domestic violence through intervention, education, prevention, and collaboration with a multitude of partners, including the Central Alabama Young Women's Christian Association (YWCA), the Jefferson County District Attorney's Office, and the One Place Metro Alabama Family Justice Center. The Birmingham PD has a Domestic Violence Unit that is housed at the One Place Justice Center in order to interview victims, gather information for more detailed investigations, and provide victim assistance. The Birmingham Mayor's Office also has been a critical partner in PSP collaborative efforts. The Mayor's Office provides guidance and assistance with how its multiple divisions can support violence reduction initiatives, such as through its Youth and Housing Authority Departments.

Community Engagement

Through the Birmingham Office of Peace and Policy, in partnership with the USAO—NDAL and the Jefferson County Health Department, the city is carrying out the Birmingham PEACE Strategy, a framework that uses a public-health lens to target violence prevention and reentry after incarceration. The Birmingham PD has integrated elements of the PEACE Plan into its PSP Strategic Plan and has seen an increase in cooperation from the community on its investigations and initiatives.



Site Highlights: July–September 2019

Indianapolis, Indiana

Criminal Justice Collaboration

This quarter, Indianapolis experienced decreases in nonfatal shootings and murders. Collaboration between local and federal partners are vital to achieving these successes. The Marion County Prosecutor's Office has increased the number of homicide cases going to trial in 2019. The Marion County Prosecutor's Office also attended roll calls during this quarter in each Indianapolis Metropolitan PD district to review items such as Miranda rights and search-and-seizure laws to enhance investigations and prosecution outcomes. The Marion County Probation Department has increased its information sharing and collaboration with the Indianapolis Metropolitan PD, resulting in increased coordination, on-scene arrests, and gun seizures. This enhanced coordination also assists in identifying prolific offenders that may be in possession of firearms. The Probation Department has conducted more searches and seized more guns in 2019 than in 2018, with a total of roughly 150 guns seized in 2019.

Gun Violence

The Indianapolis CGIC became operational in early 2019. Since then, the CGIC has seized more than 100 firearms, executed approximately 240 state and federal arrests, and generated an increased number of cases for federal prosecution. More than 1,000 shell casings have been entered into NIBIN in 2019, generating more than 400 leads. The CGIC includes task force officers, investigators, analysts from ATF and the Indianapolis Metropolitan PD, ATF agents, and representatives from the Marion County Prosecutor's Office, Marion County Probation, and the USAO—Southern District of Indiana.



Site Highlights: July–September 2019

Kansas City, Missouri

Gun Violence

Earlier this year, Kansas City developed a new priority violent offender list and continues to refine the process to ensure timely focus on identified offenders. **USMS, along with the Kansas City PD and other local, state, and federal partners, conducted Operation Triple Beam, resulting in 355 arrests and the seizure of 69 firearms in August 2019.** Operation Triple Beam was a ten-week initiative focused on the metropolitan area's most violent and persistent offenders to combat the typical spike in violent crime and gun-related violence that peak during the summer months.⁷ Some of the offenders targeted as part of Operation Triple Beam were major contributors to violence in the city and included on the new priority violent offender list.



355 Arrests

*USMS Operation
Triple Beam,
August 2019*

Increased follow-up on NIBIN leads also are helping connect crimes in a timelier manner. Investigators collect fingerprints and DNA in addition to shell casings, which has proved beneficial in connecting multiple cases. The Kansas City PD is exploring a possible peer exchange with Milwaukee, a graduating PSP site, on its shooting review process after hearing from representatives from the Milwaukee PD and the USAO—EDWI at the PSP Symposium.

Investigations

Enhancing investigations is one of Kansas City's identified priority areas as part of its PSP engagement, particularly strengthening victim/witness assistance. PSP partners are exploring a victim/witness assessment, to be conducted by the OVC Training and Technical Assistance Center (TTAC) in the coming months. The goals of this assessment are to enhance access to services and address victim and witness intimidation, cooperation, and protection issues to assist in the identification, arrest, prosecution, and conviction of violent offenders. OVC TTAC provided the Kansas City PD with an overview of the victim/witness assessment process this quarter, and the PSP team is working to schedule an on-site visit for this assessment.

Last quarter, PSP SMEs conducted a homicide investigations and prosecution assessment for Kansas City to compare current gun crime investigative and prosecutorial strategies to suggested best practices in order to identify potential gaps and recommendations for enhancement. The site received the assessment report this quarter with recommendations for the Kansas City PD and the Jackson County Prosecutor's Office on process enhancements.



Site Highlights: July–September 2019

Memphis, Tennessee

Federal Partnerships

In August, USMS partnered with the Memphis PD and other local, state, and federal law enforcement partners to lead Operation Bluff City Blues. This operation was a coordinated violence reduction initiative to reduce crime in West Tennessee by identifying and arresting violent fugitives, targeting violent gang activity, and collecting intelligence. **The two-week operation resulted in 214 arrests and 28 firearms seized in Memphis and Jackson, Tennessee.**⁸ Arrests included a variety of criminal charges, including homicide, aggravated assault, robbery, carjacking, arson, drug distribution, illegal gun crimes, and failure to register as sex offenders. In addition to USMS and the Memphis PD, other law enforcement partners that participated in this initiative included ATF, the Shelby County District Attorney's Office, the Shelby County Sheriff's Department, the Tennessee Department of Correction, the Tennessee Highway Patrol, the USAO—WDTN, and the U.S. Probation Service.

Investigations

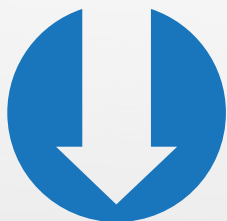
Reducing gang violence and associated crime is a priority for Memphis. In July, the Memphis PD completed Operation Summer Heat III across all nine precincts with a focus on violent crime, specifically guns, gangs, and aggravated assaults. **The operation resulted in 60 weapons recovered, 126 felony arrests, 103 misdemeanor arrests, and 34 citations issued, including 123 warrant arrests and 57 drug offenders arrested.** As part of PSP TTA engagement to enhance investigative strategies this quarter, the Memphis PD sent several representatives assigned to the Multi-Agency Gang Unit (MGU) to the Tennessee Gang Investigators Association gang certification course in Nashville in August, where they learned about intelligence sharing and interrogation techniques. Representatives from the Memphis PD also attended the International Homicide Investigators Association (IHIA) Management Seminar in August, which covered management-related topics pertaining to major case investigations and unit leadership, and an IHIA Advanced Homicide/Violent Crimes Investigations Course in September, where participants learned about topics such as interview strategies, intimate partner homicide, criminalistics, and social media engineering.



Gun Violence

In 2018, DOJ announced that ATF would lead a “strike force” in Memphis to aid in violent crime reduction.⁹ The strike force members are now colocated within the Memphis MGU building, which also will house the future regional CGIC. The colocation of these partners encourages collaboration and coordination, and the strike force now works cases with local law enforcement partners. In efforts to continue to enhance collaboration within the strike force, representatives from ATF, the Memphis PD, the Shelby County District Attorney's Office, and the Shelby County Sheriff's Office participated in a peer exchange with the Houston PD and the ATF field office to learn how their strike force operates and discuss gun crime investigative and prosecutorial policies. During this peer exchange, partners discussed crime gun processing and evidence preservation, strike force NIBIN coordination and information sharing, case prioritization and investigation, and the role of crime analysis in these investigations. The Memphis MGU handles NIBIN operations and has evaluated approximately 2,750 guns, generating approximately 500 NIBIN leads year-to-date in September 2019.

22% Reduction in Carjackings



July 31, 2019, year-to-date compared to the same period in 2018

Memphis experienced a sharp increase in carjackings in 2018, many of which involved guns. To combat this issue, partners took several significant steps to increase the collaboration and quality of investigations on these cases. Partners began weekly meetings to review cases for federal prosecution and established a partnership among ATF, the Memphis PD's Violent Crime Unit, the Shelby County District Attorney's Office, and the USAO—WDTN to investigate and prosecute cases involving firearms or victims assaulted using a firearm; these partners meet monthly to support this effort. **As of July 31, 2019, Memphis had reduced carjackings by 22 percent year-to-date compared to July 2018 year-to-date.** The partners also have experienced success conducting operations focused on groups committing multiple carjackings. The USAO—WDTN charges these cases federally when possible.

Site Highlights: July–September 2019

Miami, Florida

Federal Partnerships and Criminal Justice Collaboration

PSP has seen collaborative efforts increase between Miami and its federal partners since the onset of PSP engagement in 2018. The USAO—Southern District of Florida coordinates with the Miami PD and other partners on violence reduction initiatives and participates in task forces that target repeat violent offenders. The Miami PD has task force officers assigned to the FBI, and the FBI collaborates with the Miami PD on gang issues. ATF procured a NIBIN machine for Miami that is now operational. This will help eliminate a backlog of ballistics tracings and expedite future analyses. As the site enters its second year of PSP engagement, Miami will work with PSP SMEs to inform the development of its CGIC. Miami is exploring potential locations for a peer exchange to learn more about CGICs and gun crime best practices.

Investigations

Miami identified improving investigations as a focus area to address violent crime in the city early in its PSP engagement. Since joining PSP, the Miami PD has leveraged trainings such as the FBI's Digital Imaging and Video Recovery Team (DIVRT) and Cellular Analysis Survey Team (CAST) trainings and the IHIA's Advanced Homicide/Violent Crimes Investigations Course and Management Seminar to bolster investigative processes. As a result of these trainings, Miami has improved capacity in its investigative techniques. Miami connected with PSP sites such as New Orleans to discuss strategies and lessons learned to enhance commercial and pedestrian robbery investigations.

Technology and Crime Analysis

Last quarter, PSP conducted a technology assessment for the Miami PD to examine technology processes related to its RTCC operations and department-wide to gather perspectives on areas for technology enhancement and increased integration. In August, PSP SMEs and the PSP site team provided a report to the Miami PD based on findings and recommendations following the technology assessment and conducted a debrief meeting to discuss. The assessment report includes recommendations for enhancing technological processes and user experiences and integrating additional technology into its RTCC. As follow-up to the PSP crime analysis capacity assessment conducted for the Miami PD last quarter, PSP SMEs delivered the assessment report and conducted a debriefing with the Miami PD and the PSP site team in September. The crime analysis assessment report includes recommendations in areas such as streamlining workflow, modifying the unit's structure, analyst training opportunities, and software and process enhancements. The Miami PD has been working with PSP SMEs to establish a Police Foundation to support its public safety goals, especially as they relate to technology and crime analysis. Miami has connected on a peer-to-peer level with PSP site St. Louis on lessons learned in the development of its Police Foundation.



Site Highlights: July–September 2019

Toledo, Ohio

Gun Violence

Gun crime reduction is a primary focus area for Toledo's PSP engagement. ATF coordinated the transfer of a NIBIN machine to the Toledo PD's forensic laboratory in 2018, and Toledo has since formed the Toledo Gun Crime Intelligence Task Force to support gun case and NIBIN lead investigative coordination. Through PSP, Toledo received technical assistance support to create and refine the new task force's operational processes. The Toledo PD employed its Technology Innovation for Public Safety grant, awarded by BJA in 2018, to acquire a gunshot detection system to help identify locations of shootings and recover more shell casings for NIBIN. Toledo began using gunshot detection this summer in a targeted area of the city. **During its first week of use, officers responded to 14 shooting incidents, 11 of which would have otherwise gone undetected if not for the gunshot detection system.** In addition, this quarter, Toledo added personnel to the new gun crime task force to expand its investigative and tactical capacity. The PSP site team conducted a site visit in July that centered primarily around gunshot detection system implementation, how to leverage the system in operations across the department, and developments with Toledo's CGIC. The USAO—NDOH provided proactive guidance and training to state and local law enforcement this quarter on the types of gun and violent crimes that can be elevated to federal prosecution and now provides pocket cards with direct contact information for federal prosecutors to local and state partners. Toledo also has placed an emphasis on addressing felony possession violations and domestic violence.

Criminal Justice Collaboration and Community Engagement

Toledo is developing its PSP Strategic Plan as the site moves into its final year of formal PSP engagement to outline goals and objectives for sustaining and expanding its public safety successes beyond formal engagement. This plan includes actionable strategies for implementing technology, advancing analytics and analysis-based resource deployment, and enhancing partnerships and collaboration to address community needs, increase case clearance rates, and strengthen prosecutions. **With PSP assistance, the Toledo PD established the Toledo Police Foundation, which helped purchase an ice cream truck this summer for the police department, called Cops and Cones, to build relationships with youth and the community.** Local students supplied the name of the truck and designed the art displayed on the vehicle.¹⁰ The launch of this initiative was positively received by the community. Next quarter, a representative of the Toledo Police Foundation will attend the police foundation track at the 2019 International Association of Chiefs of Police Conference in Chicago through PSP support to learn about best practices and innovative ideas underway in other communities to further the Toledo Police Foundation and PD's efforts.

Crime Analysis

The Toledo PD is in the process of implementing recommendations from its PSP crime analysis capacity assessment that was conducted last quarter. The assessment examined items such as the utilization of crime analysis within the department, analytical capacities and workflow, software and hardware, data access and quality, training, and growth opportunities. SMEs from the assessment team conducted a follow-up site visit to Toledo in August to review the report and the recommendation implementation status.

In addition to assessment-related activities, representatives from the Toledo PD attended the International Association of Crime Analysts annual training conference in Maryland in August, where they learned crime analysis tactics and strategies and engaged in hands-on computer labs.



Site Highlights: July–September 2019

Tulsa, Oklahoma

Crime Analysis

Enhancing crime analysis capacity is a priority for Tulsa PSP partners as part of Tulsa's PSP engagement. As follow-up to the PSP crime analysis capacity assessment that was conducted last quarter, the Tulsa PD will work with PSP SMEs on implementing the recommendations from the assessment and building out policies and protocols for its reorganized Crime Analysis Unit. In August, representatives from the Tulsa PD attended the International Association of Crime Analysts annual training conference. This conference provided analysts the opportunity to learn about tactical, strategic, administrative, intelligence, and investigative analyses; share ideas and network with peers; and engage in hands-on computer labs. In September, representatives from the NPS led an SNA training for Tulsa crime analysts as follow-up to the Tulsa PD's attendance at the NPS SNA Symposium in May 2019. In addition to implementing recommendations from the PSP crime analysis capacity assessment, attending crime analysis and SNA trainings, and reorganizing the Tulsa PD's analytical structure, the Tulsa PD is working to gain a better understanding of crime trends in the city, such as aggravated assaults by firearms; root causes of violent crime; and year-to-date comparisons, as well as examining possible connections between aggravated assaults and homicides.

Criminal Justice Collaboration

In August, the PSP site team conducted a site visit to Tulsa to review its progress toward implementing the recommendations from the PSP technology and crime analysis capacity assessments, identify opportunities for PSP partners to enhance collaboration, and determine TTA needs to support Tulsa's public safety and violence reduction goals as it enters its second year of formal PSP engagement. In September, a representative from the Cherokee Marshal Service attended an IHIA Advanced Homicide/Violent Crimes Investigations Course as part of Tulsa's PSP TTA engagement. Tulsa is the first PSP site to engage tribal partners as part of its formal PSP engagement.



- ¹ <https://www.rti.org/impact/sexual-assault-kit-initiative-saki-training-and-technical-assistance-tta>.
- ² <http://epic.nola.gov/home/>.
- ³ <https://www.tennessean.com/story/news/2019/01/01/nashvilles-criminal-homicides-2018-down-nearly-quarter-over-year-prior/2300651002/>.
- ⁴ <https://nopdnews.com/transparency/dashboards/>.
- ⁵ https://www.slmpd.org/images/2018_Annual_Report.pdf, p. 6.
- ⁶ https://www.slmpd.org/images/2018_Annual_Report.pdf, p. 10.
- ⁷ <https://www.justice.gov/usao-wdmo/pr/hundreds-fugitives-arrested-firearms-and-illegal-drugs-seized-during-violent-crime>.
- ⁸ <https://www.justice.gov/usao-wdtn/pr/214-arrested-part-combined-law-enforcement-operation-bluff-city-blues-west-tennessee>.
- ⁹ <https://www.justice.gov/opa/speech/acting-attorney-general-matthew-whitaker-delivers-remarks-announcing-new-memphis-crime>.
- ¹⁰ <https://www.toledoblade.com/local/police-fire/2019/07/09/toledo-police-department-ice-cream-truck-foundation-cops-and-cones-george-kral/stories/20190708157>.

Public Safety Clearinghouse



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

www.NationalPublicSafetyPartnership.org/Clearinghouse

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Crime data and site activities reported in this newsletter are provided by the PSP sites throughout the quarter and have not been independently verified.

This project was supported by Grant No. 2016-DG-BX-K006 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART). Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.