



# National **Public Safety** PARTNERSHIP

## Operations Newsletter Issue 1: April–September 2017

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### *The National Public Safety Partnership Takes Shape*

The National Public Safety Partnership (PSP) was established in June 2017 under the direction of Attorney General Jeff Sessions in response to President Trump’s [Executive Order on a Task Force on Crime Reduction and Public Safety](#). In Attorney General Sessions’ announcement, he stated that “turning back the recent troubling increase in violent crime in our country is a top priority” and explained that through PSP, the Department of Justice (DOJ) will accomplish this by working with cities suffering from serious violent crime problems, enhancing these cities’ own violent crime strategies, and leveraging DOJ-wide resources.

*“Our new National Public Safety Partnership program will help these communities build up their own capacity to fight crime by making use of data-driven, evidence-based strategies tailored to specific local concerns, and by drawing upon the expertise and resources of our Department.”<sup>1</sup> —Attorney General Jeff Sessions*

PSP provides a framework for DOJ to enhance its support of law enforcement officers and prosecutors in their public safety and violent crime reduction efforts. This framework serves as a platform for DOJ to directly engage with cities to identify and prioritize resources that will help local communities address their violent crime crises.

Building upon lessons learned from a pilot concept known as the Violence Reduction Network (VRN), PSP strengthens and enhances the models from the pilot program with a multipronged approach to crimefighting that is adapted to meet the unique needs of each site. PSP comprises two distinct types of engagement: Diagnostic and Operations. These complementary types of engagement are offered based on the needs of the jurisdiction, its increased levels of violent crime, and its readiness to work with DOJ. The Diagnostic approach is coordinated through the [Office of Justice Programs \(OJP\) Diagnostic Center](#) and consists of an 18-month commitment that focuses on capacity building, action plan development, and community engagement. For more information on PSP Diagnostic site activities, please visit the center’s website.

The PSP Operations approach—the focus of this newsletter—encompasses an intensive three-year commitment that includes the assignment of a Strategic Site Liaison (SSL) who is a current or former law enforcement executive who works closely with the sites; participation in an annual customized training summit; delivery of tailored training and technical assistance (TTA) in the seven core areas of federal partnerships, gun violence, criminal justice collaboration, crime analysis, technology, investigations, and community engagement; and peer learning opportunities. This newsletter—an expanded edition covering two quarters—provides an update on the activities of the PSP Operations sites, which includes the pilot VRN sites.

<sup>1</sup> <https://www.justice.gov/usao-ndal/pr/attorney-general-sessions-announces-creation>.

# PSP Launches Inaugural Operations Sites

At the National Summit on Crime Reduction and Public Safety held on June 20, 2017, Attorney General Jeff Sessions announced the establishment of the PSP program and introduced 12 PSP sites—8 Diagnostic sites and 4 Operations sites. The inaugural PSP Operations sites are Birmingham, Alabama; Indianapolis, Indiana; Memphis, Tennessee; and Toledo, Ohio. Following the official announcement and as part of the site launch process, the U.S. Attorney's Office (USAO) in each district hosted introductory site meetings with local, state, and federal partners to discuss violent crime and public safety issues in their communities. DOJ officials were present at these meetings to provide an introduction to the benefits and expectations of participation in PSP. PSP will work with the sites to develop or build upon their own strategic violence reduction plans and to establish measurable outcomes and goals that can be attained through the assistance of PSP. DOJ looks forward to partnering with these communities and building relationships over the next three years.



## **Birmingham, Alabama**

The Birmingham introductory site meeting was attended by representatives from the following agencies: Alabama Board of Pardons and Paroles; Alabama Law Enforcement Agency; Birmingham Police Department; Bureau of Justice Assistance (BJA); DOJ; Federal Bureau of Investigation (FBI); Housing Authority of the Birmingham District; Jefferson County District Attorney's Office; Jefferson County Sheriff's Office; State of Alabama's Office of the Attorney General; USAO, Northern District of Alabama; U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); U.S. Drug Enforcement Administration (DEA); and U.S. Marshals Service (USMS).



## **Indianapolis, Indiana**

The Indianapolis introductory site meeting convened representatives from the following partner agencies: ATF; BJA; City of Indianapolis Mayor's Office; DEA; FBI; Indianapolis Metropolitan Police Department; Marion County Prosecutor's Office; Marion County Sheriff's Office; Marion Superior Court Probation; USAO, Southern District of Indiana; and USMS.



## **Memphis, Tennessee**

The Memphis introductory site meeting was joined by representatives from the following agencies: ATF; BJA; DEA; DOJ; FBI; Memphis Police Department; Memphis Shelby Crime Commission; Shelby County District Attorney General's Office; Shelby County Sheriff's Office; Tennessee Department of Corrections; USAO, Western District of Tennessee; U.S. Probation; USMS; and West Memphis Police Department.



## **Toledo, Ohio**

Representatives from the Toledo Police Department and the following agencies attended the Toledo introductory site meeting: Adult Parole Authority; ATF; BJA; DEA; FBI; Lucas County Prosecutor's Office; Lucas County Sheriff's Office; Ohio State Highway Patrol; USAO, Northern District of Ohio; and USMS.

# PSP 2017 Summit

The inaugural DOJ PSP Summit was held September 11–13, 2017, in New Orleans, Louisiana, and convened more than 240 local, state, and federal partners from 14 Operations sites (which includes the 10 pilot sites) as well as programmatic and law enforcement leaders from OJP; the Office of Community Oriented Policing Services (COPS Office); the Office on Violence Against Women; ATF; DEA; the FBI; USAOs; and USMS. The PSP Summit featured a customized and strategic agenda for the participating Operations sites to engage and collaborate with subject-matter experts (SMEs) and network with peers based on the identified public safety and violence reduction priorities facing each community.

Prior to the summit, PSP sites selected training topics that most closely aligned with their city's unique public safety goals and violence issues. The invaluable feedback from the sites directly drove the summit agenda for both plenary and breakout sessions. The sessions presented to the sites served as samples of future training and technical assistance that could be delivered to the sites as part of the PSP Operations approach. SSLs were in attendance during each session to enhance conversations between the presenters and the participants from each site.

During the summit, the New Orleans Police Department (NOPD) welcomed participants to the city of New Orleans, featuring remarks from NOPD Superintendent Michael Harrison, the presentation of colors, and the national anthem. Distinguished speakers included the Honorable Rachel Brand, Associate Attorney General; Mr. Alan Hanson, Then-Acting Assistant Attorney General; and Mr. Duane Evans, Acting U.S. Attorney for the Eastern District of Louisiana.

PSP Operations site representatives heard from nearly 60 speakers in plenary, keynote, customized breakout, and guided networking sessions. The speakers varied in their areas of expertise—from academics to federal agents, prosecutors to crime analysts, and forensic scientists to victim advocates—and covered such areas of interest as:

- Crime Trends, Crime Statistics, and Crime Control Policy
- Tackling Intimidation of Victims and Witnesses, including witness protection, security, and relocation services
- Using Crime Analysis and Data-Driven Policing Strategies to Address Crime, such as how real-time crime analysis can drive decision making, deployment, and strategic goal setting
- Exploring Staffing and Deployment Strategies to manage the demand for law enforcement services while also considering limited budgets and the unpredictable nature of emergency situations
- Tackling Sexual Assault Kit Backlogs and Improving Prosecutions by establishing a coordinated community response to sexual assault cases and taking a victim-centered approach, capacity building to prevent future backlogs, and support for the investigation and prosecution of previously unsubmitted or backlogged cases
- Utilizing Social Network Analysis in Violence Reduction to aid law enforcement investigations by examining the nexus and interactions between known offenders and their associates

The summit provided opportunities for site leaders to engage in networking with peers from their own cities, teams from other PSP sites at varied levels of PSP engagement, and within their own professional communities of practice (e.g., local law enforcement, prosecutors, federal law enforcement, and U.S. Attorneys). Participants shared strategies and lessons learned and discussed emerging issues related to public safety and reducing violent crime. Through PSP, DOJ's collective resources and expertise are leveraged to help cities enhance their capacities to fight violent crime.



*Then-Acting Assistant Attorney General Alan Hanson highlighting the significance of PSP*



*NOPD Superintendent Michael Harrison welcoming summit participants*

# PSP Core Focus Areas

PSP Operations' activities and TTA deliveries are organized around seven core areas driven by DOJ's priorities. These focus areas provide a framework for the PSP sites to structure a comprehensive TTA plan that addresses critical public safety and criminal justice issues.



## Federal Partnerships

PSP promotes strategic collaboration among DOJ law enforcement and program offices to fast-track DOJ crime-fighting resources to areas that suffer from violent crime rates above the national average.



## Gun Violence

PSP works with local and federal law enforcement to conduct analyses of current prevention and response practices, facilitate clearance of firearm backlogs through ATF, and serve as a mechanism to share strategies and technology to improve processes for prevention, investigation, and prosecution of gun crimes.



## Criminal Justice Collaboration

PSP partners with federal, state, local, tribal, and territorial law enforcement, prosecutors, city leadership, and other criminal justice stakeholders to collectively address the systemic issues facing each city. Federally supported TTA can help federal, state, local, tribal, and territorial criminal justice partners identify key violence issues and develop long-term solutions to assist in mitigating violence problems.



## Crime Analysis

PSP shares the latest crime analysis techniques to identify violent habitual offenders and "hot spot" locations to enhance capacity and prosecution strategies and drive deployment.



## Technology

PSP strongly promotes the utilization and enhancement of technology to aid in the fight against violent crime. PSP conducts extensive assessments of technology capabilities, such as data and information sharing platforms, hardware, mobile environments, and cameras, to identify gaps and help maximize the contributions that technology can make to the crime fight.



## Investigations

PSP provides customized assistance, peer learning, and assessments of investigative strategies, as needed, to help reduce crime rates, increase clearance rates, and prevent violent criminals from reoffending.



## Community Engagement

PSP promotes and facilitates engagement among local and federal partners and the community to build ongoing, permanent relationships to increase mutual trust and public support.



# Federal/Local Partnerships Highlights

## Jackson

The FBI assisted the Jackson, Mississippi, Police Department (JPD) with processing latent fingerprints for several cases to increase case clearance rates, resulting in a hit on at least one of the JPD's cases. To improve gun violence investigations, ATF and the USAO worked with the JPD to process shell casings through ATF's National Integrated Ballistic Information Network (NIBIN). NIBIN is a national database of digital images of spent bullets and cartridge cases that were found at crime scenes or test-fired from confiscated weapons.<sup>2</sup> NIBIN hit reports help law enforcement investigators link crimes and help identify suspects. Officers also use NIBIN hits to increase their understanding of patterns of gun crime, such as gun trafficking.

PSP site team partners are working with Jackson to develop a blueprint for a federal law enforcement task force effort that includes local and federal agencies. The task force partners plan to identify focus areas to collaboratively target violent offenders and areas to improve public safety.

## Little Rock

During the course of its PSP engagement, Little Rock, Arkansas, has focused on enhancing its existing local/federal task forces. As a result of these task forces, the Little Rock Police Department (LRPD) has seized more than 50 ounces of methamphetamine and 40 ounces of cocaine in the city, arrested over 368 people, seized more than 76 weapons, served 285 warrants, and brought at least 729 felony charges and 511 misdemeanor charges.

To strengthen its partnership with the LRPD, ATF appointed a PSP coordinator, dedicated a team to access and investigate all PSP cases, and has focused on bringing gun cases to the USAO to be charged federally. About 50 percent of recommended cases are accepted and prosecuted. Federal prosecution and conviction decrease the likelihood that repeat offenders will be released back into the city and continue to drive up violent crime rates. The increased use of federal prosecution and conviction has also disrupted gang organizations in the city. ATF's PSP coordinator allows for information to be shared quickly between local and federal partners. Little Rock has experienced success in PSP, in part, as a result of formalized points of contact within partner agencies to enhance early investigation and identification of targets.

## New Orleans

As part of a PSP strategic plan developed in 2017, New Orleans started an initiative to address violence in a specific geographic location that accounts for a disproportionate amount of the violent crime in New Orleans. This 2.1-square-mile area is the city's Central District, also referred to as the "Central City Square." The violence largely results from narcotics trafficking and abuse, though a majority of the offenders do not live in the Central District neighborhoods. This collaborative initiative identified the most prolific offenders driving the crime and focused enforcement and intervention efforts on them. For example, during a targeted roundup in the summer of 2017, the NOPD, the FBI Violent Crimes Task Force, and the U.S. Marshals served 125 warrants, resulting in 81 arrests. By September 2017, this enforcement

effort resulted in a 40 percent reduction in violent crime for the area. Efforts to build community involvement and problem solving have also started in the area to supplement the focused enforcement and intervention efforts.

With support from PSP, the NOPD has developed an investigative approach that has improved its follow-up capacity and outcomes with its armed robberies. The NOPD Tactical Intelligence Gathering and Enforcement Response (TIGER) team is tasked with looking for armed robbery patterns across districts and focuses on known armed robbery offenders. The NOPD has established weekly meetings to share information and collaborate with partners, including the FBI, ATF, and USMS, to discuss current cases, leads, and investigative strategies. As a result of this effort, armed robberies were reduced 12 percent in 2016 over 2015. Armed robbery continues to decrease in 2017, showing a six percent reduction as of August 19, 2017. The NOPD expanded its weekly armed robbery meeting in 2017 to cover violent street crimes and duplicated the TIGER team effort to cover homicides and shootings.

## St. Louis

USMS established a new task force in the southern command area of St. Louis, Missouri. The USMS fugitive task force arrests were up 150 arrests in July 2017 over July 2016, and the task force has been successful in pulling guns off the streets of the city. DEA holds a monthly gang meeting and is heavily focused on gang activity and the distribution of heroin.

In addition, representatives from the FBI, DEA, the USAO, and the Circuit Attorney's Office continue to support the Mission Save Task Force. Task force members are housed in a single office, hold weekly meetings, and attend weekly CompStat meetings at the St. Louis Metro Police Department (SLMPD). Over the past two years, the Mission Save Task Force and its partners contributed to more than 500 arrests, facilitated over 400 weapon seizures, and seized \$5 million in assets. One of those arrested was a drug trafficker who was allegedly involved in 11 homicides. In July, the SLMPD also worked with the FBI on a joint task force to identify at least 28 individuals responsible for carjackings on the southside of the city.

<sup>2</sup> <https://www.nij.gov/topics/law-enforcement/investigations/Pages/nibin.aspx>.

# Gun Violence Reduction Efforts



## Compton

As of September 6, 2017, Compton, California, experienced a 33 percent reduction in reported homicides year-to-date from 2016. Compton credits this decrease to increased visibility of officers, strengthened community engagement, the participation of federal agencies in local violence reduction efforts, and the willingness of the USAO to adopt gun cases federally when possible.

## Milwaukee

In May, three representatives from the Milwaukee, Wisconsin, Police Department (MPD) went to Oakland, California, to observe the Oakland Police Department's (OPD) shooting review process in depth and identify the strategies used to address the gun violence that have proven successful, with the intention of bringing those lessons learned back to Milwaukee and create the same atmosphere, seeking similar decreases in gun violence. The objectives prepared by the MPD were to improve communication and participation in shooting reviews and to reduce gun violence in Milwaukee within six months. In addition, Milwaukee continues to work with ATF to bolster its Crime Gun Intelligence Center (CGIC). By July 2017, gun recoveries in Milwaukee had surpassed the number of gun recoveries in all of 2016.

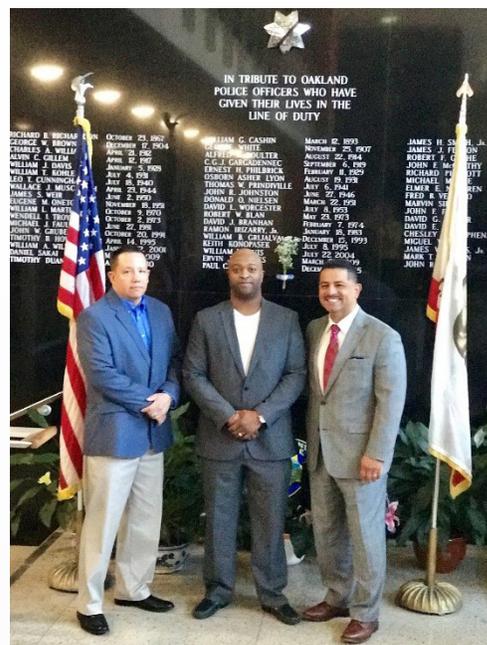
## Nashville

Nashville, Tennessee, began the planning stages for a violence analysis assessment. A site visit to collect data for the analysis will occur next quarter. The goal of this assessment is to understand the scope and nature of violence in Nashville to form recommendations for the Metropolitan Nashville Police Department (MNPD) to design a comprehensive response to violence in the areas of prevention, intervention, and suppression strategies. One aspect of the MNPD's comprehensive response to violence is the PSP strategic plan it developed to address homicides and investigations, crime analysis, gun violence, and commercial robberies in selected MNPD districts and department-wide.

## Newark

PSP Law Enforcement Champion Veronica Morales, ATF Special Agent, has been working with Newark, New Jersey, partners to develop a middle school program curriculum for youth exposed to guns and gun violence to increase awareness, educate students about gun safety, and respond to trauma created as a result of the exposure.

In September, the Newark Police Department (NPD) participated in VALOR's Characteristics of Weapon Concealment Training. In this training, officers examined common behaviors, movements, and visual cues that may indicate the presence of a weapon and the importance of identifying and defusing dangerous situations using real cases. Officers also learned about professional and constitutional policing considerations that address community concerns, including further emphasis on articulation and how to enhance the safety of both officers and the people they serve.<sup>3</sup>



Representatives from the MPD visiting the OPD

<sup>3</sup> <http://www.kansashighwaypatrol.org/DocumentCenter/View/766>.



# Criminal Justice Collaboration Efforts

## Violent Crime Reduction Strategic Development State and Local Government Working Group Meeting

Representatives from PSP sites Compton; Flint, Michigan; Jackson; Little Rock; Milwaukee; New Orleans; and Newark met in Long Beach, California, to discuss the role of state partners in supporting local violence reduction and public safety initiatives. The objective for this meeting was to facilitate and strengthen relationships between state and local partners. State Administering Agencies (SAAs), criminal justice policy advisors, and state corrections agencies joined PSP sites in discussion of violence reduction priorities of the PSP sites, their respective agencies, and their governors. Discussions centered on resources available from the state agencies to support their PSP sites, data available to plan and support program implementation and evaluation, gubernatorial practices and statewide plans to address violent crime, and goals and next steps for collaboration between the agencies and the PSP sites.

As follow-up to the meeting, Compton has prioritized addressing violent crimes arising from domestic relations/violence, sexual assault, and human sex trafficking by exploring the creation of a Family Justice Center (FJC). With the assistance of SMEs from American University, Compton has identified likely key partners and conducted site visits to the San Diego FJC, considered by many to be the leading FJC in the country, and the Van Nuys FJC. The Compton PSP team is now working toward developing a concept paper to use for more formal meetings with key stakeholders and possible funders. Compton PSP partners will also seek technical assistance from the state's SAAs, including those responsible for administering the state's Victim of Crime Act Victims Assistance Formula Grant Program, STOP Violence Against Women Formula Grant Program, and possibly other criminal justice block or formula grants. American University will conduct additional follow-up in the coming months in New Orleans, Milwaukee, and Newark, and other PSP sites upon request, to facilitate meetings between state and local agencies to further collaboration among partners in addressing violent crime.

### Jackson

In June, representatives from the JPD visited the MNPD to learn about the MNPD's progressive domestic violence policies and practices, the city of Nashville's domestic violence programs, the MNPD's crime analysis capabilities, and the MNPD's CompStat. During its PSP engagement, the JPD has seen an increase in sexual assault- and domestic violence-related cases and has been focusing on building its analytical capacity. During this peer exchange, the MNPD shared its process for handling domestic violence cases, from the 9-1-1 call to the close of the case; how services are delivered by counselors and case managers to victims; Nashville's Family Safety Center; how the MNPD uses data at the precinct level to inform daily operations; crime mapping techniques, heat mapping, and how the department uses data to deploy focused patrols; how the MNPD executes community policing events and youth engagement programs; and how the department conducts compliance checks. Jackson officials also attended a CompStat meeting with the MNPD's department heads.

JPD representatives indicated that their major takeaways were to work more closely with the JPD's domestic violence service providers to ensure victim support, centralize the domestic violence investigative function, provide after-care services, incorporate lethality assessments, use scenario-based domestic violence training in recruit school, and align traffic enforcement functions with crime prevention. Since the exchange, Jackson has included a modified version of the MNPD's domestic violence training in its recruit and in-service trainings. The MNPD has monthly domestic violence correlation meetings, and Jackson would like to implement a meeting with the JPD's partners as well.

### Nashville

Representatives from the MNPD visited the DEA's El Paso Intelligence Center (EPIC) facility in Texas. Their goals were to understand EPIC's role, responsibilities, cooperative data/intelligence exchange opportunities, facilities, and site setup; gain insight into how the MNPD may improve its data/intelligence functionality; and develop points of contact for data sharing, intelligence sharing, and process development.

The participants indicated that they were able to identify ways to modify the MNPD's existing data and intelligence practices with EPIC operations to meet their goals of increasing effectiveness and reducing violent crime. They also stated that they learned EPIC strategies related to drug trafficking, alien and weapon smuggling, strategic intelligence, and information sharing. As the MNPD continues its PSP engagement, PSP Operations team members will continue to work with the site to facilitate increased usage of EPIC strategies and measure any resulting outcomes.

### Newark

A representative from the NPD participated in a peer exchange with the NOPD to discuss consent decrees. The two police departments, which have been or are under DOJ consent decrees, shared lessons learned and best practices. The NOPD provided guidance regarding policy, training, use of force, stops, arrests, and searches to help streamline implementation processes related to consent decree monitoring in Newark.

(Continued on page 8)

# Criminal Justice Collaboration Efforts



(Continued from page 7)

The representative from the NPD noted that the peer exchange increased his knowledge of working through and complying with consent decrees and that the NPD plans on implementing some of the NOPD's suggestions in its consent decree process. The NOPD shared that a key factor to successful consent decree implementation is open communication with DOJ. Adopting this approach has made the NPD's work easier and has been essential to its success. The NOPD also shared with the NPD the importance of proper staffing levels within the Consent Decree Unit. The NPD has added another supervisor to the unit and intends to add more.

## New Orleans

New Orleans identified increasing crime analysis capacity and addressing poverty, group, and youth violence as two of its violence reduction focus areas. To further these efforts, representatives from the NOPD visited the Seattle, Washington, Police Department to learn about the integration of community policing and community engagement measurements in CompStat, to improve communication between the police department and the community, and to more accurately assess community policing issues in New Orleans. During this visit, such topics as communications, transparency, block watch programs, community surveys, and micro-community policing plans were discussed.

Based on the lessons learned at this peer exchange, the NOPD enhanced the community policing data integrated into its department's MAX (Management Analytics for Excellence—the NOPD's version of CompStat) dashboard. The dashboard is available to the public and includes projects identified by the community. The dashboard is updated weekly and includes detailed qualitative updates on each project supported by quantitative data.

## St. Louis

Representatives from the St. Louis Circuit Attorney's Office attended the USMS Witness Intimidation Roundtable in New York, New York, to establish relationships, share ideas, and identify meaningful and cost-effective improvements to state and local witness protection programs to ease the burden of witness/victim relocation and supervision. To promote collaboration among law enforcement and prosecutors in the city, detectives from the Circuit Attorney's office are embedded in the SLMPD's police districts to aid prosecutions and evidence collection.

As follow-up to attending the USMS Witness Intimidation Roundtable, the Circuit Attorney's Office is working to schedule a witness intimidation TTA in St. Louis in the coming months. Having comprehensive training on strategies relating to witness intimidation will enhance and promote witness safety, assist with timely detection, and advance investigation methods while also maintaining and strengthening community relationships.

## West Memphis

In August, the West Memphis, Arkansas, PSP team organized a one-day crime summit for Eastern Arkansas agencies to exhibit violence reduction strategies, both person- and place-based. About ten agencies attended the meeting, during which the Acting U.S. Attorney and the West Memphis Police Department's (WMPD) police chief addressed the group. DOJ and the WMPD shared PSP lessons learned and success from implementation of the WMPD's Operation Data-Enhanced, Targeted Enforcement and Restoration (DETER), with the goal of providing tangible strategies that non-PSP jurisdictions can implement to help reduce violence and increase public safety in their communities. The DETER program, launched in collaboration with the WMPD and West Memphis's PSP team, uses various analytic tools, problem-solving techniques, evidence-based strategies, and evaluation to identify and focus on chronic hot-spot locations and offenders. The robust agenda for this one-day summit included:

- PSP and Clearinghouse overview
- Introduction to BJA's National Training and Technical Assistance Center services
- PSP pilot site success stories
- Smart policing principles
- Data collection and analysis
- Use of the Digital Imaging and Video Recovery Team (DIVRT) and social media
- Crime scene response and investigations
- Violent crime reduction strategies using programs such as Los Angeles' Strategic Extraction and Restoration (LASER) Program and the WMPD's Operation DETER
- Community outreach



# Crime Analysis Activities

## Naval Postgraduate School Social Network Analysis (SNA) Symposium

Representatives from the NOPD, the St. Louis Circuit Attorney's Office, the MPD, and the MNPD attended the SNA Symposium in Monterey, California. The purpose of the symposium was to educate and inform law enforcement about SNA and its advantages for countering dark networks in a law enforcement context, why SNA is important, foundations for institutionalizing SNA, and analytic methods for social networks.

### Flint

PSP sites Flint and Milwaukee are participating in an SNA pilot program with SMEs Dr. Andrew Fox and Chief Joseph McHale. A kick-off pilot planning meeting took place in April in Flint with the participating cities and the SME team. The goal of this pilot program is to conduct a full SNA implementation, from data collection to enforcement, and to establish the processes and protocol that can be replicated and sustained even after Flint concludes its engagement in PSP. This pilot planning meeting provided an overview of SNA, how it has been used for law enforcement operations, and challenges of implementation. During the meeting, each site team developed an SNA Surge Operation plan to execute over the following six months and identified a target area, data requirements, goals, key personnel, and a timeline of activities and next steps. In July, Flint conducted one of its SNA surges that focused on search warrants within the target area, parole checks, and warrant sweeps. One of the main aspects of the surge was gathering intelligence. Flint is also working to bolster its field interview (FI) card usage as a result of this pilot program effort. As part of its focused deterrence efforts, Flint has identified its top ten targets for enforcement using SNA and the intelligence gathered from these surges and plans to conduct enforcement operations next quarter.

### Jackson

In February, representatives from the JPD attended the Los Angeles Police Department Crime Fighters Conference in Los Angeles, California. The participants and SSL Dan Isom have since stated that the peer exchange was instrumental in revamping the JPD's CompStat process. The JPD now uses crime maps and has established a pre-CompStat meeting to review crime trends with JPD commanders. SME Julie Wartell and PSP analyst Jessica Herbert began the initial stages of a three-step approach to assess and improve data analytics. The first step was to explore the issues and challenges with the quality of data captured by officers and provide a general understanding of what crime analysis is by surveying both officers and civilian staff about the types of analysis used and how it applies to policing. Participants were then asked what types of products the JPD produces, how likely they are to use the report, the importance of the product, and their perception of the report for their respective roles. Participants were also asked to identify the frequency of both internal and external requests, the method of

request, and the types of information being requested. This information will be used to drive the development of a more in-depth analytical capacity for the JPD. The JPD has also begun exploring the idea of an embedded analyst program, similar to Detroit's partnership with Michigan State University.

### Milwaukee

Milwaukee participated in an SNA planning session with Flint in April. This planning meeting provided an overview of SNA, challenges of implementation, and examples of how it can be used for law enforcement operations, such as surge operations, micro-hot-spot enforcement, and intervention actions. During the meeting, each site team identified a target area, data requirements, goals, key personnel, and a timeline of activities and next steps. In September, the fusion center in Milwaukee lead a three-day enforcement surge against eight SNA targets. Five of the eight targets were located, and the surge also resulted in three firearm recoveries. As part of the Milwaukee PSP strategy, the MPD expanded its resources and efforts to the Capital Drive East (CDE) area as its next target area, using the strategies that have proven successful in the Center Street Corridor (CSC). In the CSC, carjackings were down 45 percent in September 2017, compared to the same time in 2016, and they were down 35 percent in the CDE. The MPD credits this decrease to increased intelligence as fusion centers increase their use of SNA to identify offenders.

### New Orleans

Throughout its PSP engagement and its time in the pilot program, the NOPD has focused on building analytical capacity. This year, New Orleans hired its first two crime analysts, who are working operationally to clear warrants and support the NOPD's TIGER teams. These teams work to combat the city's spikes in armed robberies and carjackings. SME Chris Bruce of the International Association of Directors of Law Enforcement Standards and Training conducted a site visit in August to provide training to the NOPD's new crime analysts. In the months following, the NOPD plans to continue to strengthen its crime analysis efforts through supplementary training and the hiring of additional analysts.

# Technology Upgrades



## Body-Worn Camera (BWC) Training and Technical Assistance National Meeting Peer Exchange—April 10–11, 2017

Representatives from the MNP and the NPD attended the Body-Worn Camera (BWC) Training and Technical Assistance National Meeting in New Orleans, Louisiana, on April 10–11, 2017. The goal of this visit was to learn from other police agencies about challenges encountered when implementing a BWC program, what methods worked most effectively, lessons learned, and how other agencies compile information for the evaluation of their BWC programs. For Nashville, participation in this meeting was in follow-up to a previous peer exchange in Las Vegas in February during which the MNP observed the LVMPD's nationally recognized BWC program and policies. As a result of these peer exchanges, the MNP plans to begin preliminary testing of a BWC program next quarter.



## Newark

In May, Public Safety Director Anthony Ambrose announced a new, robust smartphone app that includes Crime Stoppers, news updates from the NPD, crime statistics by precinct and other crime information, forms and permits, a directory of contact information for all precincts, and events and alerts issued by the NPD. The app (see image) also features anonymous tip-reporting features to encourage community involvement and provides information about what to do if a citizen is pulled over or stopped by the police. The use of this app will help the NPD more efficiently allocate its resources and deployments, increase transparency, and help both police and citizens understand expectations for interactions.

## West Memphis

As an outcome of an April PSP team site visit, several areas were identified for improvement regarding data entry and collection quality in order for the WMPD's analytical platform to work at full capacity. The WMPD's purchase of a software platform to support its case management and data analysis goals shifted the data culture of the department. The WMPD now produces weekly tactical briefs to inform both officers and external stakeholders (e.g., probation, mayor's office) of crime series, wanted individuals, and other pertinent crime information. Additional information reports are pushed out to officers working in the region to inform them of lookouts and priority crime incidents.

Representatives from the WMPD visited the Arvada, Colorado, Police Department (APD) on June 14, 2017, to explore its Lumen technology. The WMPD has begun using Lumen technology as part of some of its data initiatives, such as Operation DETER, and the APD is an early adopter of the Lumen platform. Lumen software is a police database that permits users to search and analyze data from disparate data sources, allowing information about such subjects as people, vehicles, incidents, and locations to be easily found. The APD uses the Lumen platform to drive its data-driven and problem-solving strategies. The WMPD and the APD discussed using Lumen for such items as sector briefs, operational planning, directing patrols, and assisting in investigative analyses.



*Newark's new phone app*



## Flint

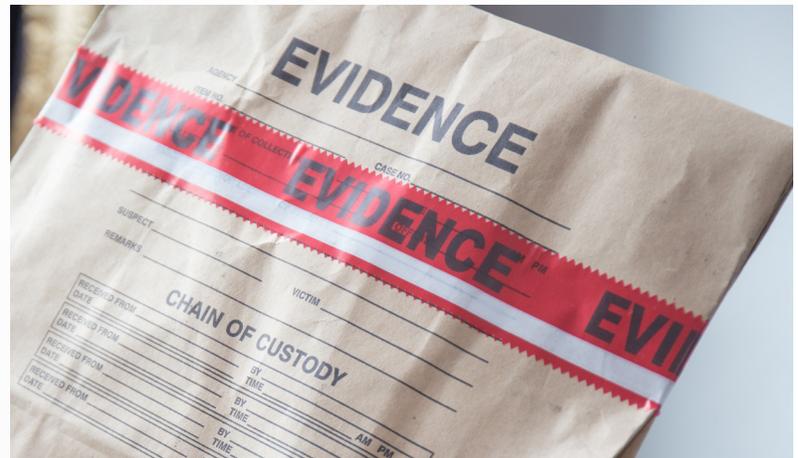
To improve investigations and data collection and increase clearance rates, PSP supported a property room assessment at the Flint Police Department (FPD) in April. The property room assessment helps the FPD determine how to dispose of obsolete evidence to make space for new evidence and know what issues to address when crafting new policies on evidence submission, disposal, collection, and storage. The SME who conducted the property assessment surveyed commanders and reviewed all policies and procedures regarding evidence storage. Findings and recommendations as a result of the assessment and a follow-up report that includes a plan for removing and destroying outdated property and evidence area organization will help the department improve investigative processes, evidence collection, and storage practices. As a follow-up to this assessment, the FPD plans on sending personnel to the International Evidence Conference in 2018. The FPD also started using FI cards—a method of documenting informal police contacts during patrol—in an effort to improve investigations. FI cards help investigations because they can be reviewed by detectives to determine whether any of the contacts match suspects in recent crimes and they can be entered into databases and shared with other local agencies.

## Jackson

In July, representatives from the JPD visited the Houston, Texas, Police Department (HPD) to learn about its street-level narcotics investigations and to explore a nexus in drug trafficking between the two cities because they are connected by a major highway. The peer exchange addressed such topics as the HPD's operational policies and procedures relating to standard operating procedures, tactical plans, confidential informant registration, and undercover buys; street-level operations planning and execution; buy-bust observations; and search and arrest warrants observation. Though the JPD's narcotics team is much smaller than the HPD's, the JPD took away several scalable lessons from the peer exchange related to the following: the necessity for safer dynamic entries during warrant service and for drug-detection canines, formalized pre-raid planning, asset forfeiture reporting, Internet drug buying and selling, informant management, and the direct benefits of federal and local drug enforcement partnerships.

## St. Louis

A nonfatal shooting assessment was conducted in St. Louis during the second quarter of 2017. The assessment examined clearance rates and investigation processes for nonfatal shooting incidents within the city of St. Louis. SSL John Skinner stated that the nonfatal shooting assessment “has been an important analysis for the city of St. Louis. Both the St. Louis Police Department and the Circuit Attorney's Office are using the findings and recommendations to reorganize resources to more effectively prioritize nonfatal shooting investigations.” As a result of the assessment and recommendations, the SLMPD plans on forming nonfatal shooting teams composed of district detectives in three area stations to investigate all nonfatal shootings within their jurisdictions. These teams will meet weekly to coordinate efforts and are expected to be implemented in early 2018. An additional outcome of the assessment is the use of ShotSpotter initiatives on a daily basis in an investigative capacity to inform patrol and deployment.



## West Memphis

West Memphis sent officers to the FBI's DIVRT training in previous quarters. Using DIVRT techniques learned at these trainings, the WMPD has experienced success in gathering crime-related tips from the public. The FBI also provided intelligence analyst training to the WMPD, which has helped with DETER targets. DETER patrols allow police to focus on specific areas and learn the habits of repeat violent offenders. The WMPD intends to conduct a peer exchange visit next quarter with Los Angeles to observe its LASER employment—a program used for data collection and street-level intelligence gathering—to help improve the WMPD's DETER initiative. LASER served as the model for the DETER initiative.

The WMPD adopted and employed several principles from DOJ's smart and problem-oriented policing methodologies to restructure its approach to identifying crime patterns and trends within the city and to further develop investigative responses. The WMPD's Criminal Investigation Division tasked a detective sergeant and two detectives to primarily investigate violent crimes committed with firearms and to follow up on arrests of felons in possession of firearms.

# Community Engagement Efforts



## Compton

Compton identified community engagement as one of its three primary issues to focus on in its public safety strategic plan. To bolster community engagement efforts in the city of Compton, law enforcement partners participated in numerous youth programs, including Cops and Kids, Gang Resistance Education And Training (G.R.E.A.T.), a summer tennis clinic, cyber training, digital citizenship training, and FBI online predator training. Compton is also taking steps toward the implementation of an additional Youth Athletic League, providing more youth the opportunity to join in the activities. In order to reduce violent crime and time spent processing misdemeanor arrests, Compton Station has adjusted its patrol strategies to allow officers to spend more time on the street and mediate small disputes when possible. Compton believes that this increased visibility and mediation strategy is positively affecting its violent crime rate and has reduced its response times to violence calls. The LASD—Compton Station has reduced its response time from about 15 minutes to about 6 minutes.



*LASD Compton deputy engaging with community member*

## Little Rock

From June to September 2017, Little Rock experienced a 29 percent decrease in violent crime and a 50 percent reduction in shots fired in its downtown district. The LRPD credits these drops to enhanced community participation, increased patrols, and the involvement of outside agencies. The LRPD has held numerous community meetings where citizens can attend and voice their concerns and support for the department's efforts. The LRPD has also made it a point to expand its overtime provisions, allowing officers to spend more time in task forces and patrolling the streets, building relationships and a presence within the community. As part of this increased patrol, officers began handing out vehicle report cards in response to an increase in vehicle burglaries. Officers have handed out over 3,000 vehicle report cards and have seen a substantial reduction in vehicle burglaries between June and September, 2017, as a result of this effort.

## Nashville

In August, SME Craig Uchida visited Nashville to conduct a community capacity assessment to assist the MNPD in identifying systemic problems in specific neighborhoods that account for a majority of the crime in different precincts. Two neighborhoods, each in different precincts, were the focus of this particular visit. Moving forward, the MNPD will continue work with Dr. Uchida to enhance community relations, decrease criminal activities, and hold offenders accountable in these two neighborhoods that disproportionately create the majority of crime in two precincts.

## Newark

Newark identified improving police-community relations and building community trust as one of its violence reduction focus areas in PSP. During this reporting period, the NPD was one of 30 law enforcement agencies to receive an award from New Jersey Attorney General Christopher S. Porrino for its outstanding achievements and innovative approaches in community policing.<sup>4</sup> The NPD hosted "Pizza With a Cop" at a local public housing complex, two Citizen CompStats, and a G.R.E.A.T. training program this summer. The NPD also conducted a Citizen/Clergy Academy, which provides

participants an inside look at police work and emergency services in the city. With some of the same goals in mind as the Citizen/Clergy Academy, the Citizen CompStat model aims to increase transparency with the community and invite them to observe and participate in the CompStat process. The NPD also participates in Safe Passage, a program that places officers along routes that students use to travel from school to home.



*"Pizza With a Cop" event in Newark*

As part of DOJ's Civil Rights Division consent decree with the NPD, the NPD was required to provide community policing training to all officers. The PSP Operations team facilitated conference calls and meetings between the Civil Rights Division and the NPD to discuss innovative and efficient ways for Newark to fulfill this requirement. The NPD also collaborated with the COPS Office to identify relevant trainings and resources to meet the requirements of Newark's consent decree. This collaboration resulted in the development of a Community Policing and Bias-Free Policing training curriculum, which the Newark consent decree monitor reviewed and approved. The Community Policing and Bias-Free Policing train-the-trainer session was conducted in September 2017 for approximately 30 NPD personnel, who will train the entire department in the coming months. The curriculum that was developed will be used as a national model for other agencies to use, adjusting when necessary to make it city-specific.

## West Memphis

With the support of PSP assistance and peer learning, the WMPD continues to leverage relationships with other local government agencies and businesses to assist with violence reduction efforts. For example, within Operation DETER, the WMPD works with school board representatives to identify safety concerns and with housing development to assist with restoration efforts in the neighborhood. PSP is also assisting the WMPD with the development of a crisis intervention training program that leverages a community-based response to persons in need of counseling or mental health services.

<sup>4</sup> <http://nj.gov/oag/newsreleases17/pr20170522b.html>.

# Building Sustainable Practices

## Sustainability Workshop May 24, 2017 – Washington, DC

Five PSP pilot cities attended a Sustainability Workshop on May 24, 2017, to help develop sustainable, evidence-based strategies and practices as they enter into their last year of PSP engagement. Site representatives from Compton, Flint, Little Rock, Newark, and West Memphis gathered in Washington, DC, to discuss changes that have taken place locally as a result of their engagement in the pilot program and their ideas for site sustainability to ensure continued and long-lasting violence reduction and public safety advancements. During the workshop, sites shared and identified a number of their accomplishments and core sustainability principles. Some of these accomplishments and sustainability principles are listed below.

### Compton

PSP partners in Compton assisted in creating an LASD—Compton Station Strategic Plan that aims to reduce crime to the lowest levels, increase community collaboration, and promote locally driven economic growth in Compton. Compton Station and ATF streamlined the process for gun processing and worked to enhance its collaborative process for processing firearms and developing a CGIC. The FBI completed a gang threat assessment in Compton, which has been and will continue to be used to develop gang intervention and prevention strategies to promote public safety and prevent victimization. Compton local and federal partners work closely with the Compton School Police on enforcement and prevention efforts with programs such as the Office of Juvenile Justice and Delinquency Prevention's (OJJDP) G.R.E.A.T. Program. Compton Station now works with the Los Angeles Probation Department using a probation risk assessment to target individuals and conduct compliance checks. A USMS Warrant Task Force was created as a multiagency joint operation among the LASD, the Los Angeles District Attorney's Office, the U.S. Department of Homeland Security, the U.S. Department of State, the California Highway Patrol, and ATF. DEA and the FBI have established task forces to help with collaboration and information sharing. In addition, local and federal law enforcement meet weekly for PSP Stat to track ongoing gun, gang, and drug enforcement cases and interventions.

**Critical steps for sustainability:** Continue the monthly law enforcement meeting and weekly Compton stats tracking; establish a university intern analyst program; learn about family justice centers; and continue to explore the use of ShotSpotter or other gun detection technologies.

### Flint

The FPD is participating in an SNA pilot program to better understand gang crime and shootings and acquire actionable intelligence in a timelier manner. The department has a robust crime-tips system and a very high gun-violence clearance rate. The FPD implemented the FBI's DIVRT initiative to help solve violent crime and forge positive police-community relations. The FPD's property room was assessed and recommendations were outlined to help with evidence collection and investigations.

**Critical steps for sustainability:** Continue to expand the SNA pilot program; complete a gang assessment; expand collaboration between police and the Genesee County Prosecutor's Office to improve prosecution; continue monthly federal-local collaboration calls; and consider increasing cameras in the city.

### Little Rock

The LRPD has improved its crime analysis capacity by attending trainings, shifting analysts' focus from data collection to crime analysis, and by adding a crime analyst to the major crimes division. The LRPD changed the format of its CompStat meetings to increase preventative measures, improved its ability to query local warrants, and now sends data from probation and parole to patrol units to better leverage strategic resources. The federal agencies in Little Rock now actively participate in the LRPD's weekly CompStat meetings.

**Critical steps for sustainability:** Explore additional technologies to combat gang violence; improve evidence collection; improve technology and data capabilities; and consider how relationships with federal partners can be sustained over time as people change positions.

(Continued on page 14)

# Building Sustainable Practices

(Continued from page 13)

## Newark

The NPD worked to align its PSP engagement with the goals put forth by its consent decree. The NPD has matured its crime analysis capabilities over the duration of its PSP engagement and recognizes the value of information sharing between overlapping jurisdictions to help develop a more macro understanding of intelligence and interaction between key players to sustain these enhancements. The NPD has participated in varied armed persons trainings, improving its ability to recognize and appropriately handle these difficult situations. The NPD plans to work with ATF to conduct trainings on writing strong statements of probable cause to assist the Essex County Prosecutor's Office (ECPO) in future prosecutions.

**Critical steps for sustainability:** Facilitate meetings and calls among local, federal, and county partners, as needed; continue to conduct in-house characteristics of armed persons trainings; continue partnerships with schools and engagement with youth; continue engagement with adult community members; explore opportunities to enhance collaboration between the NPD and the ECPO; and continue to support the NPD in meeting its consent decree requirements.

## West Memphis

The WMPD has dramatically improved the agency's use of data and technology to inform its policing responses and deployment of resources. The WMPD added a Law Enforcement Analyst position to its Criminal Intelligence Division, implemented the Lumen analytical platform, and implemented case management software. The WMPD has also made significant strides in building its relationship and increasing trust with the community.

**Critical steps for sustainability:** Develop regular meetings for federal partners; establish a Police Foundation; explore cell exploitation and FBI National Gang Intelligence Center trainings; continue to enhance professional development of officers; develop and streamline procedures with the USAO on gun cases; and enhance access to NIBIN and receive trainings regarding active shooter awareness, trauma-informed approaches, and crime analysis.



PSP is pleased to have co-directors who represent both the law enforcement and programmatic sides to facilitate support of our public safety efforts DOJ-wide. BJA Senior Policy Advisor Kristie Brackens and FBI Supervisory Special Agent Theodore “Teddy” Miller continue to lead PSP with distinction.

## **Kristie Brackens** Co-Director, PSP BJA

Ms. Kristie Brackens joined BJA at DOJ as a Senior Policy Advisor on Law Enforcement in July 2014. Previously, she worked as a Juvenile Justice Specialist within the OJJDP State and Community Development Division, which included working on the Attorney General’s Defending Childhood Initiative as the Demonstration Site Coordinator team lead. During her time at OJJDP, she worked extensively on issues of reentry, juvenile justice systems improvement, and addressing racial/ethnic disparities within the juvenile justice system.

Prior to joining OJJDP in 2007, Ms. Brackens worked with several state and local agencies, including the city of Phoenix, the Arizona Crime Commission, and the Superior Court of Arizona. She worked as a Neighborhood Specialist with the city of Phoenix coordinating the Fight Back Program, which generally focuses efforts on revitalization, community sustainability, crime and blight reduction, and building neighborhood leadership. Ms. Brackens spent a few years as the Drug, Gang, and Violent Crime Grants Program Coordinator for the Drug Control and Systems Improvement Program at the Arizona Criminal Justice Commission. She managed the Edward Byrne Justice Assistance Grant, the High Intensity Drug Trafficking Area Grant, Project Safe Neighborhoods, and Residential Treatment and Substance Abuse federal grants working with state and local prosecutorial and law enforcement task forces. In addition, she oversaw several special prosecution projects relating to gangs, obscenity, aggravated domestic violence, and sexual exploitation of children.

Ms. Brackens is an adjunct faculty member for the University of Phoenix and is a graduate of Arizona State University. She holds a master’s degree in public administration and a master’s degree in justice studies. She is currently working on her doctorate degree in management and organizational leadership.

## **Theodore “Teddy” Miller** Co-Director, PSP FBI

FBI Supervisory Special Agent (SSA) Theodore “Teddy” Miller has over 25 years of law enforcement and intelligence experience. He began his career as an officer in the New York City Police Department (NYPD), working in various enforcement assignments for over a decade. Following his NYPD career, SSA Miller became a Special Agent for the FBI. Upon graduation from the FBI Academy at Quantico, he was assigned to the New York FBI Field Office. During that time, he worked a number of different violations, including violent crimes, bank robberies, and terrorism. Upon being promoted, SSA Miller ran the intelligence squad, the violent crime squad, and the crisis management squad during his tenure in the Newark FBI Field Office. During his career, SSA Miller has represented FBI employees throughout the country in his role as their Director’s Advisory Committee National Co-Chair Representative. This is a position that he was elected to by his peers. In this role, he has authored numerous position papers and has briefed the FBI Director on various topics.



# Resources

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## 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.



### How to Build a Toolkit

- » **Step 1:** Select a topic or keyword search.
- » **Step 2:** Refine search with topic-based questions.
- » **Step 3:** Browse resources.
- » **Step 4:** Add resources to toolkit.
- » **Step 5:** Save and download toolkit.

[www.NationalPublicSafetyPartnership.org/Clearinghouse](http://www.NationalPublicSafetyPartnership.org/Clearinghouse)

To access these and other resources, visit [www.nationalpublicsafetypartnership.org](http://www.nationalpublicsafetypartnership.org).



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