



National **Public Safety**
PARTNERSHIP

ANNUAL REPORT

2023

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

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Message From the PSP Team

From the humble beginnings of the National Public Safety Partnership (PSP) in 2014, and the challenges presented by the pandemic, the program reached new heights with a dynamic year of additional partnerships and a return to in-person activities in 2023. The year culminated with the Bureau of Justice Assistance's (BJA) Violent Crime Reduction Summit, which assembled representatives from PSP, Project Safe Neighborhoods, the National Crime Gun Intelligence Center Initiative, the Rural and Small Department Violent Crime Reduction Program, and community-based organizations.

PSP started in 2014 as the Violence Reduction Network, which promoted interagency coordination by leveraging specialized law enforcement expertise with dedicated prosecutorial resources to promote public and community safety.

In 2017, PSP took on its current name and expanded to provide jurisdictions of different sizes and facing unique issues with training and technical assistance (TTA) available through the U.S. Department of Justice (DOJ) to enhance local public safety efforts in combating violence crime. It has served more than 60 cities and communities over the last 10 years.

During the pandemic, with many local, county, state, and federal offices closed down, the program pressed on, delivering extraordinary initiatives and programs virtually to address crime in communities. As a result of the pandemic, several 2019 sites requested a 1-year extension of their engagement to complete strategic plans for improvement out in the field.

As PSP emerged from COVID-19, it began to bring in-person offerings back to life and presented DOJ's first nationwide gathering since 2019 on December 11–13, 2023, in Indianapolis, Indiana, partnering not only with other DOJ programs, but also with the communities that they serve. Nearly 1,000 participants attended the highly rated event, which presented many innovative approaches to prevent, intervene in, investigate, and prosecute violent crimes.

Building off the 2023 summit theme, Partnerships for Safer Communities, the program continues to adapt its offerings to changes in the profession, different crime trends, the needs and contributions of the community, the creation of new partnerships to help address violent crime, and technology that helps departments do their jobs faster and more efficiently.

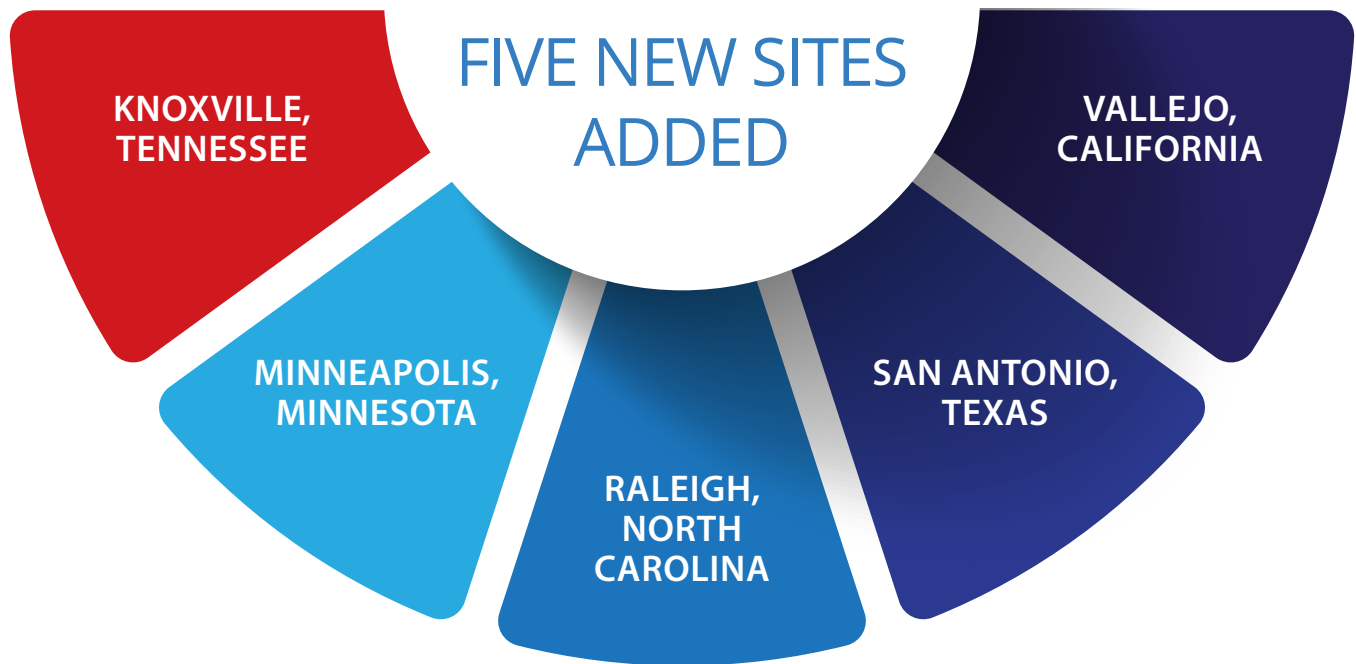
In 2023, violent crime continued to drop significantly across the nation.¹ While PSP sites' successes contributed to the decrease in crime, they continued to do so with dwindling staff as many departments faced challenges in recruiting and retention. Sites invested in more technology, like Real Time Crime Centers integrating city and business videos, license plate readers, and gunshot detectors to rapidly deploy assets as well as start the gathering of evidence around a violent crime. Police departments collaborated and connected with their communities and local organizations supporting prevention and intervention efforts. Together, these evidence-based approaches are leading to results, with decreases in violence and shootings.

PSP is proud of what its sites have accomplished throughout its history and looks forward to working to make a difference in cities and towns across the country for years to come.

The PSP Support Team

2023

A Dynamic Year of New Partnerships



BJA welcomed five new sites to the FY 2023 cohort and hosted listening sessions in each of the communities in the new year. Local leaders provided BJA with information on key issues impacting their location, especially violent crime concerns. BJA offered background on the program and the many opportunities available to tackle their unique challenges, details on what to expect throughout the 3-year engagement, and the PSP team members who will guide them through the process and implementation of a strategic plan.

Capacity Building Grants

In 2023, DOJ introduced a new grant opportunity for current sites in their third year of engagement and alumni PSP sites to provide resources for law enforcement and local prosecutorial agencies identified in their PSP strategic plans. Nine awards were granted. They include:

Baltimore, Maryland (FY 2019)

Baltimore plans to further expand its group violence reduction initiative to all nine districts of the Baltimore PD.

Baton Rouge, Louisiana (FY 2019)

Through the development of the PSP strategic plan in collaboration with all the PSP partners, Baton Rouge identified areas that require assistance to move the program forward. Specifically, the activities will focus on the use of community outreach and technological capabilities to reduce violent crime.

Chattanooga, Tennessee (FY 2021)

The Chattanooga PD's goals for the Capacity Building Grant are to allow additional training for PD staff, provide training and fund programming for the City of Chattanooga's Office of Gun Violence Prevention, and enhance the Chattanooga PD's investigative capacity through technology.

Cleveland, Ohio (FY 2019)

The City of Cleveland aims to reduce violent crime and increase public trust by focusing on force-multiplier technology and deepening and localizing its community engagement and communications plan.

Kansas City, Missouri (FY 2018)

Kansas City plans to increase nonfatal shooting (NFS) case clearance rates and decrease recidivism rates among violent offenders by enhancing nonfatal shooting investigations, improving public perception of law enforcement, and advancing the use of crime analysis.

Louisville, Kentucky (FY 2021)

The Louisville Metropolitan PD is using grant funds to enhance the safety of officers and community members by procuring additional officer safety equipment, specifically tactical first aid kits. In several instances, Louisville Metro officers have likely saved a shooting victim's life by having the proper equipment when rendering aid.

Miami, Florida (FY 2018)

The Miami PD's goal is to enhance the capabilities of its Crime Analyst Detail. To do so, the department is focusing on automating hot spot analysis by implementing specific technology. The automated process will help determine the deployment of directed patrols in the targeted neighborhoods. Simultaneously, the Miami PD is focusing on obtaining officer buy-in by including district lieutenants in the implementation and feedback process.

Tulsa, Oklahoma (FY 2018)

The Tulsa PD is utilizing the capacity grant funding to continue building on its PSP strategic plan to address emerging violent crime in five unique micro hotspots in Downtown Tulsa.

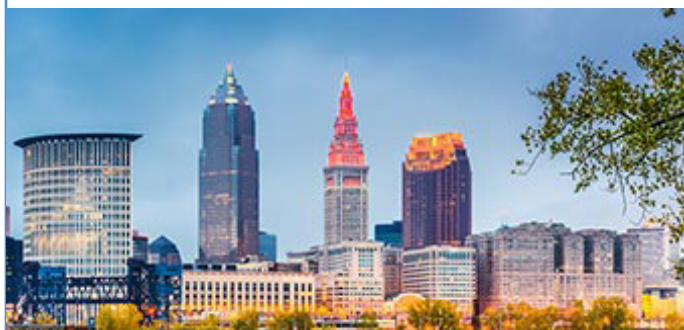
Wichita, Kansas (FY 2019)

The Wichita PD is using award funds to purchase technology to equip its Real Time Crime Center (RTCC). The department plans to stand up an RTCC to support officers and investigators in the field with real-time data.

Extensions of Five 2019 Cohort Sites

In 2023, five 2019 cohort sites requested a 1-year extension of their engagement. Due to limitations during the COVID-19 pandemic, they were not able to take advantage of in-person peer exchanges, program assessments, and other resources to complete their strategic plans. Over the extension period, these sites were able to complete their full engagement and make significant strides to keep their communities safe. The sites are:

- ◀ Anchorage, Alaska
- ◀ Baltimore, Maryland
- ◀ Baton Rouge, Louisiana
- ◀ Davenport, Iowa
- ◀ Wichita, Kansas



2019 Cohort Moving From Active to Alumni Status

In September 2023, the four remaining 2019 cohort sites—Amarillo, Texas; Anniston and Oxford, Alabama; Cleveland, Ohio; and Harris County, Texas—moved from active status to alumni status. Each site identified keys to its success in PSP.

Amarillo

Enhancing crime analysis.

The Amarillo PSP partners increased the individual analytic skills of personnel, improved data-sharing processes between agencies, and worked together to implement evidence-based solutions to address crime trends shown in the data. PSP was instrumental in helping analysts learn from others in the field, implement the organizational infrastructure needed to support analysis, and discover new technology and methodologies to develop sophisticated analytic products for the field.

Adding partners.

Local, state, and federal partners played an essential role for Amarillo, providing critical investigative and manpower support and adding unique knowledge. Homeland Security Investigations brought gang expertise; the Federal Bureau of Investigation (FBI) added investigation and technology expertise; the U.S. Drug Enforcement Administration (DEA) contributed license plate readers and El Paso Intelligence Center support; the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) offered its National Integrated Ballistic Information Network (NIBIN) expertise; the U.S. Marshals Service (USMS) advanced interdiction and tactical knowledge; and the U.S. Attorney's Office (USAO) spearheaded community engagement and federal prosecution coordination.

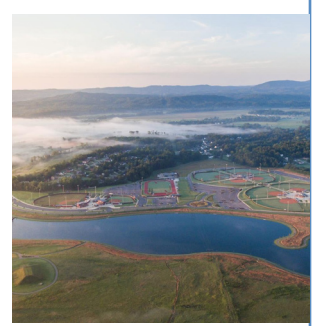
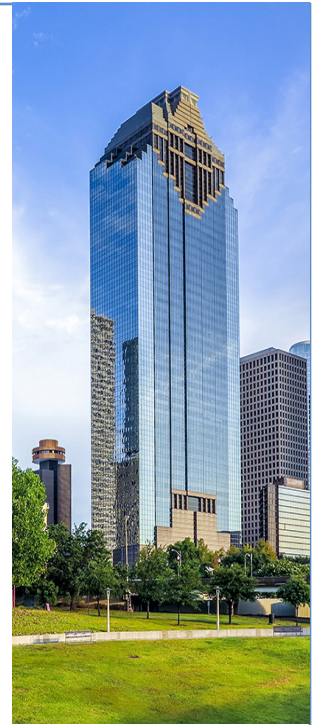
Engaging the community.

Amarillo made community engagement central to its efforts from the beginning of its PSP engagement. PSP partners credit this dedication with improving trust, engagement, and partnership in many of the neighborhoods of focus during PSP.

Anniston and Oxford

Adopting a collaborative approach.

The Anniston Police Department's (PD) Major Crimes Unit worked with local and federal partners on large-scale investigations that removed many criminals from the streets, making the community safer and leading to decreases in crime.



Focusing on community engagement.

Both the Anniston and Oxford PDs have been very active in their communities, and their communities' responses to their actions reflect that approach.

Improving crime analysis.

Both agencies recognized the need for crime analysis and have worked hard to learn and enhance their crime analysis capabilities, sharing the results with other local departments.

Cleveland

Cultivating partnerships.

By enhancing its existing relationships with local and federal partners throughout the PSP engagement, the Cleveland Division of Police (CDP) was able to work closely with these partners to create comprehensive approaches to violence reduction. By nurturing relationships and continuing regular meetings with the USAO, ATF, the FBI, DEA, USMS, the Ohio Adult Parole Authority, and local law enforcement agencies, the CDP was able to gather actionable intelligence and improve its investigative capacity.

Utilizing support from peer exchanges.

The CDP credits much of its success in the program to the opportunities PSP offered to visit other departments, network, and learn from their successes. Increased training and peer learning opportunities have allowed the CDP to increase its homicide clearance rate and fast-track its NIBIN leads.

Harris County

Providing data for decision-making.

The Harris County Sheriff's Office (HCSO) formed a new Crime Analysis Unit, creating dashboards for all employees to better understand crime and how data informs its work. By identifying microzones around the county, the team could focus and tailor violent crime strategies. Sharing data with the public and other agencies produced multiple approaches to chronic problems for long-term success.

Supporting and assisting change.

In addition to providing support for the Crime Analysis Unit, PSP assisted the agency in getting a NIBIN machine and provided resources and training to assist both efforts as well as the direction, coordination, and leadership to meet its goals.

Embracing leadership.

Command staff at the HCSO embraced its goals, took ownership of PSP meetings, and followed through with action.

Site-Specific Reduction in Crimes

The FBI quarterly Uniform Crime Report (UCR) showed widespread decreases in violent crime for the last 3 months of 2023 nationwide, compared to the same period in 2022. Violent crime decreased 6%, and murder dropped 13%, continuing a downward trend after a pre-pandemic spike.²

Overall decreases were attributed to the American Rescue Plan passed in 2021, which included a \$15 billion investment in public safety. Some of those funds were used to target gangs, illegal guns, and other unique issues facing communities across the country. In programs like PSP, those funds made a significant difference in addressing violent crime.³ Here are just some of the achievements from current PSP sites.



Albuquerque, New Mexico

from 2022 to 2023⁴

19% drop
in homicide

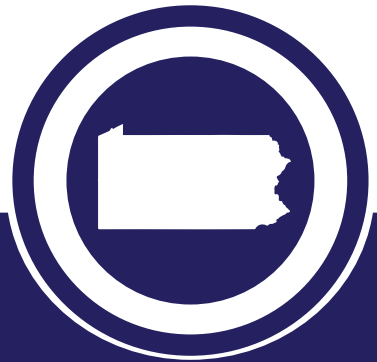
6% decrease in
nonfatal shootings



Rochester, New York

22% decrease
in murders

31% decrease in
nonfatal shootings⁵



Philadelphia, Pennsylvania

from 2022 to 2023⁶

20% decrease
in homicides

24% decrease
in shootings

11% decrease
in rapes

11% decrease
in violent crime

PSP by the Numbers

PSP provides ongoing training and technical assistance (TTA) to its sites throughout their engagement to empower cities to improve their public safety capacities in the areas of criminal justice collaboration, community engagement, gun violence, crime analysis, constitutional policing, federal partnerships, investigations, and technology. The assistance takes many forms, including strategic assessments, customized TTA based on community needs and emerging issues, expedited access to subject-matter experts, peer exchanges, PSP site teams, assessments, and an annual summit. Here are just some of the TTA offerings the PSP team provided in 2023.

- ◀ **Weekly PSP News, featuring articles about current PSP sites: 28**
- ◀ **Webinars on funding opportunities for law enforcement and prosecutors: 5**
- ◀ **Training Opportunities: 14**
- ◀ **Communities of Practice newsletters on trends in prosecution, crime analysis, and public information: 4**
- ◀ **Funding bulletins to highlight DOJ grant opportunities: 1**
- ◀ **Special Event on Crisis Scenario Planning for law enforcement officers: 1**
- ◀ **The Impact, a quarterly publication featuring PSP site achievements: 3**
- ◀ **Summit Monday Morning Update: 1**
- ◀ **Peer exchanges, on-site and virtual learning opportunities from leading agencies in the field: 28 exchanges involving 94 sites**
- ◀ **Number of PSP sites: 22**
- ◀ **Impact of trainings: 14 different trainings supporting 78 attendees**
- ◀ **Strategic planning workshops: 8**
- ◀ **Assessments, including community engagement, crime analysis, detective function, grants landscape, homicide investigation and prosecution, nonfatal shooting and gun violence prosecution, strategic messaging, technology, victim services, violence analysis, and youth violence: 21**
- ◀ **Subject-matter expert assistance on a wide range of issues facing criminal justice professionals: 9 engagements**
- ◀ **Customized TTA—began in May 2023—supported seven people to attend specialized trainings and three to participate in a peer exchange**

Resources

Strategic Planning

The PSP site team initiates strategic planning early in the PSP process to assist sites with identifying the best ways to address their unique crime and public safety issues and enlisting the support of local and federal partners. The strategic plan includes measurable goals, objectives, and desired outcomes, as well as implementation strategies and plans to monitor and evaluate progress. The plan focuses on using local and PSP resources to address the sites' areas for enhancement in desired PSP focus areas. Here are some of the benefits attributed to strategic planning.

- ◀ In a public speech on the state of the city, the Baton Rouge mayor lauded the violence reduction strategic plan and collaborative efforts, which led to a 21% reduction in homicides and a 20% increase in gun seizures between December 22, 2021, and December 22, 2022, as well as the deployment of crime cameras and license plate readers in Sherwood Forest. The mayor also replicated the strategic planning process to develop a community-based safety plan, which included partnering with communities, reshaping the juvenile justice system, revitalizing neighborhoods, developing the workforce, and boosting family support.
- ◀ North Charleston, South Carolina, selected community engagement as a key focus area in its strategic plan, and the city awarded \$1.2 million to 12 grassroots community groups to aid in gun violence prevention. These groups also participate in the North Charleston Police Department violent crime reduction strategic planning process.

Assessments

The first phase of the PSP comprehensive approach is to conduct a series of community assessments to provide a baseline understanding of challenges and areas for growth. Among the assessments offered are crime analysis, detective function, grants, homicide investigations and prosecution, nonfatal shootings and gun violence, technology, victim services, violence analysis, and prosecution. Here are some of the results from these assessments.

- ◀ Following a nonfatal shooting assessment, the Louisville Metropolitan Police Department established the Nonfatal Shooting Squad with 16 officers, 2 detectives, and 2 ATF agents and provided 80 hours of training to the team on investigative techniques, evidence collection, and victim support.
- ◀ In Shreveport, Louisiana, a prosecution assessment led to multiple improvements in case processing for the Caddo Parish District Attorney's (DA) Office, such as deploying an early warning system to identify witnesses and victims who may become uncooperative, developing standards and policies for witnesses who disregard subpoenas, and setting guidelines for other agencies in the region for violent crime cases sent to the DA.
- ◀ As a result of a technology assessment, the Richmond, Virginia, Police Department established the Capital City Intelligence Center to help officers respond to crimes in progress through the use of security cameras, license plate readers, shot detection systems, body-worn cameras, and more.



Peer Exchanges

A critical component of the PSP program is the sharing of lessons learned, successful strategies, and ideas among peers. PSP's extensive peer exchange program provides 27 person-trips for each PSP site for peer learning opportunities across the country. PSP sites may visit other PSP sites or agencies outside of the PSP network based on demonstrated success or lessons learned in the hosting city. The PSP team works to identify outcome-focused goals and objectives and to develop a robust agenda that meets the needs and capacities of all involved. Virtual peer exchange opportunities are also available to the sites. Here is a sample of offerings in 2023.

- ◀ Peer Exchange to USMS
 - ◆ USMS hosted a group peer exchange in January at the Carolinas Regional Task Force in Charlotte, North Carolina, focused on the vast array of resources the agency has at its disposal and the unique opportunities it can offer to PSP sites. This event covered the history of USMS; the Organized Crime and Gangs Branch; the Sex Offender Investigations Branch; Critical Incident Response Team resources; an overview of regional task force branch operations; Behavioral Analysis Unit capacity and support; and training resources.
- ◀ Peer Exchange to ATF
 - ◆ This unique peer exchange in February allowed PSP sites to attend a collaborative event and tour at the NIBIN National Correlation and Training Center (NCTC) in Huntsville, Alabama, which can rapidly conduct ballistic image correlations and provide investigative leads to law enforcement agencies. Attendees discussed their current capacities and PSP partnerships at each site, eTrace, and crime gun intelligence, and received training for the NIBIN Enforcement Support System (NESS).
- ◀ Group Peer Exchange to Cleveland, Ohio
 - ◆ The Cleveland Division of Police hosted a Social Network Analysis (SNA) Workshop in May to discuss the progression of SNA in the criminal justice arena. Among the topics addressed were effective strategies, the current utilization in the field, and technical challenges facing sites.

Conferences

PSP sites are encouraged to learn about new crime trends and strategies used to combat these issues from professional organizations, nationally recognized communities, and institutions of higher education in the criminal justice field. These events also provide the opportunity to network with other innovative agencies throughout the country on a wide variety of topics that impact violent crime in their communities. Here are some of the conferences sites attended through the PSP program.

- ◀ Harvard Public Safety Summit
 - ◆ Several PSP sites enrolled in the 2023 Public Safety Summit: Activating a Bold Vision, held in April at Harvard University in Cambridge, Massachusetts. The event brought together public safety and criminal justice leaders with prominent academic and industry experts to address leadership, human capital, strategy, and technology.
- ◀ Omaha Empowerment Network: Rebuilding the Village Conference
 - ◆ Some PSP sites attended the 16th Annual Rebuilding the Village Conference in Omaha, Nebraska, in June, which attracted the nation's top strategists and thought leaders to promote ways to work together to improve the quality of life for African Americans, residents of North Omaha, and citizens of the Omaha region.
- ◀ National District Attorneys Association (NDAA) Summer Summit
 - ◆ PSP sites joined the NDAA summit for Addressing Violent Crime: Courtroom and Community Strategies in July, which offered prosecutors education, information sharing, and networking tools to promote innovative ideas and practical policies for violent crime cases.
- ◀ International Association of Crime Analysts (IACA)
 - ◆ PSP sites participated in the 2023 IACA Conference in Grapevine, Texas, in August, which allowed crime analysts to participate in a variety of training, including creating actionable analytic products, utilizing data to improve community-police relations, and understanding the analyst's role in evidence-based policing.
- ◀ National Closed Case Project
 - ◆ PSP sites attended BJA's first national convening of the Closed Case Project in September to discuss best practices for responding to and investigating fatal and nonfatal shootings. The project conducted an independent assessment of participating sites to identify effective and sustainable practices based on each agency's operations, resources, officer capabilities, and community relations.
- ◀ International Association of Chiefs of Police
 - ◆ In October, the PSP program presented a panel on Communicating an Executive's Vision to the Community to Reduce Violent Crime, highlighting PSP efforts in Aurora, Colorado; Indianapolis, Indiana; and Philadelphia, Pennsylvania. Among the recommendations presented were to grow partnerships, focus on the community, build trust, enforce and help, remain transparent, respect others, and adopt cutting-edge practices.

Communities of Practice

PSP supports the belief that law enforcement agencies benefit tremendously from sharing their knowledge and best practices. To network and discuss promising practices in public safety, PSP promotes Communities of Practice (CoPs) to address shared challenges, needs, and lessons learned in PSP sites and the broader criminal justice community through various learning and networking opportunities. PSP offered CoPs for Prosecutors, Crime Analysts, and Public Information Officers. Here is a sample of a session.

- ◀ Public Information Officer Community of Practice
 - ◆ This roundtable event for public information officers in November included an overview of the IACP presentation, a recap of crisis communication, and highlights from various successful campaigns among PSP sites.

Webinars

The PSP program delivered webinars to assist law enforcement agencies and prosecutors with grant opportunities and resources from the 2023 Violent Crime Reduction Summit. The webinar provided valuable insight into funding opportunities available to the field from public and private sources. In addition, PSP offered PowerPoints and videos from a wide range of sessions available at the summit to help sites further develop their initiatives. The webinars and resources are available here:

[2023 Bureau of Justice Assistance Violent Crime Reduction Summit Resources Page](#)

[Learn More About PSP 2023 Webinar](#)

[PSP Capacity Building Grant Webinar](#)



Customized TTA

A major component of PSP is the delivery of expedited and customized TTA based on the needs and emerging issues in each community. In addition to no-cost training routinely available from various Office of Justice Programs components, the BJA National Training and Technical Assistance Center (NTTAC) supports various customized TTA and other resource needs throughout the first 2 years of engagement. Here are customized TTA deliveries to sites in 2023.

- ◀ Three representatives from the Cleveland Division of Police to attend a peer exchange to the Los Angeles, California, Police Department
- ◀ One crime analyst from the Anchorage Police Department to attend social network analysis training in Cleveland
- ◀ One crime analyst from the Cleveland Division of Police to attend the 2023 International Association of Crime Analysts National Conference
- ◀ One representative from the Tulsa Police Department to attend and present at the International Association of Chiefs of Police National Conference
- ◀ Two representatives from the Chattanooga Police Department to attend the 2023 Problem-Oriented Policing Conference in Boulder, Colorado
- ◀ Two representatives from the Chattanooga Police Department to attend the Blount County, Tennessee, Sheriff's Advanced Homicide Investigators Training

PUBLIC SAFETY CLEARINGHOUSE

Strategic Solutions to Increase Public Safety

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PSP Clearinghouse

The Public Safety Clearinghouse serves as a repository for public safety-related resources. These include toolkits, virtual trainings, newsletters, case studies, and various white papers and research briefs. These resources share violence reduction strategies and lessons learned in implementing best practices and efforts to reduce crime and increase public safety. PSP also maintains a public website and a private website to track PSP activities and house violence reduction resources.

Browse by Topic



Community Policing



Constitutional Policing



Corrections



Crime Analysis



Crime Prevention



Domestic Violence



Drug Crime



Gang Violence



Gun Violence



Homicide



Human Trafficking



Intelligence/Information Sharing



Officer Safety/Wellness



Prosecution



Sex Crimes



Social Media



Technology



Victim/Witness Assistance



Youth Violence



Annual Summit

BJA hosted its Violent Crime Reduction Summit, Partnerships for Safer Communities, on December 11–13, 2023, in Indianapolis. The summit brought together partners from across communities working collaboratively to address violent crime, including PSP, Project Safe Neighborhoods (PSN), the National Crime Gun Intelligence Center Initiative, and the Rural and Small Department Violent Crime Reduction Initiative. The summit convened local, state, and federal law enforcement and prosecutorial partners from across the country, including

- ◀ 23 active and alumni PSP sites
- ◀ DOJ leaders
- ◀ 53 U.S. Attorneys
- ◀ 174 speakers
- ◀ 929 attendees

Among the honored guests were U.S. Attorney General Merrick B. Garland, Deputy Attorney General Lisa O. Monaco, former Associate Attorney General Vanita Gupta, and BJA Director Karhlton F. Moore, as well as officials from the host city of Indianapolis, including Police Chief Randal Taylor, U.S. Attorney Zachary A. Myers for the Southern District of Indiana, and Mayor Joe Hogsett.

Attorney General Garland addressed the Summit, remarking, “We are here together today because we know that no one law enforcement agency, no one community, no one town or city can address these challenges on its own. We need each other. We need to work together. . . . We believe that everyone in our country deserves to feel safe and to be safe in our communities.”

Plenary sessions included a presentation on Omaha 360, a program developed to promote partnership in the longest-running PSN site in the country; a panel from federal partner agencies on resources and technology that can assist sites; a victims advocate panel sharing personal stories on the impacts of violent crime; executive approaches to violent crime, where police chiefs discussed challenges and strategies used in their communities; Place Network Investigations, which couples complex investigation of the place networks that create the infrastructure for offending with intervention partners; the critical role of forensics and intelligence in investigations; and the Community-Based Violence Intervention and Prevention Initiatives, which use evidence-based practices to address gang and gun violence through partnerships in the community.

Breakout sessions were also offered throughout the conference to give participants an in-depth look at initiatives in the areas of prevention, intervention, and reentry; enforcement, investigation, and prosecution; community and partner engagement; and youth engagement. Among the topics were crime plans; constitutional policing; focused deterrence; privately made firearms; domestic violence; nonfatal shootings; data analysis; victim services; community

partnerships; reentry; focus areas to combat violent crime; crime gun intelligence; officer safety and wellness; extreme risk protection orders; strategic communications; school crime; youth violence; community violence intervention and prevention; witness intimidation and relocation; the prosecution of gun crimes; efforts to close the gaps between local, state, and federal agencies; community engagement with prosecutors; drug-related crime; alternative opportunities for youth; the intersection among thefts, carjackings, and violent crime; the development of collaborations to reduce recidivism; the use of new technology and tools to fight crime; the connection of efforts using advanced analytics; and ways to improve homicide clearance rates.



Virtual Academy

The PSP Virtual Academy continues to offer free courses on key issues of importance in the fight against violent crime to PSP sites. In addition, these courses are open to all criminal justice professionals across the country at no cost. The virtual, self-paced courses are developed in collaboration with leading criminal justice experts in the field and can be accessed via computers, smartphones, and tablets. The Virtual Academy has obtained certification for most of its courses from the International Association of Directors of Law Enforcement Standards and Training to provide continuing education credits for law enforcement officers and ensure the training content meets quality standards.

Among the courses available are:

Crime S.C.E.N.E. Excellence

Critical steps needed to begin a successful violent crime investigation are often overlooked during the initial response to the crime scene. This course highlights the tools and best practices that first responders need to consider to successfully manage violent crime scenes.

Ghost Guns: Identifying and Tracing Privately Made Firearms

Ghost guns, or privately made firearms (PMFs), are an emerging problem in most of the country, and as a result, law enforcement has not yet established uniform procedures for identifying and documenting their recovery. This course provides participants with the knowledge, skills, and abilities needed to identify, accurately describe, and document PMFs and a uniform methodology for accounting for them in ATF's Firearms Tracing System (FTS).

GunStat: A Data Driven Approach to Gun Violence

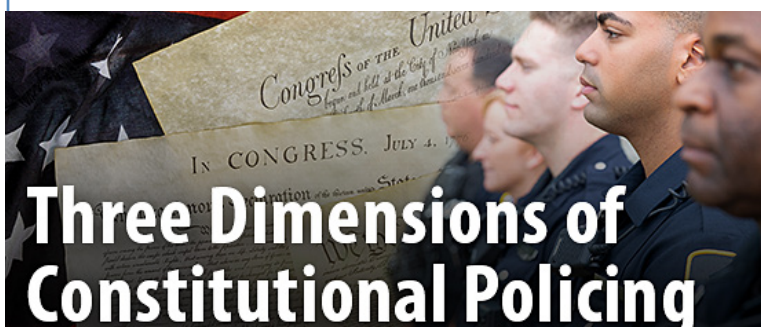
The primary perpetrators of most gun crimes represent a very small segment of a community. It is only through the systematic and collaborative efforts of law enforcement and other key stakeholders that those responsible for these crimes will be identified and prosecuted to prevent future violence. Students will learn how to leverage data and collaboration to implement the GunStat model—a nationally recognized, data-driven management strategy.

Law Enforcement Guide to Crime Guns

This course, developed in close collaboration with ATF, provides an overview of crime guns as they relate to investigative processes such as NIBIN and ATF's eTrace (Electronic Tracing System). The course also focuses on the fundamentals of firearm identification to enhance officers' and agencies' capacities to correctly recover and identify crime guns.

Navigating NIBIN Leads via the GETS System

NIBIN leads received by most departments can quickly outpace available resources to address them. This course provides an overview of the Geography, Events, Time, and Solvability Factors (GETS) System to triage NIBIN leads more efficiently, better allocate limited agency resources, and ensure investigative success.



Notable Program Accomplishments

In 2023, PSP triumphantly returned to full operations of the program, with in-person and virtual opportunities available to assist in their pursuits of safer communities. Despite challenges in recruiting and retention, sites took full advantage of the expansive options available through community engagement, constitutional policing, crime analysis, criminal justice system collaborations, federal partners, gun violence reduction, investigations, and technology. Here is just a sample of what sites accomplished in 2023.

Community Engagement

- ◀ Rochester established a juvenile enhanced diversion and stabilization (JEDS) program, which allows juveniles to be connected immediately to cognitive behavioral intervention services while their cases are being processed through the system. Rochester police also joined a local reentry coalition, which measures the city's current capacity to address reentry and weave it into priorities related to public safety.
- ◀ The Mayor's Office in Baton Rouge embraced the community engagement process and expanded the program to include partnering with the community to address violence; reshaping the juvenile justice system; revitalizing neighborhoods by focusing on trauma and healing; creating workforce development programs; and boosting family support. Initiatives included the "Summer of Hope," with door-to-door canvassing, dialogues on public safety, professional development opportunities, and fun events for neighborhoods with concentrated levels of violence.
- ◀ The Greensboro, North Carolina, PD's Office of Community Safety partnered with community groups to launch Peace on Purpose, a summer program for youth to prevent violence, and a pledge by the community to take a stand against violence through accountability, vigilance, and intervention.⁷
- ◀ The Sacramento, California, PD's Office of Violence Prevention offered \$2.2 million in grant funds to local community nonprofit organizations to target high-risk youth and families in areas affected by gang-related homicides, shootings, and aggravated assaults.⁸

Constitutional Policing

- ◀ The Charleston and North Charleston, South Carolina, PDs implemented procedural justice training for all staff and incorporated those concepts into other areas, such as reality-based training and use-of-force issues.
- ◀ The FBI provided code of law training to the entire Wichita PD.

Crime Analysis

- ◀ Through a series of peer visits and on-site process consultations, the Phoenix, Arizona, PD implemented a new CompStat model to discuss the crime occurring in its community utilizing timely intelligence, effective tactics, and relentless follow-up.
- ◀ Baton Rouge modified its CompStat model to incorporate jail calls, search warrants, NIBIN cases, Crime Stopper tips, “Be On the Lookout” alerts, and other information for each district. In addition, police used CompStat to track attendance at community events and meetings.
- ◀ In 2023, Philadelphia police hired civilian analysts and created a six-week training program by sworn personnel. Philadelphia also implemented monthly data exchanges with ATF on eTrace, which enabled real-time inquiries on ballistics, and interfaced with the state’s court system to get timely court data.
- ◀ The Rochester PD joined the New York RXStat Program, a partnership between public health and public safety to use data from local, state, and federal sources to respond to local drug use problems. The department also received a \$100,000 grant from DOJ to compile and analyze shooting data from 2010 to 2020 to support overtime for officers to intervene in possible retaliatory violence. That information will also help develop data-driven approaches to address gang violence.

Criminal Justice Collaborations

- ◀ The Chattanooga District Attorney’s Office (DAO) greatly increased the number of life-without-parole cases filed, including retroactively, to deter violent crime. The DAO created and delivered training for prosecutors, the PD, and the sheriff’s office on trial preparations and trial advocacy. Finally, the DAO and Chattanooga PD agreed to have all officer-involved shootings investigated by the Tennessee Bureau of Investigation to increase objectivity.
- ◀ To help address gun violence, especially among youth, Aurora developed a deterrence program targeting those 15 to 25 years old. Aurora hired a program coordinator to work with community partners, a case manager to assist with referrals from police, and a research partner to assess the effectiveness of the program.
- ◀ In June 2023, Operation Summer Shield was held in Phoenix, which included the Phoenix PD, the Maricopa County Attorney’s Office, the Maricopa County Sheriff’s Office, the Arizona Department of Public Safety, the U.S. Attorney’s Office for the District of Arizona, the FBI, ATF, DEA, USMS, and Homeland Security Investigations (HSI). In five days, the partners arrested 580 people, most for felonies from weapons violations to violent crime, and returned 16 absconders from the Arizona Department of Corrections. The operations cleared 4 homicide cases and 700 active warrants and seized nearly 520,000 fentanyl pills, over 5 pounds of methamphetamine, and more than 40 weapons from people prohibited from possessing them.

Federal Partnerships

- ◀ The Sacramento PD has established strong collaborations with its federal partners since joining the PSP program, including joint operations, additional resources and capabilities, and long-term violence reduction planning.
- ◀ In February 2023, ATF provided the Albuquerque PD with a NIBIN van to help increase its capacity to process ballistics evidence, reduce the evidence backlog, develop a process for new case intake, and establish a regional service.⁹ Albuquerque also addressed a backlog of 5,000 felony warrants and created partnerships to improve case information sharing among detectives, investigators, prosecutors, and judges to better manage those detained on felony charges.
- ◀ In Tucson, Arizona, Operation Clean House, led by the FBI's Southern Arizona Violent Crime and Gang Task Force and including federal, state, and local law enforcement, resulted in the arrest of 88 individuals, including 4 homicide suspects, and the seizure of over 9,000 fentanyl pills and 10 firearms. The city was also awarded a Smart Policing Initiative (SPI) grant and a Crime Gun Intelligence Center grant and installed a second NIBIN machine.

Gun Violence

- ◀ New leadership in the Washington, DC, Metropolitan PD has brought a new sense of urgency to crime in the city. Chief Pamela A. Smith has implemented several strategies, including a juvenile curfew enforcement pilot, 50 new CCTV cameras, and increased referral bonuses for employees recommending new recruits, to address the growing robbery and violence issues in the city. The city is also looking into a focused deterrence approach.
- ◀ The Cleveland Division of Police increased the number of detectives and hired six additional analysts to help improve homicide investigations through its Real Time Crime Center and crime analysis. To augment response to nonfatal shootings, the center collects video feeds from the local hospital and monitors injury surveillance data.
- ◀ The Phoenix PD introduced a nonfatal shooting team, responding to all scenes with serious gunshot injuries and partnering with the city's emergency medical services to identify shooting victims. As a result, the number of homicides decreased, and homicide clearance rates increased.



- ◀ Through a peer exchange with the Indianapolis PD, Amarillo improved its use of its NIBIN machine by moving the device to police headquarters and installing sound barriers and safety equipment, such as cameras, monitors, an alarm, brass catchers, and a shooting tube. As a result, ATF awarded the site its Gold Standard. The average entry time for evidence is now 1.9 days, with data entry accuracy at 99.6%. The site also enters evidence for the Texas Department of Public Safety, ATF, DEA, HSI, and FBI, as well as Randall and Potter counties.
- ◀ Crime Gun Intelligence Centers are interagency collaborations on the immediate collection, management, and analysis of crime gun evidence, such as shells casings, in real time, in an effort to identify shooters, disrupt criminal activities, and prevent future violence. Among the current PSP sites designated as Crime Gun Intelligence Centers are:
 - ◆ Albuquerque, New Mexico
 - ◆ Aurora, Colorado
 - ◆ Baltimore, Maryland
 - ◆ Chattanooga, Tennessee
 - ◆ Louisville, Kentucky
 - ◆ Phoenix, Arizona
 - ◆ Tucson, Arizona
 - ◆ Tulsa, Oklahoma
 - ◆ Washington, DC

Investigations

- ◀ Through multiple trainings and peer exchanges, the Philadelphia PD implemented place network investigation strategies in five of its most violent districts and established a directed pinpoint patrol pilot program, leveraging geographic information system technology. Philadelphia also centralized its shooting investigations and embedded it within the homicide investigations unit, leading to significant reductions in homicides and shootings in the city.
- ◀ To address a shortage of investigators, the Tucson PD created a new civilian investigator position to allow detectives to focus on violent crime functions by shifting resources to assault and gun cases. As a result, the Homicide Detective Unit cleared 90% of its assigned cases in 2023.¹⁰
- ◀ The Louisville Metropolitan PD established a nonfatal shooting unit and has designated investigators assigned in each district.
- ◀ The Albuquerque PD created a new Investigation Enhancement Division to create partnerships and improve case information sharing among detectives, investigators, prosecutors, and judges. To establish the division and provide comprehensive criminal histories for the court, division officers were housed in the Bernalillo County District Attorney's (DA) Office and the Metro Court building and attended daily meetings with the DA to review cases for indictment or diversion and prepare information for the courts. The U.S. Attorney's Office also attends the meeting to identify cases for federal prosecution. Finally, the Albuquerque PD developed a checklist for the first 48 hours after a homicide or nonfatal shooting for preserving and collecting evidence at the scene, which will become a regular part of the training academy.

Technology

- ◀ The Gary, Indiana, PD used grant funding to acquire additional license plate reader cameras positioned around the city for its Real Time Crime Center. The technology has been a force multiplier, leading to the capture of multiple murder and burglary suspects.¹¹
- ◀ Baton Rouge created an initiative to encourage local businesses to install surveillance cameras purchased through a collaboration among the Baton Rouge PD, the East Baton Rouge Sheriff's Department, the Baton Rouge Chamber of Commerce, and the newly established Baton Rouge Law Enforcement and Criminal Justice Foundation.
- ◀ Richmond used its new Capital City Intelligence Center to capture a shooting suspect within 30 minutes of a 9-1-1 call by reviewing video footage, relaying license plate information to officers in the field, and identifying and arresting the suspect. The center was funded through a \$750,000 state grant.¹²
- ◀ PSP provided extensive training and technical assistance to the Tulsa PD as it considered the funding and development of a real-time crime center. Through a series of peer visits and subject-matter expert support, Tulsa unveiled the industry-leading Real Time Information Center in summer 2023.¹³

Federal Partners

Partnering with federal law enforcement partners is a crucial part of success for the PSP sites. Federal law enforcement partners from ATF, DEA, the FBI, and USMS assign points of contact to serve as liaisons to navigate DOJ law enforcement resources available to the sites. Each federal partner offers resources and training to the sites, including assistance with firearms tracing, gang investigations, recovery and extraction of video evidence, tactical training, and more. The partners participate in PSP site calls, attend the PSP Summit, and provide any requested presentations on various PSP webinars and trainings.

USAOs also play a vital role in coordinating activities and services for the PSP sites. In Rochester, the USAO for Western District of New York developed a process to screen gun cases to see if they qualify for federal prosecution and, after the person is charged, make a motion to detain those likely to flee the pending trial. As a result, the USAO prosecuted 100 cases from July 2022 to June 2023. In Phoenix, the USAO for the District of Arizona, the Crime Lab, and the city's Crime Gun Intelligence Unit provided training to the nonfatal shooting investigative team, covering topics such as cell phone warrants, crime scene processing, a NIBIN overview, the Crime Gun Liaison Program (CGLP), digital forensics, and misconduct involving weapons. In Aurora, the USAO for the District of Colorado also participated in twice-weekly shoot review meeting to share information on recent shootings and investigations. In Greensboro, the USAO for the Middle District of North Carolina and local DA's office provided training on juvenile crime and requirements for constructing possession firearms cases for state and federal prosecution. Finally, in North Charleston, the USAO for the District of South Carolina offered training on requirements for federal prosecution.

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Quotes

"Because of the toxicity of our politics, many cities struggle to mobilize and sustain a multidimensional response that depends heavily on collaboration. I'm proud to say that's not the case here in Baton Rouge because this plan is a representation of a collaborative public safety strategy."

— Baton Rouge Mayor Sharon Weston Broome

"The operation was a huge success and was the direct result of the coordinated planning and execution by all of those involved. This operation has set a new standard in what can happen when law enforcement agencies and the prosecutors who handle these cases use each other as resources and partners to accomplish a goal to serve this community . . . This is an incredible example of what can be done when we all work together and put the safety of our community first. I am proud of the work that everyone [who was] a part of this operation did."

— Interim Phoenix Police Chief Michael Sullivan

"Last year, more than 60 people were referred to the U.S. Attorney's Office on federal gun charges and the RPD recovered more than 800 illegal guns—a rate of more than two per day."

— Rochester Mayor Malik Evans

"Collaborative law enforcement efforts like this one developed through the Public Safety Partnership (PSP) program are playing a pivotal role in helping to make our community safer. . . . City of Tucson leadership is grateful for the regional public safety effort and many active community partners that are all contributing to a safer Tucson."

— Tucson Police Chief Chad Kasmar

"PSP has been a success for this agency, bringing down crime rates almost double digits over the last two years and working well with other agencies in reducing violent crime in our region."

— Oxford Police Chief Bill Partridge

"APD's involvement in PSP was an exercise in engagement. We found that staying engaged with our local partners, federal partners, and getting APD employees involved with the overall goal of addressing violent crime was the easiest way to meet the goals of PSP. PSP connected us with some fresh ideas from outside of our normal working circles. Keeping an open mind to those ideas changed some of our procedures and practices for the future."

— Anniston Police Chief Nick Bowles

"I loved the team and their involvement in our three-year process. They made many resources available to us and met with us often to [ensure] that we were benefiting from them. They made sure that we had buy-in from our state, federal, and local partners and kept our progress steady throughout the pandemic. I am very glad that we were able to participate. Our area is much better now than we were before we became a participating site."

— District Attorney Brian McVeigh, 7th Judicial District of Alabama

"We were impressed by Boston's level of collaboration among system partners and nonprofits and would like to build Tucson's CVI ecosystem into something similar, including with more oversight by the Mayor/City Manager's office. We also liked the integration of MSWs into certain BPD units and the efficiencies of referrals and support that provides."

— Tucson attendee of Boston peer exchange on CVI

"My message to those who think that they can terrorize our community with senseless acts of violence is 'don't do it.'" "Our office, together with our law enforcement partners, is vigilant, working day and night to hold those committing crimes accountable. We will continue these efforts to ensure that the community can feel safe and community members can enjoy the summer."

— U.S. Attorney Trini E. Ross for the Western District of New York



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