



PUBLIC SAFETY
PARTNERSHIP
Building Safer Communities

ANNUAL REPORT

2024

Table of Contents

Message From the PSP Team.....	2
10 Years of Impacts.....	4
PSP Sites	6
In the Beginning	7
Current Site Highlights	15
Capacity Building Grants	22

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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Executive Summary of the National Public Safety Partnership and Violence Reduction Network

The National Public Safety Partnership (PSP) and its forerunner, the Violence Reduction Network (VRN), have been working for a decade to improve public safety in cities with high rates of violent crime. The programs have achieved significant results, reducing crime rates and improving the lives of residents across the country.

Key Strengths

- **Customized Solutions:** PSP recognizes the uniqueness of each site and tailors solutions to meet the specific needs of the community and its diverse population.
- **Collaborative Approach:** PSP fosters partnerships between federal, state, and local agencies, as well as community leaders and organizations, to develop and implement effective solutions.
- **Evidence-Based Strategies:** PSP relies on research-based, proven methods to address a wide range of criminal justice issues, ensuring the adoption of effective practices.
- **Data-Driven Decision Making:** PSP emphasizes the use of data analysis and intelligence to inform violence reduction strategies. This includes using tools like social network analysis to understand crime patterns and identify key individuals.
- **Adaptability and Evolution:** PSP has demonstrated the ability to adapt to changing circumstances and emerging challenges. This is exemplified by its response to the COVID-19 pandemic, during which it successfully transitioned to virtual training and technical assistance (TTA).

Program Accomplishments

- **Reduction in Violent Crime:** Many PSP sites have experienced substantial reductions in violent crime rates. For example, in Milwaukee, Wisconsin, the Center Street Corridor saw a 42% decrease in homicides, while Nashville, Tennessee, saw a 24% reduction.
- **Enhanced Investigations:** PSP has helped sites improve their investigative processes through training, assessments, and the adoption of technologies such as the National Integrated Ballistic Information Network (NIBIN). This has led to increased clearance rates for homicides and other violent crimes.
- **Improved Crime Analysis:** PSP has played a crucial role in building the capacity of crime analysis units in participating sites. This includes hiring additional analysts, providing training on advanced techniques, and facilitating data sharing between agencies.
- **Strengthened Community Engagement:** PSP has supported efforts to enhance community policing and build trust between law enforcement and residents. Initiatives like collective efficacy programs have proved effective in reducing crime and improving community relations.

Program Accomplishments

- **Expansion of Technology:** PSP has facilitated the adoption of advanced technologies such as real-time crime centers, gunshot detection systems, and body-worn cameras. These tools have enhanced situational awareness, improved response times, and increased transparency.
- **Sustainability and Legacy:** PSP aims to create sustainable solutions that continue to benefit communities even after their formal engagement with the program concludes. Many sites have developed strategic plans and built internal capacities that will continue to drive progress in the long term.

Highlights of Site Successes

The highlights section features four circular icons representing the states of New Jersey, Wisconsin, Indiana, and Oklahoma. Each icon is placed above a white box with a blue border containing the site name and a brief description of its success.

- Camden, New Jersey:** VRN helped Camden implement NIBIN, leading to significant reductions in processing times for ballistics evidence. This enabled faster identification of suspects and helped curb gun violence.
- Milwaukee, Wisconsin:** The Milwaukee Police Department (PD), with PSP support, targeted high-risk individuals in the Center Street Corridor. By focusing on these key players, Milwaukee was able to disrupt criminal networks and reduce violence.
- Indianapolis, Indiana:** Indianapolis used PSP resources to expand its Crime Analysis Unit, implement a Real Time Crime Center, and upgrade its technology infrastructure. These efforts resulted in improved data analysis, more efficient resource deployment, and enhanced crime-fighting capabilities.
- Tulsa, Oklahoma:** Tulsa consolidated its crime analysts into a single unit, enhancing efficiency and collaboration. The department also implemented social network analysis to gain a deeper understanding of crime patterns.

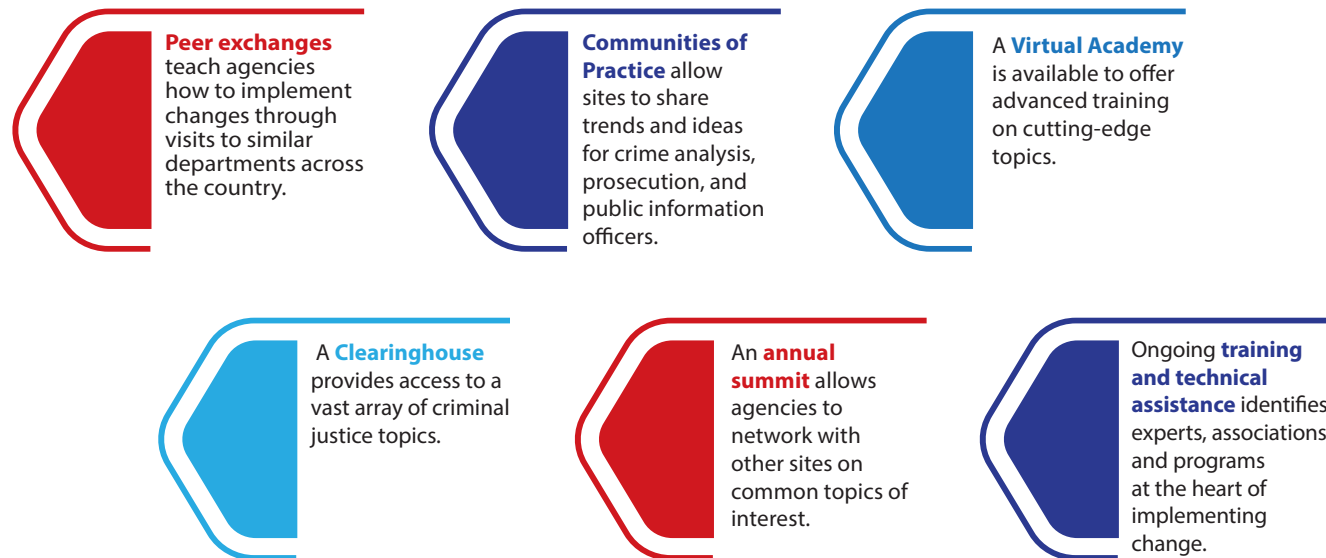
Conclusion

PSP and VRN have a proven track record of success in helping cities combat violent crime and create safer communities. By leveraging the expertise and resources of the U.S. Department of Justice, fostering collaboration, and employing evidence-based strategies, the programs have made a lasting impact on the criminal justice landscape.

10 Years of Impacts

Collectively, our sites have made significant strides in the evolution of the criminal justice profession, guided by teams that include former **law enforcement leaders** with proven records of success, **expert practitioners** in a wide range of criminal justice areas, **champions from the U.S. Department of Justice** to guide sites through federal offerings, **local and federal partner agencies** for collaborating on operations and projects, and **training and technical assistance** providers to identify resources to address their specific challenges.

With this support, each site creates a strategic plan to identify its biggest challenges and develop solutions for its most pressing problems. Among the tools used are **assessments** in key areas, including crime analysis, detective function, grants, homicide investigations and prosecution, nonfatal shootings, technology, victim services, and violence analysis and prosecution.



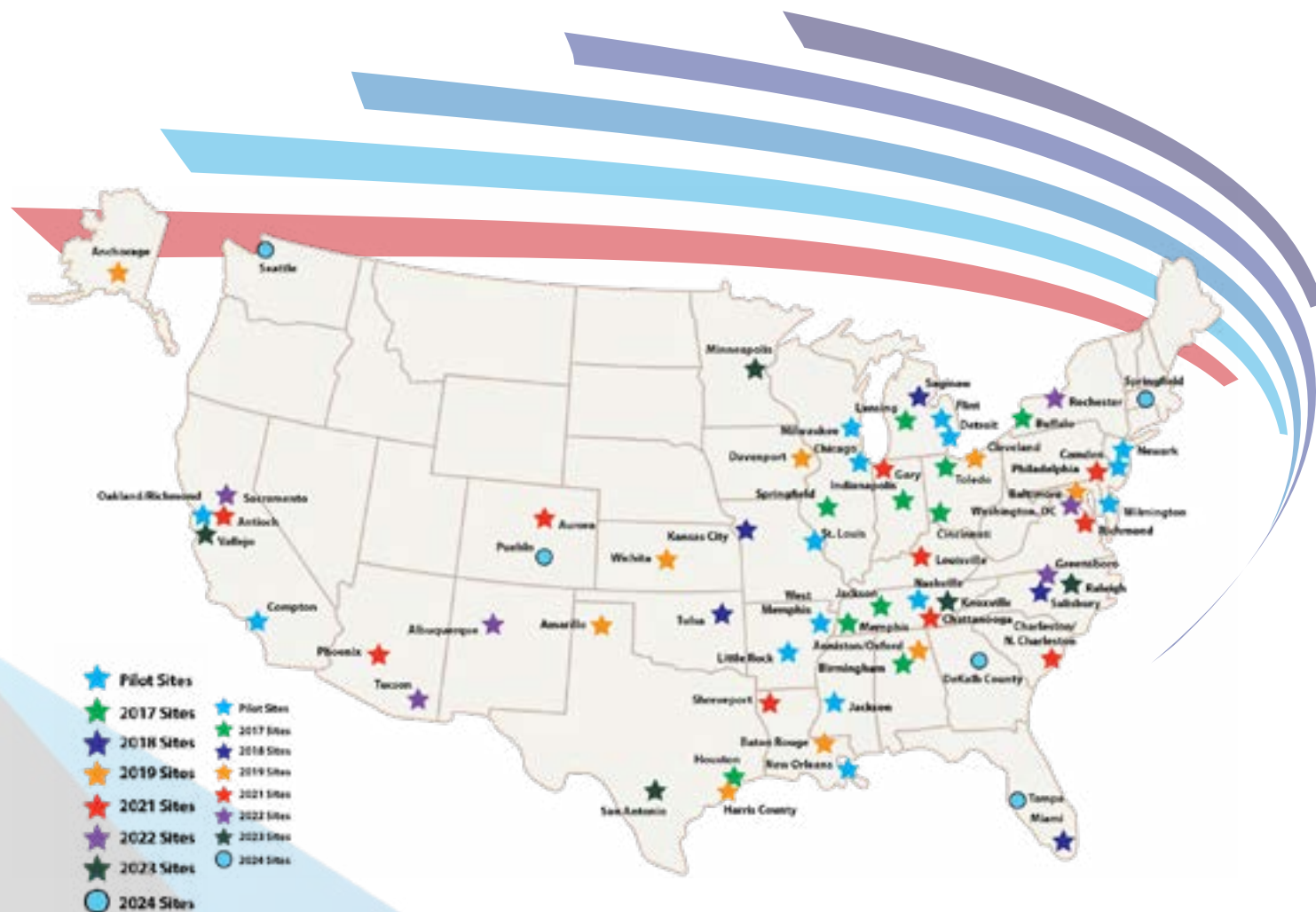
During a site's 3-year engagement, those resources can lead to astonishing results. Here are some of the key efforts that have been achieved.

- 165 assessments have been completed, with more than 22 currently in the works, resulting in 2,875 recommendations to build capacity in selected areas.
- 40 crime analysts and 12 crime analysis supervisors have been hired during PSP engagement; 120 individuals have been trained in crime analytic techniques like social networking analysis, leading to 22 sites using this sophisticated technique to inform data-driven violence reduction strategies.
- 27 sites established or improved their crime gun intelligence centers and the use of NIBIN to share gun and ballistic information and evidence with other agencies, 18 sites developed and improved their ballistics evidence and NIBIN protocols; 10 PSP sites were equipped with new NIBIN machines; 10 sites initiated or improved the use of eTrace for information on the purchase or historical use of firearms used in violent crimes; 3 sites were provided access to NIBIN vans. This resulted in dramatic reductions in time for submission of evidence, decreases in turnaround times, and increases in NIBIN hits and leads.

- 29 sites established real-time crime centers to improve their awareness of and immediate response to gun violence using technology and crime data.
- Following recommendations from PSP, 27 sites restructured or modified their detective and investigative units to better focus on nonfatal shootings, homicides, and other violent crimes.
- 22 sites established reactive or supportive deterrence programs for offenders, involving criminal justice partners and communities as a way to curb crime and offer positive alternatives for those involved in violence.
- 30 sites established or significantly improved their crime analysis units, providing data to help identify and respond to crime locations and patterns.
- 20 sites established or improved shoot review meetings to share information on recent shootings with partner agencies, including law enforcement and prosecutors.
- 17 sites developed processes to identify people who chronically commit violent crime through focused and targeted strategic plans to address gun violence.
- 20 sites implemented geographically focused crime reduction efforts, such as hot spot policing, in areas where crime most frequently occurs.
- 15 sites developed or improved CompStat meetings, sharing crime analysis with partner agencies through these frequent collaborative meetings.
- 16 sites developed violent crime or gun crime case review processes to collaboratively identify which venue (local, state, or federal courts) to pursue for prosecution, and 4 sites restructured their practice by implementing vertical prosecution of violent crime, assigning one prosecutor to a case from beginning to end.
- 16 sites established, reactivated, or expanded their partnerships with academic institutions and researchers that provide a variety of support for crime analysis, program evaluation, and grant writing.
- 16 sites established or significantly expanded their community policing units to build partnership and engagement with the community.
- PSP helped sites get evidence evaluated, eliminating backlogs by processing over 5,000 firearms, hundreds of warrants, latent fingerprints, and cold case rape kits for 8 PSP sites.
- 10 sites advanced their technology through grant assistance and strategies through technology working groups or information technology committees, and 2 sites hired chief technology officers.
- 5 sites established fatality review boards or homicide review commissions through PSP assistance to analyze the causes and circumstances of these offenses.
- 7 sites created or improved their victim services units, and 5 sites established family justice centers where victims of crime can go to receive support services.
- PSP helped 6 sites establish police foundations.
- Grant awards and total funding more than doubled across all PSP sites, reflecting PSP assistance with grant strategies.

A Journey of Success

Since 2014, sites from the VRN and PSP programs have been at the forefront of change in the criminal justice field, identifying initiatives that quickly catapult progress in fighting violent crime and making communities safer. The program began with pilot sites involved in a 2-year commitment and quickly evolved into PSP grants with a 3-year commitment aimed at understanding the department's issues, identifying research-based solutions, and implementing those initiatives in the field. Here is a list of programs that have participated in the PSP Program over the last decade, followed by success stories from key sites throughout the year.



In the Beginning

Each site has added to the variety and richness of the PSP story in rebuilding after violent crimes tore through the foundations of its community. Each jurisdiction has taken a different path forward, molding its resources into elements that work in its neighborhoods for its residents. By focusing on a few sites throughout PSP's history, one can begin to see the characteristics and actions that weave through the fabric of accomplishments in the PSP story.

Camden—Violence Reduction Network—2014 ¹



Camden was frequently on the list of the most dangerous cities in America and had a violent crime rate 449% above the national average. The rating was based on the number of murders, rapes, robberies, aggravated assaults, burglaries, and auto thefts in 350 cities with populations over 75,000.

In 2013, following the most violent year in the city's history with a murder rate 18 times the national average, then Police Chief J. Scott Thomson took drastic steps—decommissioning the entire city police force and turning it over to the Camden County PD, where he was appointed chief. He began rebuilding the agency from scratch.²

In 2014, Camden joined the new VRN as a pilot site, a program that promoted interactive coordination between law enforcement and prosecutors to enhance public and community safety.

The U.S. Department of Justice used an all-hands-on deck approach in Camden, with resources provided by the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); the Executive Office for United States Attorneys (EOUSA); the Federal Bureau of Investigation (FBI); the Office of Community Oriented Policing Services (COPS Office); the Office on Violence Against Women (OVW); the U.S. Drug Enforcement Administration (DEA); and the U.S. Marshals Service (USMS), as well as the Camden County Prosecutor's Office.

During the first year of the program, VRN helped the city get its first NIBIN machine from ATF to evaluate and identify ballistics evidence to tackle its high gun homicide rates. Armed with ballistics analysis, the Camden County PD cut processing times for evidence from 4–7 days to just 8 hours, making it easier for local law enforcement to link guns used in other shootings, develop leads, and arrest those responsible.

The FBI provided training on producing crime “commercials” for traditional and social media to engage the public in crime-fighting efforts, which resulted in 108 arrests. VRN conducted assessments on investigation and prosecution processes and made recommendations for improvements, which led to better investigations, case management, and prosecution policies, procedures, and practices. The network led to the creation of the Homicide Unit and enhanced information sharing between police and prosecutors.

The Camden County PD adopted social network analysis techniques to extract, clean, structure, visualize, and produce data products to aid in operational deployments and to find new ways to reduce violence crime. It focused on officer safety and wellness by offering trainings by BJA's VALOR and Blue programs. It also addressed domestic violence, with improved responses to cases and prevention efforts, adopting a deterrence model to stop the violence. The Camden County PD also stepped up prosecution of these cases.

By 2015—just a year after starting VRN—Camden was named a model for 21st-century policing by then President Barack Obama.

Chief Thomson emphasized de-escalation and community engagement, and by 2021, Camden hit a 50-year low in its crime rate: murders were down 70%, and open-air drug markets went from 175 to less than 20. Chief Thomson credits the change to police empowering the community to take back its neighborhoods.

Today, Chief Thomson remains active in supporting Camden, with a focus on youth and organizations like Sophisticated Sister, Guadalupe Family Services, and Sacred Heart Grammar school, which he attended in his youth.³



New Orleans—2014

The New Orleans PD, which encompasses the city and parish metropolitan area, initially joined PSP to address armed robberies, build the capacity of its analytics unit, and enhance criminal justice collaborations. New Orleans did not have a fully staffed or fully functioning crime analysis unit, as staff who performed those duties also had general information technology responsibilities. Under PSP, the unit started with one analyst, expanded to three analysts in its second year, and added two more in the third year of the program, providing training and technical assistance to the new team. This unit helped to drive the Tactical Intelligence Gathering

and Enforcement Team (TIGER), which worked with federal partners to target armed robberies in the community. The Tiger Team concept was later expanded to address nonfatal shootings, using NIBIN data to address violent crime.

New Orleans developed a federal partnership model in three small areas of the city, which accounted for a high portion of the violence. Federal partners helped the city identify its most prolific violent offenders and determine which agency would be responsible for investigating and building intelligence on these individuals. The FBI used its gang task force to identify top offenders, determine their criminal justice status, identify associates, and prioritize those individuals in the targeted area. ATF provided NIBIN and eTrace support, prioritizing evidence that came from these areas and training detectives in those districts on how to collect, document, and use analysis in cases. DEA helped by identifying violent offenders involved in the drug trade and sharing information with the team. USMS focused on locating and apprehending violent fugitive in those areas, and the U.S. Attorney's Office for the Eastern District of Louisiana assigned an assistant U.S. Attorney to the effort, prioritizing the prosecution of violent and gun crimes in those areas, including reviewing prior cases, asking for higher bails, and seeking maximum prison sentences.

Homicides and nonfatal shooting were at record lows at the end of the PSP engagement in 2018, and New Orleans became a model for building its violent crime approaches around evidence, analysis, and allocation of resources.

PSP Focuses Our Efforts

"PSP focuses our efforts on the most violent offenders in our worst areas. . . We must use a scalpel, not a hammer."

— Paul Noel, former Deputy Superintendent, New Orleans PD

Milwaukee—2016



Milwaukee saw a significant increase in its murder rate between 2014 and 2015, with a rate of 24.15 homicides per 100,000 population in 2015 compared to 14.99 per 100,000 population the year before. In *USA Today's* 2015 rankings of the most dangerous cities in America, Milwaukee ranked fifth in the country.⁴

Milwaukee focused its efforts on the Center Street Corridor, which accounted for more than 10% of the city's violent crime and 11% of priority calls for service. The police department targeted individuals who repeatedly commit violent crime or those responsible for high-profile crimes in that area by analyzing crime data, criminal

intelligence, and connections in criminal social networks to pinpoint those individuals in its Intelligence Fusion Center. By focusing on high-profile individuals, the city planned to disrupt the criminal activity of large and evolving networks using collaborative strategies of intelligence collection and sharing, rapid and coordinated apprehension, and optimal prosecutions.

PSP in Milwaukee also offered a holistic approach to crime prevention that included both traditional policing tactics and community-oriented policing practices. Federal partners, such as ATF, DEA, the FBI, and USMS, were enlisted not to target their primary missions but rather to reduce major crimes, including homicides, robberies, and carjackings, in the corridor.

To build accountability, the Milwaukee partners developed a regular CompStat meeting, which included representatives from the Milwaukee PD, the Milwaukee County District Attorney's Office, the U.S. Attorney's Office for the Eastern District of Wisconsin, and federal law enforcement partners. Through data and candid dialogue between law enforcement and prosecutors, these meetings effectively evaluated strategies that led to operations, including the Project Safe Neighborhoods high-value target list, a National Crime Gun Intelligence Center (CGIC) with an embedded NIBIN system, and the expansion of the use of ShotSpotter to detect gunfire in the city.

Federal partners played critical roles beyond enforcement of violent crimes in the corridor. The FBI provided intelligence and analysis, including interagency strategies, geospatial mapping, an evaluation of prior year homicides and nonfatal shootings, and deployment of its Safe Streets Gang Task Force

within the targeted area. ATF aided with NIBIN technology and eTrace intelligence to help identify firearms traffickers, unlicensed dealers, or straw purchases and dedicated five agents to the Intelligence Center, allowing ballistics evidence to be processed in a few hours. DEA assigned special agents to the FBI task force and used information to further multiple narcotics investigations in the city, resulting in arrests, gun seizures, and confiscation of significant quantities of fentanyl, heroin, and cocaine. USMS aided with warrant sweeps in the corridor, resulting in the apprehension of violent fugitives, including gang members and sex offenders, and used its authority under the Adam Walsh Act to assist the Wisconsin Department of Corrections with the development of a sex offender registry and compliance investigations. A deputy assistant district attorney worked with PSP to coordinate referral for charging violent offenders and tracked charging and prosecution outcomes. Two assistant attorneys general were assigned to the District Attorney's Office to assist in investigating and prosecuting cases arising from investigations. The deputy criminal chief of the U.S. Attorney's Office worked with the Milwaukee PD to improve referrals on firearm cases and to take advantage of mandatory minimum sentences available on federal cases.

The Milwaukee PD provided dedicated crime analysis, with datasets for violent crime, property crime, calls for service, licensed premises, U.S. Census data, bus routes, and foreclosed and vacant properties, to help direct attention to specific locations. Crime analysts also proposed operational strategies to target crime, such as foot patrol or dedicated resources, and actively tracked those in targeted areas, including traffic stops, subject stores, business checks, probation and parole checks, patrol officer park-and-walks, and citizen contacts. The city also held more than 50 community events and 282 community meetings in the city.

As a result of their efforts, the FBI Southeastern Wisconsin Regional Task Force conducted 10 major violent gang investigations in the targeted area, leading to 108 arrests, 52 search warrants, 85 gun recoveries and two Title III wiretap investigations. FBI nominated two homicide fugitives to the FBI's 10 Most Wanted List, and both were captured within 30 days. For Milwaukee, the city increased the number of guns seized and recovered between 2015 and 2016 at a rate of 407 firearms per 100,000, which is more than most large agencies.

Public Safety Partnership

"The Public Safety Partnership has been integral to MPD's mission of reducing the levels of crime, fear, and disorder, and our close work with our federal law enforcement partners has brought much-needed resources and support for violent crime reduction. Through PSP, Milwaukee has seen significant success in reducing crime in the one of the highest crime areas of our city."

— Former Milwaukee Police Chief Edward Flynn

Memphis—2017



When the Memphis PD first joined PSP in 2017, it began to target specific precincts to impact problems in those areas through weekly meetings with station commanders to discuss crime trends and patterns. The department's Investigative Bureau and Multi-Agency Gang Unit attended these calls and highlighted specific cases and prosecution efforts. This led to a new form being created for aggravated assault cases, which included an initial statement and a "call back" system to ensure cooperation for prosecution. The agency also improved processes and procedures for homicide cases and installed recording systems in each interview room.

It later expanded its collaborative relationships with state and federal law enforcement agencies and judicial partners in 2018 when carjackings rose at an alarming rate. The U.S. Attorney's Office for the Western District of Tennessee and the District Attorney's Office started a monthly carjacking meeting with the police department's investigative and gang units, identifying cases for federal prosecution. Media releases also drew attention to the problem, leading to a 13% decline in those cases by 2019. After there were 30 shootings on the interstate, the Memphis PD teamed up with the Tennessee Highway Patrol, which issued 2,016 citations and made 83 arrests, with only one shooting reported during that 6-week enforcement period. That relationship continued, and during a 10-month period in 2019, the Memphis PD made 82,179 stops, issued 54,911 citations, and made 1,833 arrests on the interstate.

In 2019, Memphis was one of seven cities awarded additional resources under DOJ's Operation Relentless Pursuit. Working with ATF, DEA, the FBI, Homeland Security Investigations, the Shelby County Sheriff's Office and District Attorney's office, and USMS, 434 fugitives were apprehended in the Memphis areas. It later participated in Operation Legend, with an additional 106 arrested and the seizure of 85 firearms, 6.3 kilograms of methamphetamine, 4 kilograms of heroin, and \$191,645 in U.S. currency.

The Shelby County District Attorney's Office also adopted a vertical prosecution model, assigning one prosecutor to a case throughout the court process, which led to increased communication and less confusion for all involved. It assisted with clearing up a large backlog of case summaries from the Memphis PD in a short time and allowed prosecutors to have full details needed in the process.

In an effort to reduce juvenile crime, the Memphis PD met with the Magistrate's Office, officials from the Department of Children Services (DCS), juvenile probation officials, and the lead juvenile prosecutor in Shelby County to monitor youth released from long-term detention and to offer them services through a program called "Helping Hands for Youth Coming Home." Those youth were continually monitored by the Memphis PD and DCS through at-home visits.

Indianapolis—2017



Indianapolis joined the PSP program in 2017 and identified three key areas for improvement, including enhancing crime analysis capabilities; building relationships with stakeholders and partner agencies, such as community groups and the District Attorney's Office; and improving crime gun investigations. It developed long-term strategic plans, outlining goals and strategies to better understand and respond to gun violence, identify personnel and strategies to address the needs, treat gun violence as a public safety and health emergency to create a holistic response, and have criminal justice agencies work together and hold each other accountable for reducing violent crime.

During its PSP engagement, Indianapolis was able to secure additional funding to hire 8 additional crime analysts and a supervisor, bringing the total to more than 14 analysts in the unit to offer district-level crime statistics to inform operations. The crime analysts also conducted social network analysis, identifying patterns of socialization and taking preventive steps to help deter violent crime. PSP was instrumental in providing training and peer exchanges to enhance its activities. As a result of lessons learned at the International Association of Crime Analysts (IACA) and the Chicago Crime Fighters conference, Indianapolis redesigned its Real Time Crime Center into an Incident Analysis Center for more tactical analysis to better support districts using a coordinated approach based on person, place, and time elements. It also hired a technology officer, which led to equipping the force with body-worn cameras and installing 34 surveillance cameras throughout the city. Finally, it transitioned its computer-aided dispatch and records management system and upgrading radios to assist in enhancing deployment strategies with Global Positioning Systems (GPS) capabilities.

Indianapolis improved its relationship with federal partners, with the U.S. Attorney's Office for the Southern District of Indiana dedicating an assistant U.S. Attorney to each of the city's six districts, focusing largely on drug and gang crimes, and identifying problem offenders. It also expanded its CGIC, gathering 60 representatives from law enforcement, the prosecutor's office, and the supervisor release agency to discuss crime trends and to examine best strategies. It also improved gun crime investigations, training all officers on criminal investigations and evidence preservation through PSP Virtual Academy courses.

Indianapolis also enhanced its relationship with the community and hired a violence reduction coordinator, who worked with "Community Peacekeepers" by identifying potential offenders and victims of gun violence and offering them services to help make positive life choices. The violence interrupters are individuals who work directly with at-risk community members, provide life coaching for selected victims or offenders, and serve as on-scene interrupters to quell disputes.⁵ A community council was also established in each district to focus on such issues as homelessness, drug and alcohol treatment, education opportunities, job training, and other social service issues, leading to the establishment of city's first community-based violence and prevention partnership grants. In 2018, five community groups were awarded grants to support violent crime reduction efforts.⁶

Tulsa—2018



The Tulsa PD consolidated all its crime analysts into the Public Safety Analysis Unit, a single center to leverage skills for analytical products, streamline procedures and workflow for consistency and efficiency, and allow for professional development. Through the IACA, the new unit was able to participate in analysis and intelligence courses, and analysts attended the Naval Postgraduate School's Social Network Analysis Symposium to understand connections between individuals and groups involved in homicides and gun violence in the city. Its efforts were temporarily sidelined by a sophisticated cyberattack on its network,⁷ which led to a new records management system. After the system was able to create automated reports, the Tulsa PD released a heat map of violent crimes for the public to view online.

The Tulsa PD also hired a director of the Police Information Technology Division, along with civilian project managers, to enhance the new records management system and data analysis capabilities, integrating several case management modules. It also began piloting Flock automated license plate readers in the city and, in the first 2 months, used the cameras to recover \$400,000 in stolen property, including 28 vehicles and 6 guns, as well as obtaining information that led to 20 felony arrests. In recognizing the importance of community engagement, the department held several community meetings about the cameras and the use of data, developing a communications strategy for current and future technology initiatives.

Through peer exchanges with the New Jersey State Police; the Jefferson County, Alabama, Sheriff's Office; and the Memphis PD, Tulsa explored real-time crime centers. After educating the Tulsa City Council and residents about its benefits, the city committed \$2.5 million to launch the Tulsa Real Time Information Center, which monitors license plate readers and police, traffic, and city-owned cameras around the community. The city also hopes to use a GPS system to monitor officers' time in hot spots and measure goals for proactive patrols in certain neighborhoods.

Tulsa also received a federal grant to establish a regional CGIC and used the money to acquire a second NIBIN machine to analyze bullet fragments found during gun crimes, which is used to assist other jurisdictions in the area. Tulsa established a Crime Gun Unit to investigate all leads from NIBIN and worked closely with ATF and other law enforcement agencies on shootings, felony possession cases, and other crime gun cases. As a result, the unit recovered 184 crime guns and executed 78 search warrants. In 2021, the Tulsa PD saw a significant decrease in gun crime over 2020, with homicides down 23%, and aggravated assaults down 12% as well as a solve rate of 92% for homicides committed in 2021.

With PSP's assistance, the Tulsa PD received funding to hire its own victim advocate to provide immediate crisis intervention and trauma-informed assistance to victims and their families. In 2020, it added two more advocates, who provide support to those affected by gun violence, robbery, sexual assault, elder abuse, homicides, and suicides as well as officers' families after line-of-duty injuries. Within the first 2 years of the program, the Victim Services Unit helped over 2,000 victims of violent crime and in 2021 alone provided over 2,431 services and referrals to 1,079 victims.

During its PSP engagement, Tulsa was able to leverage many federal grants to advance its work and developed an internal process for grants management. In 2021, Tulsa received BJA's Strategies for Policing Innovation award, which was used to support the development of its Real Time Information Center. It also received an Emmett Till Cold Case Investigations and Prosecution grant to investigate cold cases involving civil rights that occurred before 1980, and the Tulsa District Attorney's Office has been awarded seven competitive grants, most of which involve collaboration. In 2022, the Tulsa grants committee began offering and delivering "Grants 101" training to other agencies across Northeast Oklahoma.

Baltimore—2019



Baltimore had the third highest violent crime rate in the United States when it first began the PSP program in 2019, at 431% above the national average. The city had begun investing in new technology, revamping its training programs, updating and creating new policies, and building systems of accountability to ensure the department operated constitutionally. As a result, its violent crime rate decreased, with 36 fewer homicides and 40 fewer nonfatal shootings in August 2023 compared to the same period in 2022.

The Baltimore PD targeted crime analysis, criminal justice collaboration, community engagement, investigations, and technology through its PSP engagement. To assist with investigations, PSP developed new courses tailored for Baltimore officers in its Virtual Academy, including crime gun identification procedures, responding to violent crime scenes, and leadership development. As of September 2023, more than 2,500 Baltimore PD officers have participated in the trainings.

Through a grant from the Local Law Enforcement CGIC Integration Initiative, Baltimore was able to enhance its capacity to trace illegal firearms used in street crimes and foster greater collaboration. The grant was used to hire two additional investigators and to provide training in analytics and data utilization. Through a peer exchange with the Chicago, Illinois, PD, the department created the Baltimore City Intelligence Center, which is staffed by data analysts, police officers, assistant state attorneys, and caseworkers to facilitate intelligence gathering and case management.

The Baltimore PD, in collaboration with researchers at Northeastern University, piloted a Group Violence Reduction Strategy (GVRS) using the evidence-based approach of focused deterrence. The program identified at-risk youth through its intelligence-gathering capabilities and enrolled these individuals in an intervention program that offered a comprehensive range of social services. The GVRS began in the city's Western District, the most violent district in the city, which led to a 33% reduction in homicides and nonfatal shootings in 2022, transforming that district from the most to the least violent area in the city. The program was expanded to other areas in 2023.

Community partners, like Baltimore Roca and Youth Advocate Program, Inc, recognized the GVRS as a crucial element of violent crime reduction, leading to the program's direct and sustained engagement with a small group of individuals most likely to become a victim or perpetrator of violent crime. The program had conducted 132 customized referrals as of December 2022, offering a range of services including life coaching, housing assistance, employment support, emergency relocation, and cognitive behavioral therapy. A total of 71% of those enrolled in the program accepted services.

Implementing A Strategy

"This is the power of implementing a strategy that doesn't solely rely on law enforcement. We are interrupting cycles of violence and proving that when people, their families, and communities are given support that's responsive to their needs—including life coaching, behavioral health services, housing support, and case management—they will often make the choice to step away from the life."

— Stefanie Mavronis, Director, Mayor's Office of Neighborhood Safety and Engagement

Current Site Highlights

Although no new sites were added in 2020 because of the COVID-19 pandemic, the PSP program continued to press on, with new strategies and online learning opportunities during government shutdowns. In 2021, it reemerged stronger than ever, with new partners and a continued commitment to stop violent crime in cities.

Following in the footsteps of achievement from past sites, recent PSP participants have used lessons from the past to propel the program into the future. The PSP program continues to focus on eight key areas—community engagement, constitutional policing, crime analysis, criminal justice collaboration, federal partnerships, gun violence, investigations, and technology—to tackle violent crime in communities. Here are vignettes from our current sites on what they have accomplished in each area in 2024.

PSP Focus Areas



Community Engagement

- The Albuquerque PD hosted its first crime prevention pop-up, with the Auto Theft Task Force helping community members get vehicle identification numbers etched in their dashboards.⁷ Command staff holds a monthly forum with residents, a school resource officer was added to each high school, and 17 community groups received grants from the city to implement violence prevention and intervention programs.
- The Aurora PD developed a communication plan for critical incidents and began holding briefings, such as showing body camera video in officer-involved shootings.⁸ The department also restructured its public information office, assigning staff to cover breaking news and media inquiries, a public information officer for each critical incident, and others to focus on proactive storytelling about the agency. Command staff were also trained on public records and how to conduct a media interview, and the team learned how to expand its uses of social media and multimedia.
- The Baltimore Mayor's Office of Neighborhood Safety and Baltimore City Office of Equity and Civil Rights held their first victim services symposium, bringing together service providers and victims for panels on human trafficking, intimate partner violence, sexual assault, and gun violence.
- Chattanooga's Office of Community Health expanded its staff with four violence interrupters to mediate disputes in volatile neighborhoods, and the Chattanooga PD provided trauma awareness training to parents and teachers in an effort to prevent youth violence.
- The Gary PD partnered with Project Outreach and Development to bring together students from multiple high schools to discuss violent crime prevention and provide information on Stop the Bleed training to help a severely injured person.
- After a peer exchange with the Chattanooga PD, the Greensboro PD focused on improving victim services, creating a victim advocate position and installing a software program to track work and activities related to serving victims. It also held its second annual Peace of Purpose event to engage the community in violent crime reduction efforts.⁹
- Richmond started the Richmond Community Mediators Program, in which mental health providers and community mediators converge on neighborhoods after violence occurs.
- The Rochester PD debuted a public-facing dashboard that will allow people to monitor crime in real time to increase community engagement and trust.¹⁰ The department also hired a public information officer for social media, resulting in many positive stories for the agency.
- Sacramento hosted a gun buy-back program in a substation located in an area with high levels of violence in the city and obtained 17 firearms.¹¹
- The San Antonio PD and the city held a community safety fair, handing out free gunlock boxes to the public.



- The Shreveport PD created a Chief's Advisory Council, consisting of community leaders and nonprofits, to foster open dialogue and collaboration on key issues affecting the city.¹²
- Goodwill of Southern Arizona began an initiative in Tucson called "The Village Program," to engage and support those at highest risk of gun violence and provide them with a sense of belonging and community. The program received a grant from the Community Based Violence Intervention and Prevention Initiative.
- The Vallejo PD launched a new daily incident logo on its website to enhance transparency and provide community awareness about calls for service.

Crime Analysis

- The Aurora PD developed a Crime Analysis Unit, adding three full-time analysts and one support staff; consolidated reports; produced new products, such as shoot reviews and hotspot maps; increased information on ballistics and intelligence; expanded mapping tools; automated regular reports; and created a process for analyst training and advancement. It also uses analysis in the Aurora Youth Violence Prevention Program to track and coordinate community and school based services and provides outcome data from the Aurora Standing Against Violence Every Day (SAVE) initiative.
- In Gary, the police department is working to integrate crime analysis into its new Real Time Crime Center, and it was selected by BJA for the Crime Analyst in Residence Program, which provides on-site and virtual support to integrate tailored crime analysis practices, products, tools, and information into crime reduction efforts. The department also added a sworn staff member to back up a civil crime analyst and received funding from Project Safe Neighborhoods for software to support its efforts.
- The Richmond PD moved its Crime Analysis Unit under Business Services and fully staffed the unit, adding a new supervisor to develop training for its analysts.
- Rochester and the Monroe Crime Analysis Center (MCAC) will have full access to all ATF's systems through an MCAC analyst who was deputized by the agency. In addition, Rochester has an ATF analyst embedded in the MCAC system who can assist the department.
- San Antonio began tracking its nonfatal shooting statistics and closure rates in its first year in the PSP program. As of April 2024, there was a 21% closure rate on 78 nonfatal shootings that occurred this year.
- The Greensboro PD reorganized responsibilities for crime analysts to include one for the patrol districts and one for major crime types to provide cross-district information. The department also improved its products to make them more user friendly and to better target specific groups based on need.
- The Washington, DC, Metropolitan PD used crime analysis to identify areas and times when crime was most likely to occur and to deploy patrols to those areas. In a 9-month period from July 2023 to April 2024, a new Robbery Suppression Unit arrested 381 individuals, including 80 juveniles, and recovered 325 gun and 95 stolen vehicles.

Criminal Justice Collaboration

- When Albuquerque joined PSP in 2021, it had a considerable backlog of 5,000 felony warrants. USMS committed more deputies to serve warrants, and the city received a grant to pay overtime for warrant operations, targeting 200 individuals with the most violent records. Those lists were shared with the District Attorney's Office and the USAO to ensure that prosecutors were ready for cases, and a Shield Unit was deployed to help develop those cases. Since operations began, the Albuquerque PD cleared 400 warrants with arrests, with an increase of 10–15% placed in detention.
- In Aurora, 91 custom notifications were made through its juvenile focused deterrence program, Aurora SAVE, which intervenes with youth at risk of gun violence. The program reported a 75% engagement rate with youth or their families referred to services.
- The Mayor's Office in Baton Rouge used the strategic planning process from PSP to focus on community safety and community services, identifying five key areas for development, including partnering with communities to address violence; reshaping the juvenile justice system; focusing on neighborhood revitalization, including trauma and healing services; offering workforce development; and boosting family support.
- Knoxville initiated plans for a place-based crime reduction strategy, which focused on a 7-1/2 block violent area in East Knoxville and included addressing code violations and blighted projects and engaging community organizations. In a 5-month period, police seized 50 guns in that area, and there were no homicides and a significant reduction in gun crimes.¹³
- The Maricopa County District Attorney's Office developed a new database of crime committed in the Phoenix geographic area, which it shared with federal partners and used to capture the status of cases. That database was updated to serve 14 additional cities, 10 towns, and 12 census-defined places within 9,244 square miles of Maricopa County and will be implemented in other area cities in the future.
- Raleigh initiated an auto theft task force to address an uptick in stolen vehicles, especially those taken by juveniles.
- Richmond participated in Operation Safe Summer for the fourth year in a row, with partners from the Virginia State Police, the FBI, and ATF, targeting micro hot spots identified through crime analysis. The department also provided free gun safes and youth prevention programs as part of the effort.¹⁴
- In Rochester, the Office of Probation launched a Juvenile Enhanced Diversion and Stabilization Program (JEDS) to make the system simpler for enhanced intakes, implementing focused and coordinated case supervision, an intensive supervision period, an immediate assessment for support, and engagement of community partners. Within 7 months of beginning the program, the new system handled 50 youth, with only 2 reoffending. The re-offense rate for youth



involved in diversion before the implementation of JEDS was approximately 32%. Since its implementation, more than 367 young people have participated—and the re-offense rate for them during stabilization is just 2%. The overall re-offense rate for youth who have participated in JEDS is 14%.¹⁵

Federal Partnerships

- ATF provided the Albuquerque PD with a gun sniffing canine to locate shell casings, firearms, and explosives,¹⁶ and a U.S. Marshal was embedded in the apprehension unit to help clear backlogged warrants. The FBI worked with Albuquerque and other New Mexico cities to investigate the Bandidos gang after the Red River shooting, with search warrants at 25 locations resulting in the seizure of 151 firearms and cash and the arrest of gang members and their associates.¹⁷
- The DEA Organized Crime Drug Task Force, with the help of local and federal partners, focused on a drug trafficking organization in the city, which led to the arrest of 15 individuals on trafficking offenses and the seizure of 102 pounds of methamphetamine, 21 kilograms of cocaine, 2.8 kilograms of heroin, 10,000 fentanyl pills, 34 firearms, and approximately \$124,000.¹⁸
- Through its work with USMS and Homeland Security Investigations, Albuquerque created an Overdose Investigation Response Team to focus on prosecuting drug dealers who sell to people who overdose on the product.
- The Antioch PD launched a carjacking unit with the USAO and FBI to focus on car thefts and carjacking, recovery of stolen vehicles, and the investigation and prosecution of those crimes.¹⁹
- To help combat violent crime in Baltimore, DOJ increased the number of assistant U.S. Attorneys and FBI, DEA, and ATF agents serving Maryland in the Baltimore area.²⁰
- USMS partnered with the Johns Hopkins University School of Medicine to provide training and medical kits to every Gary officer so they are prepared to triage life-threatening injuries in the field. On February 1, 2024, a Gary police officer applied a tourniquet to a gunshot victim and saved the victim's life.
- In Minneapolis, a weeklong summer operation with local, state and federal partners, resulted in 98 arrests the seizure of 45 firearms, a significant amount of drugs and cash. The operation included 100 members who gathered at a dinner hosted by the Minneapolis PD at a local gym the day before, so they could get to know each other and prepare for boots on the ground for operations.
- The Raleigh PD, the Wake County District Attorney's Office, and federal agencies developed the Violent Crime Action Plan, identifying those who repeatedly commit violent crimes and targeting them for prosecution.
- The Shreveport PD, ATF, and the USAO—Western District of Louisiana produced "Ditch the Switch," a public service video to educate the community about the consequences of owning automatic weapons and conversion devices.²¹



- During 2023 Operation Safe Summer in Richmond, local, state, and federal partners arrested 214 individuals for felonies and 137 for misdemeanors; served 278 warrants; and recovered 10 Glock switches, more than \$60,000, and 176 firearms. In addition, overall, the total number of persons shot during this time decreased 30% compared to the same time in 2022, which was the lowest in 7 years during this summer period. Richmond also received a second NIBIN machine and is undergoing training for its officers.
- To strengthen federal prosecution, the Washington, DC, Metropolitan PD and the USAO—District of Columbia developed a training on the Fourth Amendment, which will be taken by all DC officers in 2024.²²
- USMS launched Operation We Will Find You 2, leading to the recovery of 200 children nationwide, including 5 missing children and 1 child located in Sacramento, 33 missing children and 16 located in Tucson and Phoenix, and 12 missing children and 6 located in Raleigh.²³

Gun Violence

- The Aurora PD decreased the turnaround time on ballistic leads from NIBIN hits from weeks to just 24 hours.
- In 2023, Baltimore experienced a 20% reduction in homicides—the lowest rate in a decade—and a 7% reduction in nonfatal shootings over the previous year, which it attributes to its Gun Violence Reduction Strategy focusing resources on those at highest risk of gun involvement. As of January 2024, that program supported 132 individuals, with a 4.3 % revictimization rate and 5% recidivism rate. The program will be expanded to other districts in 2024 and 2025.
- Baton Rouge experienced a 13% reduction in homicides in 2023 compared to the previous year, a testament to its Real Time Crime Center, its focus on the most violent offenders and gun crimes, its targets on micro areas of crime and blight reduction, and its outreach to youth affected by violence.²⁴
- Charleston and North Charleston were trained by the Solicitor’s Office on what is needed for the prosecution of gun cases in its area.
- The Gary PD required consistent attendance at its nonfatal shooting meetings, which resulted in the USAO—Northern District of Indiana accepting a case during one meeting that led to a guilty verdict in federal court for four individuals.²⁵
- The Greensboro PD established a 32-person Violent Crime Reduction Team to investigate cases involving firearms and violent crimes. Within 3 months, the team had seized 100 illegal firearms and had decreased firearm-related crime by 19%.
- The Knoxville PD established a weekly case review meeting, an extension of its shoot reviews, with the District Attorney’s Office and the USAO—Eastern District of Tennessee and provides access to detective reports to determine which cases can be tried in federal courts.
- The Louisville Metropolitan PD created a nonfatal shooting team, and as a result, it has seen a 46% decrease in shootings between the first 6 months of 2021 and the first 6 months of 2024.

- Philadelphia experienced a 20% reduction in homicides and a 28% reduction in nonfatal shootings and increased its clearance rate from 40% to 63% in 2023 over the previous year. The Philadelphia PD deployed 200 officers to four districts that experienced the most violent crime, using technology to allow real-time intelligence sharing between officers and detectives to identify hot spots using two intelligence centers in the city.²⁶
- Rochester experienced a 23% reduction in homicides in 2023 over 2022 through a reorganization of the Rochester PD and the creation of the Violence Prevention Section, which focuses on violent hot spots and the use of NIBIN data.²⁷ The department also deputized a civilian, a retired officer, to improve collaboration and gun tracing through access to ATF’s National Training Center’s eTrace database to identify sources of crime guns and develop actionable leads.
- Sacramento developed the Strategic Intelligence Driven Enforcement (STRIDE) Program, developed by the Crime Analysis Unit, which focuses on the locations in the city where most violence occurs. Working with gang investigations, the violent crime reduction team, and the Sacramento RTCC, as well as federal partners from ATF, DEA, the FBI, and USMS, STRIDE operates on Friday and Saturday nights and has yielded 10 narcotic buy walks, the city’s first “buy-busts” in 10 years, 6 arrests for narcotic sales, 3 firearm possession charges, 1 felony warrant arrest, 1 arrest for a shooting, and a warrant sweep for 30.
- In 2023, Tucson experienced a 13% reduction in homicides and cleared 90% of the homicides investigated by its Homicide Detective Unit.²⁸
- The Washington, DC, Metropolitan PD implemented Operation Targeted Homicide Through Intervention and Violence Elimination (THRIVE) with a goal of reducing homicides in 2024. The initiative involved deployment of resources to areas where homicides most frequently occur. Washington, DC, experienced a 36% reduction in homicides, a 34% reduction in assault with a dangerous weapon, and 15% reduction in violent crime in the first quarter of 2024, compared to the same period in 2023 in the targeted area.

Investigations

- The Albuquerque PD implemented murder books, converted all files to a digital format, and hired a professional staff member to track cold cases to ensure those cases are digitized. The department also implemented a weekly violent crime meeting, including homicide, gun violence, gangs, narcotics, and auto theft teams, to review nonfatal shootings, homicides, and drive-by shootings. Finally, the department introduced a new Burglary Crime Unit, which led to a 20% reduction in robbery cases.²⁹
- Aurora consolidated its nonfatal shootings and homicide investigators into one section and developed a partner configuration to triage cases involving patrol and the investigation unit.
- The Charleston and North Charleston PDs conducted homicide death reviews, similar to those done in child death and domestic violence fatalities. The first meeting focused on gang-related homicides.



- The Caddo Parish District Attorney's (DA) Office in Shreveport added a new investigator, which resulted in an investigator for each trial section to interview witnesses; three court investigators, which reduced tasks to be performed by violent crime prosecutors; and a cell phone examiner. The DA also developed procedures to obtain and record contact information for victims and witnesses and share victim advocate/witness coordinator information to reduce workloads for assistant DAs trying violent crime cases. The DA also developed a filing system for every case presented by the police department.

Technology

- The Phoenix PD launched its Real Time Operation Center (RTOC) in the Cactus Park Precinct, one of three in the city. In June 2024, the RTOC helped identify a stabbing suspect under a convenience store sign, with weapon still on him, and deployed an officer to the store and arrested the suspect.³⁰
- The Raleigh PD is integrating NIBIN into its records management system to provide a clearer focus to develop a list of violent offenders to target in its Violent Crime Action Plan. NIBIN is also used to condense the timelines for providing firearms evidence.
- The Shreveport PD established a Real Time Crime Center, with license plate readers and phone dumping devices, which helped the department generate leads in at least 10 cases since June.
- The Washington, DC, Metropolitan PD also debuted a Real Time Crime Center in April, with a CameraConnect initiative that allows residents and businesses to share security footage with police. In addition, the city received support from federal law enforcement and other partners to staff the facility.³¹
- In 2023, the Gary PD received a federal grant to purchase additional license plate readers and laptops for officers, which helped it to launch its Real Time Crime Center in February.



Capacity Building Grants

DOJ introduced the Capacity Building Grant for current and alumni sites in to provide resources for law enforcement and local prosecutorial agencies identified in their PSP strategic plan. Nine sites were chosen in fiscal year (FY) 2023, with Aurora, Greensboro, Sacramento, Tucson, and Washington, DC, added in FY2024. Among the project accomplishments were:

- The Mayor's Office of Neighborhood Safety Engagement in Baltimore signed a memorandum of understanding with the City of Baltimore State Attorney's Office to expand its Group Violence Intervention initiative into the Eastern District and fund five new assistant prosecutors to the effort.

- Baton Rouge is hiring site coordination and technical assistance personnel for its TRUCE focused deterrence program in the District Attorney's Office to identify those who habitually commit violent offenses and offer them positive alternatives. The grant will also fund 18 more license plate readers in the community, which will be split between the Baton Rouge PD and the East Baton Rouge Parish Sheriff's Office.
- The Chattanooga PD is purchasing additional surveillance cameras and program/application technology for its Organized Crime Unit and identifying training opportunities for law enforcement and prevention and intervention efforts.
- The Kansas City PD is using its grant for a focused deterrence program and completed its first call-in with clients.
- Louisville is purchasing tactical first aid kits for officers to aid shooting victims and enhance safety of officers in the field.
- Miami is hiring an analyst and purchasing a Resource Router tool that automates patrol location forecasts daily across the city based on violent crime data.
- Tulsa is partnering with the city's Parks Department to paint graffiti in the downtown district and commissioning a large mural for a micro hot spots. The city also talking with business owners in one downtown district to allow officers to enforce parking violations and make other environmental changes to discourage conflicts in the area.
- Wichita hired a crime analyst and plans to purchase technology for its Real Time Crime Center (RTCC). Wichita State University's Law Enforcement Training Center also will provide 10 interns to work in the RTCC.

Removing Those Influences

"By focusing accountability for the most violent perpetrators, we're removing those influences from the social dynamic of our neighborhoods and shutting down the deadly cycles of shootings and retaliations. For instance, the Rochester Police Department is the first municipal police agency in America with 24/7 access to an ATF agent who reviews all gun arrests for the possibility for federal charges. As a result, we've sent more than 100 violent offenders into federal custody, where they can no longer wreak havoc and perpetuate violence on our streets. And the RPD took more than 800 illegal guns off the streets last year, a rate of more than two per day."

— Rochester Mayor Malik D. Evans

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