



**CRIME SCENE DO NOT CROSS**

# Violent Crime Reduction Operations Guide

Major Cities Chiefs Association and the Bureau of Justice Assistance



**MAJOR CITIES  
CHIEFS**



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Major Cities Chiefs Association and the Bureau of Justice Assistance



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CHIEFS





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## Major Cities Chiefs - Acknowledgments

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While some communities suffer much more than others, violent crime is a daunting challenge for metropolitan Chiefs and Sheriffs. Starting from their first day on the job and for every day they serve.

This guide is written by Chiefs and for Chiefs. As a living document, we hope it will be updated and enhanced with best practices in the years ahead.

It is the tradition of Major Cities Chiefs to share lessons learned with each other. The ***Violent Crime Reduction Operations Guide*** was developed in this spirit because it seeks to convey what works and why when facing the menace of violent crime in urban areas.

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We are grateful to Bureau of Justice Assistance Director Jon Adler for his steadfast support and personal commitment to American law enforcement. This unprecedented work would not have been possible without his leadership. The Bureau of Justice Assistance executives who managed this effort were Kristen Mahoney and Cornelia Sigworth, whom we thank for their continued patience, guidance, and heartfelt teamwork. These officials have accepted and implemented the Attorney General's challenge to show how a new partnership with law enforcement can reduce violent crime in America.

A panel of distinguished law enforcement leaders has informed and directed this effort. While each has made a valued contribution, we wish to express our special thanks to the police executives from New York City, Chicago and Los Angeles for their extraordinary contributions and selfless devotion to all of us in law enforcement. We also thank Senior Associate Director Chuck DeWitt, who works tirelessly for the chiefs and developed this project for us. The quality of the guide reflects Chuck's commitment to excellence, and his ability to assimilate knowledge from throughout our membership.

Advising our project is Ed Flynn, a chief known for innovative best practices throughout his long career in law enforcement. Ed took up the challenge of our project immediately upon his retirement and joined our team with Lafayette Group principal writer and manager, Leslie Silletti. For their support to Major Cities Chiefs and the Bureau of Justice Assistance, we thank them both for all they have done here to capture and convey critical insights from chiefs across the Nation.

J. Thomas Manger  
Chief of Police, Montgomery County, MD  
President, Major Cities Chiefs

Richard W. Rick Myers  
Executive Director, Major Cities Chiefs

*This document contains case studies and program information in the original format as obtained from BJA materials and online sources.*

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## Message From the Director

Attorney General Jeff Sessions has made the fight against violent crime a priority of the Department of Justice. He is keenly aware of the fact that, regardless of national statistical trends, the reality of crime is how it affects people in specific neighborhoods in specific cities and towns. In too many American cities and towns, people are victimized by increasing violent crime or crime that has leveled off at unacceptable rates. Attorney General Sessions believes that all Americans deserve a Department of Justice committed to their safety. This includes our dedicated law enforcement officers who are too often the victims of violent attacks. Therefore, he has focused the Department and all of its components on violent crime reduction, and supporting state, local, and tribal law enforcement who are our critical partners in that mission.

As part of that effort, the Attorney General has reinvigorated the Project Safe Neighborhoods (PSN) Program, expanding its focus and adding new components. PSN is a nationwide initiative that brings together federal, state, local, and tribal law enforcement officials, prosecutors, and community leaders to identify the most pressing violent crime problems in a community and develop comprehensive solutions to address them. The Bureau of Justice Assistance has established grant programs to support our PSN partners and we are committed to ensuring that the PSN program in each of the federal judicial districts has resources to implement innovative crime reduction practices in coordination with state, local, and tribal law enforcement and community partners.

BJA is a proud partner of local law enforcement. Accordingly, it has partnered with the Major Cities Chiefs Association in the creation of this Violent Crime Reduction Operations Guide. The purpose of this guide is to identify the critical elements of violent crime reduction efforts and to put before the law enforcement community, in one place, a sample of the remarkable array of programs, services, and assistance available from DOJ. In this guide, we recognize the complex challenges confronting today's law enforcement executive and offer ideas on how to approach the extraordinarily difficult problem of developing effective tactics and strategies to deal with those challenges. It is also our goal to help you make informed choices about which of our services will be most helpful to you and to ease your access to them.

We at the Bureau of Justice Assistance have the greatest respect for your efforts to lead the critically essential work of the dedicated men and women that serve with honor every day. We fully support your leadership and commitment to the safety of all Americans and their communities and are honored to be your partner in this effort. On behalf of the dedicated team at BJA, we are proud to be part of a Department of Justice committed to your success.

Respectfully,

*Jon Adler, Director, Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice*

# Violent Crime Reduction Operations Guide—Introduction

## Purpose

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Although a great deal of discussion centers on the issue of whether crime is increasing or decreasing in the United States, such a discussion never reveals the full story. When it comes to crime, no one just lives in the “United States”; everyone lives in a specific city, in a specific neighborhood. How violent crime is felt in communities, and how the policing executive is challenged to respond to it, is a much more nuanced story than crime numbers themselves would indicate. It is important for the accountable law enforcement executive to recognize that he or she is not alone in dealing with the thorny problem of violent crime. Violent crime has many components and there are many tools and partners available to help respond to it, including research institutions, peers, technology systems, government and non-government partners, and federal resources. All jurisdictions, however, have their own unique set of challenges, stakeholders, and resources. Consequently, there is no singular or static solution to violent crime. The Violent Crime Reduction Operations Guide outlines actions and activities that are relatable agency to agency and that have contributed to successful crime-fighting strategies throughout the country. Although the literature concerning violent crime is not sparse, this Guide complements existing conversations and offers a unique “for the field, by the field” perspective that combines best practices and research to assist all law enforcement executives in assessing their overall capacity and answering the question, “*Where do we go from here?*”

## Contents

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This Guide begins with the most essential component of any crime-fighting strategy: Leadership. It then discusses the importance of the problem-solving process: Violent Crime Identification and Analysis. While this theory of the craft may be intuitive to many law enforcement executives, the importance of this process cannot be overstated. Problem identification and analysis are the first steps of any successful strategy. This Guide outlines “Critical Elements,” essential components of crime-fighting strategies, in a format that can assist agency executives in determining their respective capacity in each of these areas. The “administrative” side of the crime fight is discussed, as well as the importance of grants management. The Resource and Program Appendix provides a high-level outline of resources, training, and assistance available to assist police executives in building capacity and case studies feature examples of how those resources have been implemented nationwide. Presenting these items in one place makes evident the challenges that law enforcement leaders face and the ever-changing natures of those challenges. However, in the context of any local agency, the contents of this Guide can assist the executive, and his or her staff, in focusing on each of these areas in a deliberate, piece-by-piece fashion that supports their current violence-reduction strategies.



# How to Use the “Critical Elements”

## Critical Elements

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In the following pages, the Critical Elements are outlined that discuss important capabilities for any agency in its fight against violent crime, including the most essential, overarching element: leadership. When exercised by a committed chief, it is a fundamental ingredient in agency improvement, effectiveness, acceptance, and external support. While each Critical Element plays a role in any violent crime strategy, the law enforcement executive will need to determine which will work best for his or her agency. The material included is not intended to be prescriptive nor is it meant to be definitive, but merely a starting place. All agencies have different challenges and a different set of resources to address those challenges. Law enforcement leaders can use this Guide and its Critical Elements as a resource to assess their agency’s capacity and identify additional actions that can assist them in their fight against violent crime. Different elements of a strategy will overlap, and careful evaluation is required to determine which are and are not contributing to crime reduction. Further, the challenges faced by law enforcement represent a constantly changing, unpredictable environment that demands ongoing analysis of what works and why.



## Theory

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A short discussion of relevant theory precedes each Critical Element and articulates, in brief, lessons learned from experiences throughout Major Cities Chiefs Association agencies, best practices, and research. Like any problem-solving exercise, understanding and communicating the “why” of any police intervention is critical for gaining support within the department as well as the community. Even potentially controversial police actions are supported when the reasons for new measures are fully understood by the responsible officers and public affected by them.

## Foundational to Enhanced

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All agencies have inherent capacity in every Critical Element, and this Guide illustrates a range of efforts from foundational to enhanced to show how agencies may strengthen, step-by-step, their current efforts based on ideas and strategies tested by peer agencies. Some of these Elements may require additional resources and planning, but many are intended to be resource neutral.

# Leadership

There are law enforcement agencies throughout the Nation that have been grappling with the violent crime problem for many years, while others find themselves faced with increases in violence and newly emergent crime trends. Although violent crime has no one-size-fits-all solution, certain common themes cross jurisdictional boundaries, and there are promising practices that may apply to any problem-solving strategy. This presents both a challenge and an opportunity for the Nation's law enforcement community: How can the Nation's law enforcement executives share their institutional knowledge and best practices to assist other local law enforcement agencies in effectively preventing and suppressing violent crime? The Violent Crime Reductions Operations Guide offers a peer-to-peer discussion about some of the key elements police leaders will encounter in dealing with their violent crime problems. The Critical Elements represent capabilities that underscore successful violent crime strategies designed to be relatable and transferrable to any agency in its violent crime planning efforts. **The success of any strategy, however, depends on the most important element: Leadership.** No matter what the size of the agency, the expectations of police leaders are wide-ranging. While charting the course for the entire department, the police leader is challenged to envision and operationalize the tactics, strategies, partnerships, and plans that will contribute to positive quality-of-life outcomes for persons and neighborhoods affected by violence. Throughout these activities, the police leader:



LAPD Chief Charlie Beck (retired), Chicago Superintendent Eddie Johnson, and NYPD Commissioner James O'Neill discuss the Critical Elements in fighting violent crime.

- Articulates the agency's vision, mission, and values;
- Organizes the agency in a way consistent with agency mission and vision;
- Educates agency members in such a way that they understand the mission, vision, and values;
- Trains agency members so they can successfully achieve the mission while staying true to the values of the organization;
- Secures the external political support to provide the resources necessary to accomplish the mission;
- Develops future leaders from within the agency;
- Motivates employees through appropriate recognition and feedback;
- Holds employees accountable for adherence to the core values of the agency and good faith attempts to fulfill the mission; and
- Visibly and actively represents the agency to the general public and its constituent communities while embracing the responsibility to articulate community concerns to the members of the organization.

*"The Chief must be a strong leader for both the police department and the neighborhoods facing violent crime. There must be a common commitment to reduce violence by everyone in the community — as well all police personnel who serve the community."*

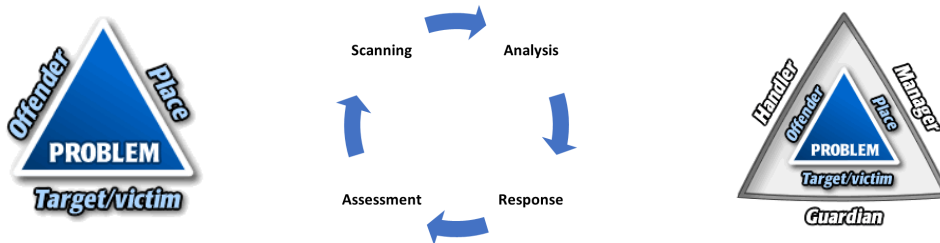
**Art Acevedo—Chief, Houston Police Department**

# Violent Crime Problem Identification

Local law enforcement is in the business of problem solving, whether those problems require short- or long-term solutions or affect individuals or whole neighborhoods. When it comes to the problem of violent crime, it is an imperative for police executives to use the tools at their disposal to reduce the harm visited upon victim populations and their neighborhoods. In doing so, they are challenged with balancing the priorities of maintaining credibility and community support, working within a finite set of resources, and addressing the needs of stakeholders with potentially competing priorities. And, despite the critical roles played by other components within the criminal justice system, law enforcement leaders and their agencies are often the focal points of concerns about violent crime.

Problem identification and analysis are the first steps in determining which strategies are prioritized and how resources are deployed. **Engaging in problem-solving exercises is essential to ensuring limited resources are used most effectively, maintaining the confidence of stakeholders, and ensuring that crime trends are responding to chosen interventions.**

There are numerous methodologies for getting to the root of an encountered problem, including the SARA Model (Scanning, Analysis, Response, and Assessment) and Problem Analysis Triangles, and the police executive should identify which methodology will be most effective for his or her agency. The **Center for Problem-Oriented Policing** offers an array of resources to help engage and implement a local problem-solving strategy. To access the Center for Problem-Oriented Policing, and discussion of the Problem Analysis Triangles illustrated below: <http://www.popcenter.org/>.



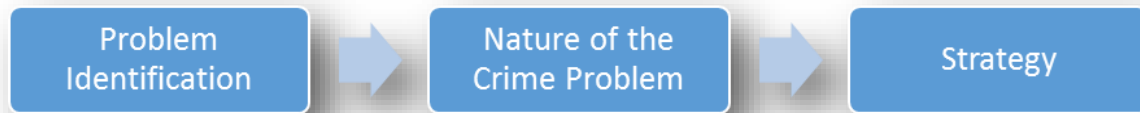
## How is the problem identified: crime statistics, critical incidents, or community input?

**Although data analysis** is often the first cut in identifying a problematic trend, often a single dramatic event galvanizes public opinion around a specific problem and will require special attention. An analysis of a **critical incident** may, in fact, reveal an emerging problem even before data indicate the issue. For example, in the past, a series of shootings emanating from social media indicated an emerging crime trend that became a serious problem in many jurisdictions when, at first, it appeared to be unique. The importance of single events should not be underestimated in determining deployment priorities. **Community input**, either as the result of direct pressure from residents or through their elected representatives, is an important concern whether or not objective data indicate a trend. Communities need to believe that the police will listen to them, and officials need to believe that the department is responsive to their concerns. In both circumstances, trust becomes an important issue in fashioning an appropriate response, and fear reduction, as well as crime suppression, is an important investment in future effectiveness.

## What is the nature of the crime problem?

The crime problem is more complex than numbers alone will indicate. A chief or sheriff practitioner, however, must devise an effective response to a challenge far more nuanced and often with outcomes that do not provide the immediate remedy called for by his or her community. For example, the gun-violence problem may have many causes, some of which may be drug-related, gang-related (inter- or intra-gang feuds), a spate of domestic violence incidents committed with firearms, or opportunistic violence resulting from personal feuds or fights. A violent crime strategy will be effective when it is aimed at the *causes* and not merely the *symptoms* — and that requires careful analysis.

# Violent Crime Problem Analysis



## What are the characteristics of the violent crime problem that lend themselves to a specific approach?

In general terms, the literature of problem-solving and evidence-based policing indicates that 10 percent of locations generate more than 60 percent of crimes, 10 percent of offenders are involved in more than 50 percent of crimes, and 10 percent of victims are involved in 40 percent of victimizations.<sup>1</sup> These characteristics lend themselves to evidence-based enforcement and prevention strategies, such as hot-spot policing, problem-oriented policing, directed patrols, and focused deterrence. For example:

- The **geographic concentration of crime** suggests responses that would include problem solving (e.g., dealing with the issue of nuisance businesses and properties); community-based policing (e.g., foot and bicycle patrols and the establishment of block watches); and traditional crime-suppression and investigations strategies (e.g., the use of task forces, careful debriefing of arrested suspects, hot-spot policing, or plain-clothes operations).
- Focusing on **habitual offenders** sometimes overlaps with the geographic concentration of crime. However, an offender focus requires the development of intelligence to carefully identify such persons and necessitates partnerships with federal and local prosecutors, as well as probation and parole agents. Prosecutors and federal and local law enforcement need to coordinate and collaborate to ensure that habitual offenders are a priority for prosecution. At the same time, the police should consider partnering with probation and parole personnel so that offenders who are on supervision comply with the conditions of that supervision and held to account if they do not.
- **Repeat victims** frequently overlap with repeat offenders. Firearms-related crime is often driven by a cycle of retaliatory violence in which today's victim may be tomorrow's offender. In these circumstances, the habitual-victim/habitual-offender approach may be very similar. However, there are times when a focus on victims, separate and apart from their assailants, is required. For example, many victims of domestic violence are repeat victims, and part of any effective approach must go beyond arresting the assailant. In these cases, victims must be guided to and assisted with accessing domestic violence services.

The **Center for Evidence-Based Crime Policy**, in the Department of Criminology, Law, and Society at George Mason University, offers scholarly papers, case studies, and other materials that policing professionals can use to develop evidence-based strategies. To access the Center for Evidence-Based Crime Policy: <http://cebcp.org/>.

The **National Institute of Justice's—Crime Solutions—"What Works"** website provides information on a wide range of topics and related programs from agencies across the United States. To access the NIJ's Crime Solutions website: <https://www.crimesolutions.gov/>.

The **Public Safety Clearinghouse** is an online tool that individuals can use to build, download, and share custom toolkits of evidence-based strategies, best practices, training, technical assistance, publications, and more. Refer to page 39 and: <https://www.nationalpublicsafetypartnership.org/Clearinghouse>.


## Critical Element—Community Engagement

*"Fighting crime is what we get paid to do, but we can't do that unless we achieve full partnership with the community. Unless we have that connectivity, it's not going to work."*

**James O'Neill—Police Commissioner, New York City Police Department**

Maintaining community support is a classic problem in policing, and it is both especially crucial and challenging when the department deploys resources to address violent crime. Because violent crime patterns may require focus on a particular geography or high-rate, habitual offenders, the effects of the department's efforts will be experienced differently, and often dramatically, in areas that receive more of the department's attention and resources. It is important that the police executive sets and reinforces expectations and holds officers accountable for policing in a fair, impartial, constitutional manner with the goal of not only being effective, but building trust. "Community" is not a monolith. Each of its parts can be an active teammate in reducing violence, and its participation and support is essential in sustaining long-term efforts. Community may be defined as a geographic area, such as a neighborhood, a tribe, or a community of interest, such as advocates or groups organized around specific issues or personal identifying characteristics. The department should strive for both successful outreach and "in reach" to communities and to be perceived as a welcomed presence and not an occupying force. The department should assess its capacity in the following areas:

### Foundational

- 
- Ensuring the agency executive is visible and actively representing the agency throughout the community by dedicating time to community groups and events, schools, and the business community, while embracing the responsibility to articulate community concerns to the members throughout the organization.
  - Providing the community at large with regular opportunities to offer its input and ideas regarding police department activities (e.g., public hearings, in-person at districts/precincts, block watch meetings, neighborhood district/precinct meetings, social media, and through elected officials) and then compiling and sharing this information with executive leadership in a regular format.
  - Listening to comments from the community about what members would like to see in their neighborhoods, and communicating "why" if the department is not able to provide it.
  - Gathering information about service requests of residents (e.g., 9-1-1; in-person at districts/precincts, block watch meetings, neighborhood district/precinct meetings, social media, through elected officials) and delineating where they occur and summarizing the nature of the requests using crime analysis or other tools.
  - Offering an outreach strategy (including social media) that engages and encourages the community to provide intelligence to help solve cases, such as "*see something, say something*," providing suspect information, and calling in gun shots.

## Critical Element—Community Engagement

- Maintaining a strategy to provide information to the community regarding tactics and strategies, including the “how” and “why,” used to target crime in areas with high concentration of violence, and ensuring the executive is not solely responsible for messaging.
- Providing education and awareness to department members about the potential for collateral impacts when policing high-crime areas and constantly reinforcing to all ranks the expectations for fair and impartial policing.
- Participating with government and non-government local partners in planning and implementing violence prevention plans.
- Enumerating assets (i.e., service providers; faith-based organizations; non-profits, etc.) in areas of high concentration of violence and conducting in reach to those groups to provide information on department tactics, collaborate regarding problem-identification and problem-solving activities that go beyond enforcement, and explaining the “how” and “why” of strategies.
- Creating a visible and engaged presence with schools and youth activities in areas with high violence and where a high level of resources is deployed.
- Going beyond the numbers, pushing information out to the community about the impacts that efforts have had on violent crime, including to counterpart law enforcement and municipal agencies, such as public health or neighborhoods services.
- Dedicating personnel to community engagement activities and/or being deliberate and routine in tasking personnel in community engagement activities in violent crime areas and ensuring command staff is briefed on efforts.
- Taking the lead in engaging strategic planning sessions with specific neighborhood agencies to identify problems and potential solutions and pursuing resources to support plans, such as competitive grants, local foundation grants, municipal funding opportunities, and discretionary department operating funds.
- Soliciting feedback from community assets, district/precinct commanders (and other relevant supervisory personnel), and front-line personnel to determine who the “influencers” are in specific neighborhoods, and, in turn, soliciting feedback from them about how the department is doing.
- Providing education to the community related to specific technologies and tactics used to address areas with high concentrations of violence and target habitual offenders, such as predictive-policing tools and gunshot-detection devices, and selectively providing access to see technology tools first-hand.
- Tracking and reporting on citizen satisfaction/sentiment, whether independently, with a research partner, or by an oversight body, and periodically reporting on trends in police use of force and citizen complaints.
- Identifying metrics and collecting data relating to community engagement as a regular reporting metric, with quantitative and/or qualitative measures that set the tone for the expectations of the entire department.



Enhanced

## Critical Element—Partnerships

Local and tribal law enforcement agencies rely on law enforcement partnerships on a daily, routine basis throughout their operations, realized through task forces, tactical operations, intelligence centers, and innumerable other activities. As the police executive develops strategies concerning violent crime, it is important to expand on current traditional/governmental partnerships and identify and engage opportunities to develop non-traditional/non-governmental partnerships. The executive can lead and facilitate an all-hands-on-deck approach in which all can play a role in identifying goals, co-producing plans, and sharing accountability regarding outcomes. Not every police department will have the full set of resources needed to implement effective strategies, and law enforcement is only one component of any effective violent crime strategy. Relying on partners as allies will expand an agency's ability to fulfill its mission and provide the community with a more comprehensive overall response. Partnerships should be treated as other quantifiable resources and utilized in a strategic fashion. How can partnerships be prioritized and delegated so that they achieve their greatest potential but do not distract from the mission? Which are critical, and which are not? Like any resource deployment, utilization of partnerships has a time, place, and role, and their usefulness should not rely on personal relationships but, rather, on precedent and protocols established by the executive. If meaningfully developed and fostered, agencies can call and rely on partners to offer insight, guidance, and support during critical events. The department should assess its capacity in the following areas:

### Non-Government

Foundational

- Ensuring districts/precincts foster relationships with non-profit, social-service, victim advocacy, and faith-based agencies and use those relationships in efforts to identify and solve problems in high-crime areas, while the department as a whole maintains unique relationships with those agencies.
- Creating opportunities to share critical information with the private sector, business improvement districts, and professional associations to message the department's goals and strategies, illustrate the importance of public safety in economic development and overall neighborhood stability, and collaborate to identify and solve problems.
- Routinely engaging mental health, crisis-response, victim advocacy, family violence, and other social-service groups to continuously learn about addressing people in crisis or at risk for using violence and discussing collaborative opportunities, tactics and training, and existing policies.
- Ensuring the agency executive and command staff participate on project teams that include groups involved with other components of the criminal justice system, such as re-entry, trauma-informed care, workforce development, youth engagement, and mental health services, and defining activities with formal memoranda of understanding (MOUs) when projects are created.
- Maintaining an inventory of non-traditional agencies focused on certain problems or offender classifications (e.g., gangs) and actively engaging them for problem identification and solving.
- Using local or non-local research partners to help evaluate the effectiveness of violent crime strategies.

Enhanced

# Critical Element—Partnerships

## Government

Foundational

- Participating with criminal justice partners on task forces and other strategic or tactical operations and maintaining an inventory of current initiatives and personnel assigned to those activities.
  - Sharing information, collaborating, and problem solving with local, state, tribal, and federal agencies and elected officials. For example: the department uses data and stories to educate elected officials about the effects of current laws on public safety; it participates in regular meetings with municipal agencies to explore the nexus between blighted areas and violent crime; and it engages and collaborates with state officials to access resources for specific deployment priorities.
  - Using local or non-local peer police agencies to learn from their experiences through case studies, receive direct training and technical assistance, and coordinate peer exchanges.
  - Collaborating with local criminal justice partners, including state, tribal, and federal partners, to define priorities and set goals for geographic, offense, and offender targets, and to de-conflict tactics as necessary.
  - Ensuring criminal justice partners establish goals and task forces focusing on the local or tribal jurisdiction’s violent crime goals.
  - Ensuring the executive regularly meets with the local U.S. Attorney and District Attorney to discuss strategies and protocols that will help lead to federal charges for the most violent offenders, and seeking feedback regarding the thoroughness and appropriateness of documentation of cases brought by the police so that a better job can be done presenting cases for charging.
  - Ensuring local criminal justice partners share strategic and tactical information in real-time and, if not, identifying barriers to cooperation and remedies.
  - Convening regular accountability meetings, such as CompStat, with criminal justice partners, where each partner commits to regularly and predictably sharing metrics and is held accountable for task completion.
- Enhanced
- Collocating and embedding criminal justice partners to share information and collaborate, such as embedding prosecutors in the Crime Gun Intelligence Centers or districts/precincts and collocating of probation and parole.

*“The working partnerships local law enforcement share with our federal partners are key to the crime successes we have realized in the United States. The sharing of data and information, coupled with embedding police employees with federal agents, assists in seamless communication and information sharing.”*

**Jeri Williams—Chief, Phoenix Police Department**



## Critical Element—Technology

Technology is woven into every fiber of a police department and takes the form of hardware, software, communications systems, intelligence centers, and equipment. Technology systems can create the infrastructure for actionable intelligence, enhance officer safety, support efficient operations, and manage risk, but systems are only effective when complemented by appropriate processes and implementation. Effectively using technology, and in such a way that advances specific agency goals, requires the critical human elements of ensuring compatibility of information systems, sufficient capacity to use it, training, protocols, and proper focus. Further, it requires constant innovation in an environment that may not understand, support, or have the resources to invest in it. Maximizing technology resources requires buy-in from personnel and a sensitivity that individuals throughout the ranks will have a different level of experience and appetite for technological advancements. Investing in officer buy-in will not only ensure technology is used to its greatest potential, but it can also serve to encourage the rank and file, because “smart tools” will help them do their jobs more safely, efficiently, and effectively. The department should assess its capacity in the following areas:

- Foundational
- Ensuring that computer-aided dispatch and records management systems are compatible and effectively producing data for tactical and strategic analysis.
  - Procuring information technology hardware and software in a manner to ensure against rapid obsolescence.
  - Ensuring that the physical location of technology assets meets the department’s strategic and tactical needs.
  - Ensuring the department is deliberate about what information and technology systems to put time, effort, and resources into that match goals, rather than attempting to focus on everything at once.
  - Understanding procurement rules at the executive level and maintaining open lines of communication with municipal procurement officials, and sharing agency priorities, their city-wide importance, and procurement goals and timelines.
  - Prioritizing the education of department members on technology capabilities, how to properly use technology assets, and how specific technologies enhance officer safety, efficiency, and effectiveness.
  - Using technology to prioritize deployment of resources based on need; e.g., deploying to specific neighborhoods with high calls for service at the day/time specific crimes occur.
  - Reality testing vendor claims by following up with peer end-users prior to procurement of technology systems.
  - Engaging a deliberate process to articulate how technology fits within the department’s violent crime strategy.

*“Investments in gunshot-detection technology coupled with integrated crime cameras and predictive data analytics are yielding double-digit declines in gun violence and getting officers in the right places at the right times quicker than ever before. While we still have much more work ahead, many of our neighborhoods are safer today thanks to stronger community partnerships and a targeted enforcement strategy that is predicated upon data-driven policing.”*

**Eddie Johnson—Superintendent, Chicago Police Department**

## Critical Element—Technology

- Ensuring technology system staffing levels are sufficient and staff is properly trained and has the capability and capacity to generate data that are actionable.
- Maintaining a mechanism to collect and respond to officer feedback on technology usage, how systems interface in real time, etc., and what is on department members' wish lists.
- Encouraging innovation by constantly surveying the professional environment to identify technology or analytics that can improve strategies, and using what is gathered from peers to use current tools more effectively or purchase new products.
- Integrating and “layering” technology into the overall crime reduction strategy, focusing on locations, offenders, and victims that are overrepresented in crime statistics; for example, closed-circuit television at locations that are frequently victimized or that attract offenders who engage in violent confrontations, license plate readers that focus on areas where cars are stolen or recovered, or gunshot-detection systems that are used for evidence and intelligence gathering as well as rapid response.
- Prioritizing continual learning about technology systems and applications that can assist the department in focusing resources on violent places and offenders.
- Using technology systems to link evidence collection and intelligence capacity to identify patterns and trends.
- Integrating technology to take real-time information and use it to move the department's comprehensive tactical and strategic plans forward, such as personnel monitoring gunshot-detection devices while simultaneously monitoring available cameras to relay information to responding officers.
- Enhancing technology capacity with state and federal partnerships/resources and defining protocols and expectations with policies, formal agreements, etc.
- Evaluating the capacity to create a Real-Time Crime Center and, as established, investing in its maintenance.
- Establishing buy-in throughout the department, across ranks, tenure, and skillset, through effective messaging and educating about technology capacities and proper use in technology planning conversations that address different levels of knowledge and experience as well as detractors.
- Communicating with select community members/groups and providing demonstrations to share information on the technology systems that are used as part of the violent crime strategy, including discussions of the “how” and “why” areas and individuals are being targeted.
- Maintaining a constantly evolving technology roadmap that sketches out strategic goals, timelines, costs, partnerships, and funding options.




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## Critical Element—Analytics and Intelligence

At a fundamental level, the mission and vision of a police department is operationalized through the routine activities of its front-line officers. All police officers are called on to intervene in unpredictable circumstances, and they make split-second decisions that may have resonating positive or negative consequences. Officers working beats in the most violent neighborhoods in the United States do so with a knowledge that they are operating in an environment where violence and pleas for police are most persistent and where police tactics may be experienced as alienating. Everyone within an agency plays a role in preparing those officers to do their job effectively, safely, and in a way that resources are deployed where they are needed and that take violent offenders off the street. Analytics and intelligence are a bridge between an agency's mission and vision and how those are operationalized through officers' everyday activities. To implement practices regarded as "intelligence-led" or "evidence-based," it is essential that each police agency secure its own, locally relevant, data in support of a specific intervention. This requires both capital and human assets and the appropriate investment in each. Effective analytical products are also an essential part of maintaining community and political support. There are multiple uses and audiences for analytics, and the police department has an essential educative role in explaining various crime problems to the community. Properly redacted analysis can inform public policy through the media and through briefings of elected officials. At a state or national level, properly briefed and informed police executives are in a position to share data with each other with a view toward identifying state and national trends amenable to legislative action or investment of resources. The department should assess its capacity in the following areas:

### Foundational

- 
- Ensuring regular briefings of executives by subject matter experts so they can understand the specific parameters of their crime problems, develop appropriate strategies, and identify the right partners.
  - Maintaining dedicated sworn and/or civilian analytics staff.
  - Accessing training and technical assistance opportunities for analysts, including online distance learning and no-cost tools, and encouraging participation in the International Association of Crime Analysts.
  - Ensuring analytics staff regularly interfaces with executive staff and understands the role it plays in creating, implementing, and evaluating strategies, and not just "crunching numbers."
  - Accessing the information that currently exists in information systems to analyze incident data and trends.
  - Extracting and presenting accurate data in a timely enough fashion and format to be used as actionable intelligence.
  - Geocoding locations of crime, layering with other datasets, and using information to guide deployment strategies and tactics.
  - Presenting analytics products to command staffs in CompStat-type briefings so that neighborhood variations of crime patterns can be linked, resulting in neighborhood-based tactics in support of the overall strategy.
  - Relaying information related to wanted subjects, officer safety, crimes in progress, etc., in real time to the field and partners.

## Critical Element—Analytics and Intelligence

- Rigorously testing software products before procurement and learning from the experiences of peer agencies in their implementation.
- Maintaining a separate expertise within the department in professional crime analytics that does not rely on sworn personnel.
- Collocating civilian crime analysts and sworn members to provide institutional knowledge and context.
- Exposing analysts to the latest training and peer-agency practices that address the relationship between analysis and actionable intelligence.
- Ensuring executives and supervisors use real-world examples as case studies to communicate throughout the department the importance of the analyst function in fighting violent crime.
- Developing analyst specializations and integrating analysts in specialty units and task forces and ensuring their critical role is understood by all members.
- Providing training to front-line officers and investigators to increase their understanding of intelligence collection and analysis to ensure the continued flow of information to analytics staff.
- Mapping out the “intelligence cycle,” and as data are collected, ensuring policies and procedures are in place that govern how data are shared in real time, collected, and used for tactical and strategic planning.
- Integrating partner data not derived from the police department, such as probation and parole, other municipal departments, and local prosecutors.
- Targeting habitual locations and offenders by using such strategies as social network analysis, implementing predictive software tools, and habitual offender lists/offender review, and overlaying hot-spots, offenders, and victims.
- Coordinating thorough reviews of cases with criminal justice partners, including law enforcement, prosecutors, and corrections to ensure a coordinated, proactive strategy in dealing with violent crime.
- Engaging local universities to explore opportunities to create or foster a crime analytics curriculum, establish an intern analyst program, or use student resources on a project-by-project basis.
- Recognizing that the national landscape is constantly evolving and encouraging innovation, peer learning, and peer exchanges to improve collection and analysis of information; constantly surveying the professional environment to identify strategies that can be replicated, tailored, and scaled, or that may indicate additional training is needed.
- Beyond using analytics and intelligence to drive strategic and tactical operations, ensuring the agency executive and command staff use analytics and intelligence to drive decision making and resource allocation throughout the department.

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## Critical Element—Training

Being effective in controlling crime requires moving beyond the simple application of traditional police methods to identifying those geographic areas or suspects that are the greatest problems and applying resources accordingly. This means that training on how to apply policing tactics is as important as ever, but it must be accompanied by focusing on officer safety and wellness and training in such “soft skills” as crisis intervention, conflict control and diffusion, unconscious perceptions, and training in problem solving. As officers intervene in unpredictable circumstances, their tactics and training will be relied on to guide them to successful outcomes for not only the victims and the community at large but also themselves and the department. How they apply their training will contribute to serving justice for victims and offenders in a fair and impartial, constitutional manner. As the executive charts the course for the department, it is important to communicate throughout the ranks the why/how/what of strategies and that explanation should be accompanied by relevant training. Police officers are called on to intervene in such an array of unpredictable circumstances that there will never be a policy, protocol, or rule for each encounter, but the application of critical-thinking skills within the framework of the department’s vision and mission will help guide the most effective and appropriate interventions. In responding to violent crime, officers may be exposed to traumatizing circumstances and the department will need policies, protocols, and ongoing effort to ensure the health and wellness of those officers. The department should assess its capacity in the following areas:

### Foundational



- Ensuring front-line staff feel supported in their mission by creating and maintaining a mechanism for soliciting and responding to input, and that questions, misperceptions, and suggestions arising from front-line personnel are communicated up the chain of command by middle managers so adjustments in tactics or communications can be responsive to officers’ experiences and concerns.
- Ensuring training aligns with what officers may encounter in neighborhoods with high levels of violent crime and that training is reinforced in the case of personnel transfers to or specialty assignments within high-crime areas; e.g., officers are trained to recognize characteristics of armed persons.
- Ensuring adequate training is provided in community policing and problem solving models.
- Ensuring appropriate training for department personnel assigned to functions related to violent crime strategies; e.g., homicide investigators should have sufficient training and experience.
- Ensuring officers are trained to recognize and intervene in circumstances that go beyond enforcement, such as mental health or psychological episodes, domestic violence, and victim services, and that training in crisis intervention, conflict control and diffusion, and unconscious perceptions are constantly reinforced.
- Connecting intelligence to front-line operations through roll call, memos, or other formats and ensuring supervisors are using information to provide briefings to officers about their daily deployments.

## Critical Element—Training



- Identifying, encouraging, and relying on internal and external subject matter expertise for peer learning and coaching.
- Establishing a regular frequency and format, from the executive level through front-line officers, for communicating throughout the department the what/why/how that provides context to officers' work, and establishing the existence of a mechanism to ensure that messaging "from the middle" is occurring whereby supervisors are regularly communicating to front-line personnel about the department's mission of specific operations.
- Maintaining a system, including policies and protocols, to assist in identifying officers for whom intervention may be needed for their health, safety, and wellness and/or general job performance.
- Ensuring through policies and protocols that officers who are recognized to have experienced or have self-reported trauma are engaged in a de-brief and are provided with appropriate department interventions and resources.
- Investing in educating supervisors so they are aware of and trained to recognize signs of trauma and fatigue and are knowledgeable of appropriate interventions.
- Prioritizing de-stigmatizing counseling and other services available to officers.
- Ensuring district/precinct commanders identify on-duty opportunities for front-line officers to engage in pro-social activities with individuals and groups within the neighborhoods they serve.

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## Critical Element—Tactics

Once the agency's mission has been made clear by senior leadership or a new problem has been identified that requires police engagement, a strategy must be developed to accomplish the mission or solve the problem. **Strategy** is the overarching method by which an agency achieves its mission. For example, a strategy might be community based, problem oriented, and data driven. That would presumably mean that the agency is committed to geographic accountability, an emphasis on problems instead of incidents as the focus of prescriptive plans, and the use of data to identify problems, monitor progress, and measure results. **Tactics** operationalize strategy. Tactics might require realigning beats or districts and the assignment of the same officers to the same neighborhoods to operationalize a community-based approach. Officers would need training in both community policing and problem-solving models, and they would be deployed based on data analysis and provide the appropriate geographic mix of reactive and proactive police elements engaged in activities specific to the challenge being confronted. A commitment to reducing violent crime does not mean a police department would or should reduce its commitment to co-producing safe public spaces through focusing on non-violent quality of life matters, however. Even the highest-crime neighborhoods generate more quality of life complaints than crime reports. The department should assess its capacity in the following areas:

*"Our strategies focus on the most violent, active, and influential gang members and prosecuting the most notorious gang members. This has led to a 30 percent reduction in shootings and a 34 percent reduction in homicides in 2018."*

**Jerry Dyer—Chief, Fresno Police Department**

### Foundational

- 
- Having a clear understanding of how the problem came to the attention of the police and who the advocates and stakeholders are.
  - Understanding the size and scope of an encountered problem in order to create a proportional response.
  - Determining whether encountered issues require a department-wide, geographically-specific, or incident-based response.
  - Identifying, in a data-driven defensible way, the locations and offenders that generate the highest percentages of crime.
  - Ensuring the chosen tactic is consistent with the agency's strategic vision and department policies and protocols.
  - Determining whether the chosen tactic has been demonstrated to have worked before or elsewhere, and reaching out to peer agencies to learn about their experiences.
  - Determining the impact of tactics on community perceptions of trust and legitimacy, and maintaining engagement of affected communities during deployments.

## Critical Element—Tactics



*"Any effective approach to reducing violent crime is built on a foundation of timely and accurate information. A Chief needs to know much more than the who, what, and where to be effective—Today's contemporary crime analysis tools and processes can identify underlying influences and potential strategies to reduce violent crime."*

**Michel Moore—Chief, Los Angeles Police Department**

- Ensuring proper planning for tactical responses, including engaging stakeholders, securing necessary equipment, and reviewing plans and processes for adequate preparation.
- Engaging in regular briefings with relevant officials and community groups on the nature of tactics and how and why they were developed.
- Ensuring the willingness to maintain flexibility and adjust strategies and tactics if desired outcomes are not being met.
- Determining the appropriate balance between specialty units and community-based officers.
- Maintaining a written plan that clearly articulates the vision and goals to guide the actions of assigned officers.
- Ensuring regular de-briefs, at multiple levels throughout the agency, on regular and special operations.
- Maintaining an accountability system that permits constant evaluation and stimulates, in a non-critical way, accountable commanders to continually adjust tactics in light of changing conditions or new variables.


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## Critical Element—Resources and Sustainability

Across the country, a police department's **budget** is usually the largest portion of their local jurisdiction's budget. The sheer magnitude, often within the context of tightening municipal budgets, can elicit questions from all segments of the community as to whether those expenditures are the best use of valuable, limited resources. Between capital and operations, including personnel equipment, buildings, fleet, and information technology and management systems costs, running a police department is very expensive. Law enforcement executives are constantly challenged to identify existing and prospective resources to support and sustain their interventions and to justify them in response to legitimate concerns. Effective management of police budgets is an essential part of sustaining credibility with the elected bodies that ultimately provide the funds for police operations. It is essential that the police executive retains an ability to be flexible in adjusting spending priorities to changing conditions, using alternative resources beyond the city budget, and in making the right arguments advocating for adjustments in future spending to the department's stakeholders. The budget itself is only one component of the resources available to a department, and police leaders are challenged to look beyond their line items to fill gaps with **grants, training and technical assistance** opportunities, new **economies of scale**, innovative **partnerships** and **collaborations, policies and protocols**, and internal and external stakeholder **buy-in**. Efforts to create and sustain overall capacity to accomplish goals and drive the mission forward can be among the most important aspects of an executive's role: identifying the resources it takes to "get things done," securing the trust and support necessary to be successful, and sustaining outcomes that have demonstrated success. The department should assess its capacity in the following areas:

Foundational

- 
- Taking a leadership role in establishing mutual goals with traditional and non-traditional partners for which progress is regularly evaluated as a team, and creating a forum to discuss trouble-shooting, sustaining, refining, or abandoning efforts.
  - Maintaining sufficient personnel and budget resources to support chosen interventions and ensuring their allocations are sustainable for the anticipated duration of the intervention.
  - Evaluating whether the resources expended on chosen interventions have opportunity costs that affect other staffing assignments/operations; if so, determining whether those are short or long term and the extent of the direct and indirect costs.
  - Evaluating whether resources identified for chosen interventions are fixed, nimble, or scalable according to fluctuating needs.
  - Ensuring the agency executive and executive-level staff regularly communicate short- and long-term priorities and challenges with their jurisdiction's executive and legislative branches and local budget officials.
  - Identifying and seeking training and technical assistance opportunities.
  - Identifying and applying for competitive and non-competitive grant opportunities with federal, state, local, and private grantors.
  - Collaborating with external partners to develop grant proposals, including identifying potential partnerships and partner roles, project design, and implementation and evaluation strategies.

## Critical Element—Resources and Sustainability

- De-briefing with grantor representatives when competitive grants are applied for but not awarded, and ensuring the executive is briefed on the application’s potential shortcomings.
- Identifying non-traditional/non-governmental partners that can be engaged to help support goals, particularly in areas where the department may not have internal capacity or expertise, such as non-profits, neighborhood organizations, and advocacy groups.
- Identifying private sector opportunities or partners that can be engaged to help support goals, particularly in areas where the private sector may have specialized expertise, such as marketing or information technology systems.
- Maintaining a centralized planning function, such that strategies and tactics concerning identified problems are developed, managed, and evaluated from the office of the executive.
- Capitalizing on peer-learning opportunities, through in-person learning, literature and case-study reviews, remote learning, and encouraging staff to do so with specific opportunities brought to their attention.
- Documenting and institutionalizing successful activities through policies or protocols, so that they can be disseminated and replicated.
- Collaborating with other law enforcement partners to help support components of operations; e.g., ATF and FBI providing assistance in operations, training for crime analysts, or electronic forensic examinations.
- Codifying strategies to ensure relationships with law enforcement partners are sustained when individuals retire or transfer to new assignments, and ensuring they are not based on relationships between particular individuals.
- Exploring creating economies of scale with other jurisdictions that may help expand capacity in certain operational areas and defining with MOUs, mutual-aid agreements, or shared-service agreements.

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## Critical Element—Accountability

Every intervention or series of interventions designed to control violent crime must have methods built into them for evaluation as well as accountability. There are several ways through the use of data to evaluate the relative success of an intervention on crime—all of them are relevant. For example, the problem might be eliminated; it might be reduced in frequency to a manageable amount; it might be a situation in which more effective methods of managing the problem are developed; or the seriousness of the events might be reduced. Police leaders are accountable for more than the effectiveness of their interventions on crime, however. Therefore, it is important to develop measures that monitor how affected neighborhoods are experiencing interventions, the potential displacement effects of interventions, whether partnership expectations are being met, whether officer performance, safety, and wellness are properly managed, and whether resources are being effectively deployed. Police leaders are also faced with the challenge of navigating local, state, tribal, and federal political environments where competing or conflicting priorities may exist. The department should assess its capacity in the following areas:

### Foundational

- Ensuring the agency executive and the executive-level staff continuously communicate the mission, vision, and values of the agency, and the expectations for fair and impartial, constitutional policing to all its members.
- Holding individuals accountable for rule, policy, and/or code of conduct violations and using disciplinary actions as opportunities to reinforce expectations.
- Ensuring the agency executive and executive-level staff regularly recognize officers for their contributions to special operations or regular service, both in person at roll calls and through formal recognition.
- Ensuring the agency executive and the executive-level staff have protocols in place to assure the existence and effectiveness of information sharing and communications channels between the executive level and front-line staff, and ensuring supervisors are effectively communicating “from the middle” to each.
- Measuring and reporting on crime statistics as an indicator of effectiveness of interventions.
- Ensuring the willingness to maintain flexibility and adjust strategies and tactics if desired outcomes are not being met.
- Maintaining a communications strategy to relay information to and garner feedback from affected communities and elected officials about overall metrics and those for specific interventions.
- Maintaining a regular frequency and format, such as CompStat, for internal reporting on metrics, with disaggregated statistics for areas of special initiatives for violent crime.
- Ensuring metrics align with desired outcomes; e.g., if an intervention is created to address gangs, it is important to measure and report arrests of gang members.

## Critical Element—Accountability



*"We are working with the Department of Justice on strategies to stop violent crime, and we have made the community our partner for every step we take as a police department."*

**Michael Harrison—Superintendent, New Orleans Police Department**

- Measuring and reporting on community feedback/satisfaction, reported uses of force, and citizen complaints and disaggregating data from high-crime deployment areas.
- Engaging in partnerships with local or non-local research partners to evaluate the effectiveness of strategies, implement feedback surveys, etc.
- Establishing goals and metrics for violent crime with criminal justice partners and reporting out to one another through consistently held meetings; if goals are not met, working with partners to understand why and potentially refining strategies or operations.
- Evaluating both outputs and outcomes of chosen interventions. For example: measuring the impacts of arrests requires examining the patterns and trends of arrest activity in a given area to see if they relate to the problem being addressed.
- Maintaining an internal inspections capability that can report whether policies and plans are being faithfully implemented or executed.
- Identifying who the influencers are in various high-crime areas and asking their opinions about how the department is doing regarding crime control, fear reduction, and community response.
- Preparing and delivering presentations to elected bodies and community groups that discuss violent crime challenges, including crime statistics, police interventions, outcomes, and calls to action.
- Expanding traditional accountability sessions to provide a forum for problem solving and generating ideas for solutions.

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# “Administration” as Crime-Fighting Tool

## Administrative Responsibilities

Fighting violent crime is an expensive proposition, and local law enforcement’s efforts to prevent, suppress, and enforce the laws regarding violent crime compel use of resources from already strained municipal budgets. In developing effective crime-fighting strategies in ways that engender stakeholder confidence, police leaders must manage many components of the operation that have little to do with the actual problem of crime but, nonetheless, are essential ingredients in creating effective and sustainable strategies. As the executive assigns and delegates responsibility in these “administrative” areas, it is important to have an infrastructure in place that allows him or her to be regularly briefed and act as key decision maker. At face value, no administrative area will provoke the moral imperative associated with addressing violence and bringing justice to victims, but each has the ability to substantially affect the overall success of crime-fighting strategies and should not be overlooked. The following chart illustrates many of the activities that support an agency in its violent crime fight that go beyond traditional policing activities.



# Grants Management

A common understanding of the function of grants within a police department is that they are used to purchase goods and professional services, much of which the department relies on during the regular course of its operations. Of course, funding is one important component, but grants can play a much larger role in achieving the department's vision and mission. They provide opportunities for the department to explore innovations with new technologies, ideas, and partnerships. They expand the department's ability to fulfill its goals when other resources are not available. Although some grants, for example, may help support the important work of task forces or purchase equipment essential to operations, others may provide opportunities to explore non-traditional problem solving with governmental and non-governmental agencies, explore new techniques and tools for policing strategies, or evaluate how strategies are working. Police operating budgets do not have line items to specifically fund everything the department wants or needs to fund, or discretionary funds labeled as "innovation." Grants can help fill those gaps.

Because of the nature of existing federal and state programs, all police departments inherently have grants management as part of their operations, whether through dedicated civilian or sworn staff or ad hoc as grant opportunities become available or are up for renewal. It is important for the executive to distinguish among **continuation grants** (such as those that support ongoing task forces), **formula grants** (such as the BJA Edward Byrne Memorial Justice Assistance Grant-JAG), and **new, competitive grant opportunities** (whether public or private funds) and how each is managed within his or her department. Below are key points to consider:

- The chief executive should have a direct connection to the grants manager, participate on grants planning teams, and be the key decision maker regarding what to pursue, ensuring that every pursued opportunity aligns with his or her vision for the department and that he or she decides on what and to whom the department will be obligated upon award.
- It is never too early or too late to create an inventory of all active and prospective grants, and this information can be included in CompStat meetings.
- The department's internal processes and protocols should take into account the approval requirements and timelines prescribed by municipal rules.
- If the police department is the grant's lead fiscal/administrative agent, it may require regular coordination with police department budget staff, municipal budget offices, and Comptroller's offices, and all grant sub-recipients should have a clear understanding of municipal processes.
- There may be far more active grants and related commitments and deliverables than the executive is aware of, owing to the routine re-funding of initiatives, protocols that pre-date the executive's term, or because of a general lack of processes and protocols in place.
- There may be MOUs, or other agreements, in place that pre-date the executive's term or that the executive is not aware of that obligate the department to certain activities and deliverables. A central repository and database management system is one step in addressing that problem.
- **With clear, simple processes, protocols, and forms in place, the executive can be the chief decision maker regarding current and prospective funding opportunities.** Some departments include these in their Standard Operating Procedures.

## Case Studies

The following case studies feature programs from throughout the country that may generate ideas, peer-to-peer exchanges of information, and a community of learning among law enforcement agencies and their partners. They illustrate programs that include the Critical Elements contained in this Guide in a mix of activities that range from foundational to enhanced.



### **Atlanta Police Department—PIVOT (Program to Interrupt Violence through Outreach and Education) — Strategies for Policing Innovation**

To address a 109-percent increase in gunshot victims in Atlanta between 2007 and 2016, with the majority of victims shot in one of only 10 zip codes that comprise approximately one-third of the city's total area, the Atlanta Police Department (APD) and Grady Hospital partnered to create "PIVOT" (Program to Interrupt Violence through Outreach and Treatment). In 2015, Grady Hospital treated 529 assault-related gunshot injuries, with the cost of treating one individual with multiple gunshot wounds as high as \$2.7 million. PIVOT uses a public health model that sees gun violence as an epidemic that can spread through social interactions and personal networks. The long-term goal of PIVOT is to save lives and improve the quality of life in Atlanta by reducing repeat gunshot-related hospitalizations, the number of gunshot victims, and retaliatory violence. The PIVOT program also seeks to contribute to the existing criminal justice literature concerning the use of public health and law enforcement collaborations for gun violence reduction.

PIVOT involves the following components:

- Grady Hospital's social worker staff facilitates mentorship and follow-up services for clients selected for participation, and a community resource coordinator will connect clients to services. Randomly selected clients receive full PIVOT services and a control group receives a community resource guide.
- APD has assigned two community-policing officers to follow up with clients to investigate the nature of their conflicts. APD's research partner conducts a community survey before and after the intervention to measure crime and community sentiment.
- The Cardiff Model is used to collect data; Grady Hospital collects anonymous information from patients and shares in aggregate format with APD to supplement police data on gun crimes.<sup>2</sup>



### **Chicago Police Department—Strategic Decision Support Centers — Strategies for Policing Innovation**

In February 2017, the Chicago Police Department (CPD) created several Strategic Decision Support Centers (SDSCs) in six districts that exhibited disproportionate levels of violence. These districts, representing 20 percent of the city population, accounted for almost 55 percent of 2016 shootings.

The SDSCs include predictive crime software that helps deploy resources at the right place and time, additional cameras, gunshot-detection systems, and provide mobile phones to field officers so they can receive real-time notifications and intelligence from the SDSCs. CPD partnered with the University of Chicago Crime Lab to embed and train analysts within the SDSCs and develop crime reduction strategies that meet the needs of each district by using data analysis, human intelligence, and community input. Between 2016 and 2017, citywide shootings were down by 21 percent (765 less incidents), with more than 400 of these incidents attributed to districts equipped with SDSCs. There are currently SDSCs in 13 out of 22 districts, covering 100 square miles.<sup>3</sup>

## Columbus Police Department — Comprehensive Safety Strategy



In November 2017, Mayor Andrew Ginther of Columbus, Ohio, announced the Comprehensive Safety Strategy in response to “the unacceptable spike in homicides, the rise of the opiate addiction crisis, and the strained relationships between our community and the police.” Mayor Ginther also stated, “The Comprehensive Neighborhood Safety Strategy reflects our commitment to begin new initiatives to address crime differently, while continuing to invest in proven safety strategies in Columbus.” The program is funded in part through a \$2 million Neighborhood Safety Strategies addition to the budget. Several key initiatives were announced as part of the Comprehensive Safety Strategy, including:

- Expanding the city’s successful Safe Streets bike patrol to additional neighborhoods and expanding the use of foot patrols.
- Expanding the city’s efforts to solve gang- and drug-related homicides by directing more officers to investigate unsolved crimes.
- Creating a focused deterrence program with Franklin County Court of Common Pleas.
- Filling two new police recruit classes, each with 35 recruits.
- Forming the Violent Crime Review Group to address the city’s homicide rate through a focused, multi-departmental review of and response to violent crimes.<sup>4</sup>

## Detroit Police Department—Project Green-Light — Strategies for Policing Innovation



The Detroit Police Department (DPD) began Project Green Light Detroit in January 2016, as a partnership with eight local gas stations to explore an innovative approach to public-private partnership in the fight against crime. In an effort to deter, identify, and solve crime, gas stations installed high-definition cameras that were monitored and analyzed by DPD. The initial eight businesses were chosen based on data that showed (in the first half of 2015) approximately 25 percent of violent crime reported between 10 p.m. and 8 a.m. took place within 500 feet of a gas station. As part of the program, calls for service at Project Green Light businesses are coded as Priority One, making response times faster. In addition to setting goals for crime reduction, Project Green Light also seeks to strengthen the ties between participating stations, DPD precinct captains, DPD Neighborhood Police Officers, and surrounding community leaders and organizations. Between January 2016 and April 2018, there was a 40 percent decrease in crime at the first eight Project Green Light locations. Between 2016 and 2017, there was an 11 percent decrease in crime at all Project Green Light locations, which included an additional 200 participating businesses.<sup>5</sup>







### **Detroit Police Department—Detroit Crime Analyst Placement Program — NTTAC**

To address high violent crime rates, resource constraints, and challenges with police-community relations, researchers from the School of Criminal Justice at Michigan State University (MSU) worked with the Detroit Police Department and other criminal justice partners to devise a TTA approach that sought to leverage existing programming, develop and bolster community partnerships, and reintroduce a data-driven analytical capacity to criminal justice practitioners. Detroit city officials and MSU were able to implement a Crime Analyst Placement Program as part of a TTA agreement through BJA NTTAC. Through this program, graduate students introduced analytical skills to inform problem-solving approaches to crime and violence. Seven student analysts were placed in local agencies, including the Detroit Police Department (specifically the Crime Control Strategies and Gang Intelligence Units), the Detroit Public Schools, the Wayne County Prosecutors Office, and the Michigan Department of Corrections. The Detroit Crime Analyst Placement program successfully improved the analytical capabilities of different entities within the Detroit justice community and positively impacted efforts to reduce crime.<sup>6</sup>



### **Houston Police Department — Homicide Review**

Beginning in 2018, the Houston Police Department (HPD) began focusing on domestic violence incidents in an effort to prevent future homicides. A new policy was created that requires a supervisor to respond to the scene of domestic violence incidents when the suspect is still on the scene, a warrantless arrest is not made, and there are reports of bodily injury, a threat of bodily injury, or any threatening behavior. HPD officers are also receiving training to look for signs of strangulation, such as the victim reporting “seeing stars” or exhibiting a raspiness in their voice. This change was made in an effort to increase awareness among law enforcement and prosecutors that victims of domestic violence, specifically those who are strangled and survive, are more likely to be killed by the abuser within one year. HPD has also focused on specific apartment complexes throughout the city that report a high number of domestic violence incidents. HPD, along with the Houston Area Women’s Center, has begun to establish meetings and routine discussions at those complexes to provide resources to its residents in an effort to break the cycle of violence. From 2013 to 2017, Houston averaged about a 9 percent increase in domestic violence reporting. HPD reported 43 domestic violence homicides in 2017. “We know that too often, domestic violence leads to homicides. We want to put perpetrators on notice that the Houston Police Department will be putting you in jail if you commit acts of domestic violence,” said Houston Police Chief Art Acevedo. The HPD’s new policy augments the Houston District Attorney’s “Strangulation Task Force.”<sup>7</sup>



### Indianapolis Metropolitan Police Department — National Public Safety Partnership

The Indianapolis Metropolitan Police Department (IMPD) began participating in the PSP program in 2017, in partnership with the Marion County Prosecutor's Office and Probation Department, the U.S. Attorney's Office, ATF, FBI, DEA, and the U.S. Marshals Service. The IMPD PSP partners established five violence reduction areas: crime analysis, collaboration with local law enforcement leadership, support from federal partnerships, reducing gun violence, and improving technology capabilities. The IMPD is working in strong collaboration with ATF to enhance the process and structure of the National Integrated Ballistic Information Network (NIBIN) and in the first 2 months of 2018, they received almost the same amount of NIBIN hits as during the entire last 6 months of 2017. The PSP collaboration also led to a federal drug trafficking case that resulted in the seizure of 23 pounds of methamphetamine and 16 firearms and the arrest of 23 individuals. In 2018, PSP will provide technical support to IMPD as it replaces its CAD and RMS.<sup>8</sup>



### Los Angeles Police Department—Operation LASER (Los Angeles' Strategic Extraction and Restoration Program) — Strategies for Policing Innovation

In 2011, the Los Angeles Police Department (LAPD) created Operation LASER to reduce gun-related violence in specific neighborhoods throughout Los Angeles. LASER is a location- and offender-based strategy that targets repeat offenders and gang members who commit crimes in particular target areas. The Newton Division was selected as the first area of focus because it was consistently ranked among the top three divisions for the number of shootings and shooting victims during the previous 6 years and because of the presence of more than 40 active gangs in the area. Specifically, five hot-spots within the Newtown Division were targeted. The Crime Intelligence Detail (CID) is a primary component of the LASER's offender-based strategy. CID initially focused on individuals who committed robberies, weapons violations, burglaries, burglaries from motor vehicles, and aggravated assaults related to gang and gun violence, but the focus was shifted to a primary focus on violent gun offenders. The CID develops real-time intelligence briefs—*Habitual Offender Bulletins*—that assist officers in identifying crime trends and solving current investigations, and CID officers and the SPI research partner created a mechanism to rank habitual offenders according to risk factors. LASER's location-based strategies include bike and foot patrol and directed patrol.<sup>9</sup>



### Milwaukee Police Department — National Public Safety Partnership

The Milwaukee Police Department began its participation in the PSP program in March 2016, with a goal of reducing crime in a 2.3 square mile hot-spot area (Center Street Corridor) that drove 10 percent of the city's violent crime and 11 percent of the MPD's priority calls for service. As part of the Milwaukee PSP Strategic Plan, MPD partnered with the U.S. Attorney's Office, the District Attorney, FBI, ATF, DEA, the U.S. Marshals Service, and state Department of Corrections. Partners developed a new CompStat model that provided a collaborative environment among local, state, and federal partners and promoted constant communication and accountability through analysis and reporting of violent crime metrics. The interagency CompStat meeting was conducted every 6 weeks and attended by executives from all partner agencies. This strategic and collaborative process had proven effective: in less than a year of implementation, overall crime decreased 17 percent in the Center Street Corridor from 2015 to 2016, with homicide reporting a decrease of 7 percent, robberies a decrease of 17 percent, and non-fatal shootings a decrease of 28 percent.<sup>10</sup>



### **New Orleans Police Department — National Public Safety Partnership**

The New Orleans Police Department (NOPD) joined PSP in March 2016, and its partners include the U.S. Attorney’s Office, the Orleans Parish District Attorney, ATF, DEA, FBI, and the US Marshals Service (USMS). As part of the PSP Strategic Plan, partners focused on a 2.1 square mile area that accounted for a disproportionate amount of violent crime in the city, largely caused by narcotics trafficking and abuse. PSP has contributed to a reduction in violent crime in the area of focus, and NOPD has since expanded its PSP footprint to include a second area of focus. NOPD is working with the Local Initiatives Support Corporation (LISC) to facilitate community involvement and problem solving as a means to sustain progress and continues to prioritize police-community partnerships as a strategy to address crime. Other PSP successes include the development of a customized CompStat approach, enhancing the crime analyst function with support from PSP TTA, launching the Ethical Policing is Courageous Program, and expansion of the “Tiger Team,” an investigative approach for identifying armed robbery patterns and focusing on known offenders, to cover homicides and shootings.<sup>11</sup>



### **New York City Police Department—Field Intelligence Officer Program**

The mission of the Field Intelligence Officer (FIO) program, established by the New York Police Department (NYPD), is to identify, collect, and disseminate accurate information and intelligence and to assist in the identification of individuals responsible for or associated with specific crimes for the purpose of crime reduction. The program has more than 120 sergeants—one from each precinct—and has a tremendous success record. In 2017, the FIO program reached milestone accomplishments pertaining to intelligence-driven policing: the program finished the year by recovering a total of 1,225 unlawful firearms based on information initiated by the FIOs. This was an increase of 4 percent over 2016. Also in 2017, 38 percent of agency search warrants and 22.6 percent of guns seized by NYPD were initiated because of this program. The duties and responsibilities of an FIO remain fluid and are constantly changing to reflect the current crime trends throughout the city. Other departments have started to implement elements of the program on a narrower basis. San Diego uses its gang unit and uniformed gang suppression team, and Cleveland uses its vice officers to interview as many as possible after an arrest.<sup>12</sup>



### **Phoenix Police Department—Crime Gun Intelligence Centers**

After the arrest of a suspect in a double murder, the Phoenix Police Department used NIBIN technology to link him to five other homicides in which he used two handguns. The department then used other evidence, including cell phone data, surveillance footage, and DNA evidence, to link him to two additional murders.<sup>13</sup>



### **Washington DC Metropolitan Police Department—Crime Gun Intelligence Centers**

During the arrest of a suspect in the murder of a 17-year-old, the suspect was found to be in possession of a gun. As part of the investigation, firearm forensic examiners at the District’s Department of Forensic Sciences expedited the evaluation of the gun and were able to connect the suspect to two other murders.<sup>14</sup>

# Resource and Program Appendix



The Office of Justice Programs has a wide array of resources, training, and assistance available to assist police executives in building capacity and implementing violent crime solutions:

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# Grants and Training and Technical Assessment— Is It a Fit?

## Grants and Training and Technical Assistance: Is this resource a fit?

The following pages discuss select DOJ grant opportunities, training and technical assistance (TTA) offerings, and grants management tools. In reviewing these and identifying which might be a fit for the department, the following preliminary questions might assist in a “first run” at determining whether to pursue a potential opportunity.

- How does this opportunity fit within our vision and mission?
- What problem will this opportunity help us address?
- Does it fill an identified gap in resources?
- Does it provide the opportunity to innovate in an area we have yet to explore?
- Is it a competitive or a non-competitive opportunity?
- Is our agency eligible to apply or to participate?
- Do we know how to apply and have the capacity to apply?
- What partners are needed for the application or implementation—are those in place?
- Are there peer agencies we can access to learn about their experiences or receive advice?
- If we receive an award, can we sustain the program without taking resources away from another critical area?
- Is staff in place to manage the opportunity through its duration?

### What is “Training and Technical Assistance,” or “TTA?”

#### Points to consider:

- There are few challenges in the policing profession that have not been encountered by another agency.
- TTA essentially is consulting services provided by other experts in the field to help solve identified problems—a large number of TTA offerings are no-cost to departments.
- Often, TTA opportunities become available through DOJ grants that are awarded to TTA providers, not agencies themselves, and there is a certain amount of funding to be expended on TTA for specific policy or practice areas relevant to the field.
- TTA can be delivered in a variety of formats: in person or remotely by webinar or tele-conferences, and focus on train-the-trainer, specific topics or interest, problem solving for a particular challenge, etc.

The DOJ has prioritized “by the field, for the field” TTA offerings, and there are resources at DOJ to assist agencies in identifying potential TTA opportunities based on what agencies would like to accomplish. The National Training and Technical Assistance Center (NTTAC), described on page 45, is a starting point for agencies interested in exploring TTA opportunities.

# Project Safe Neighborhoods



*“Major Cities Chiefs believe that effectively reducing crime requires partnerships between local, state, and federal law enforcement and prosecutors, with support from the community. That is why the largest police agencies in the Nation strongly support the Project Safe Neighborhoods program. Working together, we identify the most serious violent criminals and ensure they are taken off the streets, so they can do no more harm. PSN also recognizes that engaging the community is key, because we are all in this together. We are a proud partner with the Department of Justice in this work.”*

**J. Thomas Manger, Chief—  
Montgomery County Police  
Department & President—  
Major Cities Chiefs Association**

## Attorney General Sessions Reinigorates Project Safe Neighborhoods

In 2017, Attorney General Jeff Sessions enhanced the Project Safe Neighborhoods (PSN) program and directed every United States Attorney to prioritize violent crime reduction efforts. He announced, “Let me be clear, Project Safe Neighborhoods is not just one policy idea among many. This is the centerpiece of our crime reduction strategy.” To support federal, state, local, tribal, and community PSN partners, the Bureau of Justice Assistance is working to provide funding for PSN.

## PSN Program – Overview

PSN is designed to create and foster safer neighborhoods through a comprehensive, interagency approach to addressing violent crime that uses law enforcement, community partnerships, and strategic prevention and enforcement efforts. Its data-driven approach encourages practitioner-researcher partnerships that use data, evidence, and innovation to understand the causes of local violence problems and create interventions that respond to the unique characteristics of crime in that location. The PSN program builds on successes and lessons learned from throughout the country.

## Role of U.S. Attorney and Task Forces

The local U.S. Attorney is responsible for establishing a PSN Task Force of federal, state, local, and tribal (where applicable) law enforcement and other relevant community members to identify the most pressing violent crime problems in a community and develop comprehensive solutions to address them. Under the leadership of the U.S. Attorney, each task force is responsible for developing and implementing a data-driven strategic plan for reducing violent crime. No two PSN plans throughout the country will be identical, but all will share the same core elements.

## Collective Community Strength

Collective strength is generated through the PSN program because a wide range of agencies work together to establish goals, target resources, and share accountability in a holistic, coordinated approach. With the wide range of partners under the PSN program and a program design that maintains leadership at the local level, each federal judicial district can create an individualized plan that focuses on its unique needs. The PSN model provides the foundation for the expertise of the community at large to have a “seat” at the table in the production of public safety strategies and problem solving for their community. Seated at tables across the country will be the U.S. Attorney’s office, state and local law enforcement, community groups, social service providers, and any other groups determined integral to planning and implementation efforts.

For More Information and Other Resources Visit: <https://www.justice.gov/psn>



# National Public Safety PARTNERSHIP

The National Public Safety Partnership (PSP) was established in June 2017 under the direction of Attorney General Jeff Sessions. PSP provides a framework for DOJ to enhance its support of state, tribal, and local law enforcement officers and prosecutors in the investigation, prosecution, and deterrence of violent crime, especially crime related to gun violence, gangs, and drug trafficking.

The *Public Safety Clearinghouse* is an online tool that individuals can use to build, download, and share custom toolkits of evidence-based strategies, best practices, training, technical assistance, publications, and more. Topics include community policing, corrections, crime analysis, crime prevention, domestic violence, drug crime, gang violence, homicide, human trafficking, intelligence/information sharing, youth offenders, officer safety/wellness, prosecution, sex crimes, social media, technology, and victim/witness assistance.

<https://www.nationalpublicsafetypartnership.org/Clearinghouse>

**How to Access National Public Safety Partnership:** PSP sites are determined annually through a competitive Letter of Interest process. However, the individual services available through the PSP program can be accessed through NTTAC (refer to “How to Access” on page 45).

BJA also offers **crime analysis development** in cities participating in PSP. This includes assessment of crime analysis capacity, recommendations for enhancement, direct technical assistance in assessing violent crime data, and specialized TTA on the use of social network analysis to identify individuals most at risk of becoming violent crime victims or perpetrators.

**For More Information and Other Resources Visit:** <https://www.nationalpublicsafetypartnership.org/>



# Strategies for Policing Innovation

The Strategies for Policing Innovation (SPI) program is designed to assist agencies in identifying innovative and evidence-based solutions to address chronic crime problems in their jurisdictions. SPI has the following goals:

- Creating sustainable partnerships between law enforcement and researchers.
- Using technology, intelligence, and data in innovative ways.
- Enhancing collaboration within law enforcement agencies, with external agencies, and with the communities these agencies serve.
- Promoting evidence-based practices in law enforcement agencies.
- Advancing science-based policing practice.

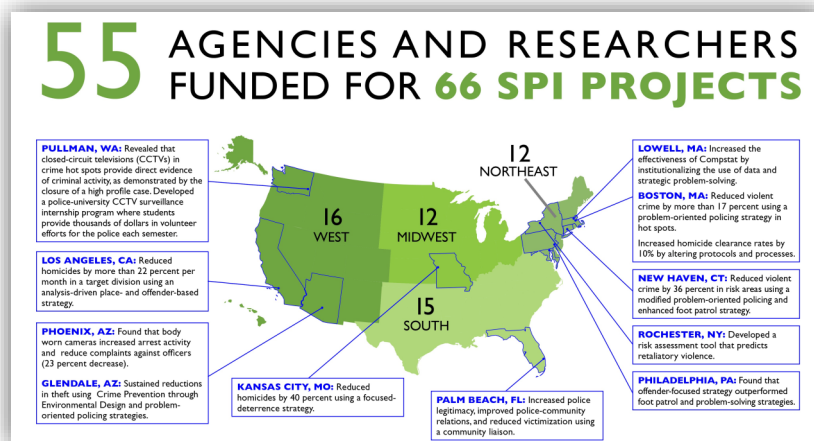
The **SPI resource website** features information, findings, research, and tools from SPI sites across the nation and includes webinars, publications, a quarterly newsletter, information on SPI site TTA, and an SPI Toolkit.

<http://www.strategiesforpolicinginnovation.com/resources>

The **SPI Toolkit** is a clearinghouse of resources created and used by SPI sites, such as survey instruments, assessment tools, protocols, community outreach materials, training resources, and more. The Toolkit is intended to provide law enforcement and researchers with the practical tools and resources needed to implement innovative evidence-based strategies and practices. <http://www.strategiesforpolicinginnovation.com/ta/spi-toolkit>

**How to Access Strategies for Policing Innovation:** SPI is a competitive grant program. Law enforcement agencies are eligible to apply. Recipients of funding will test promising crime prevention, response, and reduction practices; implement evidence-based strategies; improve the effectiveness and efficiency of police agencies' processes and procedures; and establish a system for evaluating their effectiveness.

For More Information and Other Resources Visit: <http://www.strategiesforpolicinginnovation.com/>







*A project of the National Resource and Technical Assistance Center for Improving Law Enforcement Investigations*

Crime Gun Intelligence Centers (CGICs) are Bureau of Alcohol, Tobacco, and Firearms (ATF) supported interagency collaborations that attempt to identify shooters, disrupt criminal activity, and prevent future violence by focusing on the immediate collection, management, and analysis of crime gun evidence. The primary outcome of a CGIC is the identification of armed offenders for investigation and prosecution. Other outcomes include the identification of crime gun sources; efficient resource allocation; providing decision makers with the most accurate crime data available; and increasing case closure rates, public safety, and the prevention of violent crime committed with firearms.

**How to Access the Crime Gun Intelligence Centers project:** The Crime Gun Intelligence Center Integration Initiative is a competitive grant program designed to support local law enforcement agencies integrating into ATF CGICs.

**For More Information and Other Resources Visit:** <https://crimegunintelcenters.org/>

**To Request Training and Technical Assistance or Other Resources** submit an online request form at:

<https://crimegunintelcenters.org/training-technical-assistance/>

Agencies may also send an email to [TTA@policefoundation.org](mailto:TTA@policefoundation.org) or by calling the Police Foundation at 202-833-1460.



The Innovations in Community Based Crime Reduction (CBCR) Program brings together diverse partners, including local law enforcement, researchers, and residents to analyze crime drivers and pursue strategies that reduce crime, spur revitalization, and build community-police collaboration in neighborhoods with persistent crime problems. CBCR provides resources to enable leaders in the community to closely examine the factors contributing to crime, to select appropriate response strategies based on evidence of what has worked elsewhere, and then tap the resources of diverse partners as they implement those strategies. The CBCR Program approach centers on four core elements: place-based strategy, data-driven, community-oriented, and partnerships/capacity building.

**How to Access the Innovations in Community Based Crime Reduction Program:** The CBCR Training and Technical Assistance Program is a competitive grant, with TTA being provided by the Local Initiatives Support Corporation (LISC). CBCR requires a consortium of criminal justice, community, and/or human service partners to plan and implement a targeted strategy addressing violent and serious crime in a specific community.

**For More Information and Other Resources Visit:** <http://www.lisc.org/our-initiatives/safe-neighborhoods/cbcr/>

[http://www.lisc.org/media/filer\\_public/fe/48/fe48ee30-7dc1-42a9-92ff-c12f0fc21f9a/winter\\_2018\\_cbcr\\_update\\_final.pdf](http://www.lisc.org/media/filer_public/fe/48/fe48ee30-7dc1-42a9-92ff-c12f0fc21f9a/winter_2018_cbcr_update_final.pdf)

# Crime Analysis Capacity Building

To increase crime analysis capacity nationally, BJA funds training and technical assistance (TTA) designed to directly support law enforcement agencies.

Current BJA crime analysis programs include funding and programmatic support for the following:

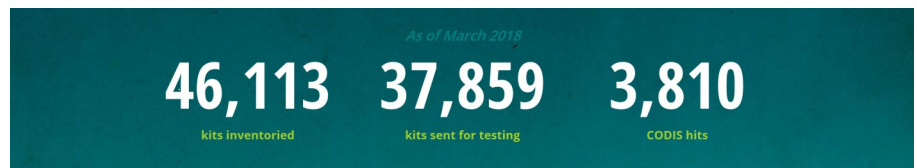
- **Crime Analysis on Demand** provided through BJA's National Training and Technical Assistance Center (NTTAC).
- **Building Analytical Capacity Training for Law Enforcement Executives** on how to best leverage the force multiplying effects of crime analysts.
- **Building Analytic Capacity Webinars** geared toward the crime analysis community.

## Resources:

- The **Crime Analysis Toolkit** highlights analytic tools and best practices, including efforts to integrate crime analysis and fusion centers and develop regional approaches to data sharing and joint analysis: <https://it.ojp.gov/CAT>
- The International Association of Directors of Law Enforcement Standards and Training (IADLEST) provides a free, two-day workshop, **Crime Analysis for Chief Executives**, to support chief executives in the development, utilization, and enhancement of crime and public safety analysis intended to drive departmental operations. Workshop dates are listed on the website: <https://www.iadlest.org/training/crime-analysis-for-chief-executives>
- The **International Association of Crime Analysts** (IACA) offers a wide range of training, networking, and publications aimed at improving skills and advocating for standards of performance and technique within the crime analysis profession. Professional training series are listed on the website: <https://www.iaca.net/training.asp>
- The Vera Institute of Justice's publication **Putting a Value on Crime Analysts: Considerations for Law Enforcement Executives** is a cost-benefit analysis for law enforcement executives to guide them in understanding how an investment in crime analysis contributes to the goals and mission of policing: <https://www.bja.gov/Publications/Vera-CrimeAnalysts.pdf>

To learn more about Crime Analysis On Demand and to request technical assistance from NTTAC, visit the BJA NTTAC website at: <https://bjatta.bja.ojp.gov/>

**For More Information and Other Resources Visit:** [https://www.bja.gov/ProgramDetails.aspx?Program\\_ID=113](https://www.bja.gov/ProgramDetails.aspx?Program_ID=113)



The Sexual Assault Kit Initiative (SAKI) aims to create a coordinated community response that ensures resolution to sexual assault cases. Grant funding may be used to inventory the existing numbers of unsubmitted SAKs, test these kits, assign designated personnel to pursue new investigative leads and prosecutions, and to support victims throughout the investigation and prosecution process. Grants may also be used to develop evidence-tracking systems, train law enforcement on sexual assault investigations, conduct research on outcomes in sexual assault cases, and increase collection of offender DNA for CODIS upload purposes that may lead to the identification of serious and serial sex offenders.

The SAKI website includes webinars, a virtual academy, and a **SAKI Toolkit**. The toolkit includes resources related to evidence tracking, multidisciplinary response, forensics, engaging victims, victim care, investigation, and prosecution research and evaluation. The SAKI Toolkit can be found at: <https://www.sakitta.org/toolkit/>

**How to Access the Sexual Assault Kit Initiative:** The National Sexual Assault Kit Initiative is a competitive grant program. Law enforcement agencies and units of local government are eligible to apply. State or local crime laboratories may partner with the law enforcement agency or prosecutor’s office that serves as the lead applicant but are not eligible to be lead applicants for this award.

**For More Information and Other Resources Visit:** <https://www.sakitta.org/>

To request training and technical assistance or other resources, agencies may send an email to [sakitta@rti.org](mailto:sakitta@rti.org) or by calling **800-957-6436**.

### Program Highlights

As of March 2018, more than 46,000 kits had been inventoried, more than 37,000 kits had been sent for testing, and nearly 4,000 DNA hits to the national CODIS database were made.<sup>15</sup>

- The Detroit Police Department has identified more than 800 serial rapists—many of whom are linked to more than 10 sexual assaults.
- The Detroit Police Department has linked offenders, including serial rapists, to cases in 40 different states.
- The State of Nevada linked a serial rapist to an unsolved homicide.
- The Kansas Bureau of Investigation linked several SAKs to homicides, including the homicide of a law enforcement officer.
- Cuyahoga County has been collecting lawfully owed DNA from known offenders/arrestees who had been paroled. Several hundred samples generated 21 CODIS hits, including 2 homicides and 7 sexual assaults.<sup>16</sup>



The Officer Robert Wilson III Preventing Violence Against Law Enforcement Officers and Ensuring Officer Resilience and Survivability (VALOR) Initiative is an effort to improve the immediate and long-term safety, wellness, and resilience of law enforcement officers. Through a multifaceted approach that includes delivering no-cost training (professional education), conducting research, developing and providing resources, and establishing partnerships that benefit law enforcement officers, VALOR seeks to provide our nation's law enforcement officers with innovative, useful, and valuable resources.

VALOR is continuously evolving to address the various issues, concerns, and trends that law enforcement officers face and integrates the latest research and practices to address all aspects of officer safety, wellness, and performance. These issues continue to emerge and can have a direct effect on an officer's ability to prevent or survive the rigorous challenges and threats that she or he may face in the line of duty.

The Department of Justice and the Bureau of Justice Assistance are dedicated to helping law enforcement officers and the communities they serve stay safe and well. Because officer safety and community safety are intrinsically bound, requiring a strong and positive partnership, VALOR provides a holistic approach to addressing law enforcement officers' needs and to building those strong and positive partnerships with the communities they serve through its several VALOR Initiative programs:

**VALOR Officer Safety and Wellness Training and Technical Assistance Program (VALOR Program):** [www.valorforblue.org](http://www.valorforblue.org)

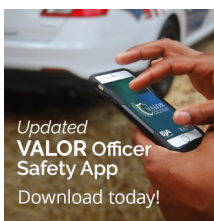
**T3 – Tact, Tactics, and Trust™ Training and Technical Assistance Program:** [www.polis-solutions.net](http://www.polis-solutions.net)

**Destination Zero – Officer Safety and Wellness Recognition Program:** [www.destinationzero.org](http://www.destinationzero.org)

**Law Enforcement Agency and Officer Resilience Training Program:** [www.theiacp.org](http://www.theiacp.org)

**Law Enforcement and Community: Crisis Intervention Training Model Program:** [www.prainc.com/](http://www.prainc.com/)

**Officer Safety and Wellness Pilot Research and Evaluation Program:** [www.policefoundation.org](http://www.policefoundation.org)



Preparation is the foundation of success in any profession. The VALOR Officer Safety Mobile App is today's law enforcement officers' tool for success. This mobile app promotes the mental and physical preparation of officers to help them successfully meet the needs of the communities they serve each day.

<https://www.valorforblue.org/MobileAppLanding>

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# THE BJA VALOR INITIATIVE

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BJA's National Training and Technical Assistance Center (NTTAC) helps agencies achieve their public safety goals by connecting state, local, and tribal agencies in need of assistance with specialized subject matter experts from throughout the country. NTTAC has a wide array of resources, training, and assistance available, including a BJA TTA provider directory, webinars, publications, a Body Worn Camera toolkit, and Naloxone toolkit.

BJA NTTAC's TTA services can be combined or modified to meet the unique needs of criminal justice practitioners and agencies, as well as elected officials, community organizations, or citizen advocates. TTA services include:

- Assistance implementing evidence-based programs,
- Curriculum development,
- Data Analysis,
- Classroom and virtual training,
- Peer-to-peer visits,
- Research and information requests, and
- Strategic planning assistance.

**How to Access the National Training and Technical Assistance Center:** To request training and technical assistance or other resources, visit <https://bjatta.bja.ojp.gov/working-with-nttac/requestors> or contact NTTAC via email at [BJANTTAC@ojp.usdoj.gov](mailto:BJANTTAC@ojp.usdoj.gov) or by phone at 855-BJA-TTAC (855-252-8822).

For More Information and Other Resources Visit: <https://bjatta.bja.ojp.gov/>





## Sample Resources

The **Violence Reduction Response Center (VRRC)** connects state, local, and tribal justice agencies with violent crime reduction training and technical assistance (TTA) resources offered by DOJ.

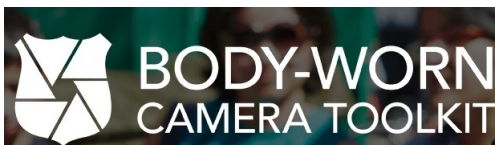


U.S. Department of Justice  
**VIOLENCE REDUCTION  
RESPONSE CENTER**

By providing direct referrals to DOJ crime reduction publications, grant opportunities, and TTA, VRRC serves as a one stop shop to connect agencies to the most relevant resources available. Staff will guide a request or to training and grant funding opportunities or connect the requestor with peers and subject experts to learn about and discuss violence reduction strategies. VRRC ensures requestors receive resources tailored to specific needs and will facilitate access to those resources.

**How to Access the Violence Reduction Response Center:** To request TTA or other resources, contact VRRC via email at [ViolenceReduction@usdoj.gov](mailto:ViolenceReduction@usdoj.gov) or by phone at 833-872-5174.

**For More Information and Other Resources Visit:** <https://bjatta.bja.ojp.gov/content/violence-reduction-response-center>



The **Body-Worn Camera Toolkit** serves as a comprehensive clearinghouse for criminal justice practitioners interested in planning and implementing a body-worn camera program. The Toolkit organizes frequently asked questions, resources, and other information by key topic areas, including research, policy, technology, and privacy. The resource page includes implementation guides, academic reports, model policies, funding guides, technology reviews, and more from across the United States and around the world. <https://www.bja.gov/bwc/index.html>

The **Naloxone Toolkit** is a clearinghouse of resources developed to assist law enforcement agencies in establishing a naloxone program to help combat the opioid epidemic. The toolkit organizes resources, sample documents, sample templates, and frequently asked questions by key topic areas: law enforcement and naloxone; administration of naloxone; acquiring naloxone; law enforcement training; liability and risks; and collaboration.



<https://bjatta.bja.ojp.gov/tools/naloxone/Naloxone-Background>



*Community Oriented Policing Services*  
**U.S. Department of Justice**

# Community Oriented Policing Services (COPS Office)

The Office of Community Oriented Policing Services (COPS Office) provides information and grant resources to state, local, territorial, and tribal law enforcement agencies to assist in advancing the practice of community policing. The COPS Office awards grants to hire community policing professionals and develop and test innovative policing strategies, and provides training and technical assistance to community members, local government leaders, and all levels of law enforcement.

The COPS Office website offers resources such as:

- News and Events,
- Grants and funding information,
- A resource center with categories that include: School/Campus Safety, Community Partnerships, Nonviolent Crime, Police Operations, Homeland Security, Technology, Alternatives to Incarceration, Data and Analysis, Ethics and Integrity, Foundations of Community Policing, New Immigrant Communities, Tribal, Violent Crime, Youth Safety, Hiring, and Recruitment and Retention,
- Access to Technical Assistance, and
- Training Opportunities.

**How to Access the Office of Community Oriented Policing Services:** The COPS Office Response Center is able to answer questions regarding programs, as well as connect individuals to community policing experts and resources. The Response Center is available via email at [askCopsRC@usdoj.gov](mailto:askCopsRC@usdoj.gov) or by phone at **800-421-6770**.

**For More Information and Other Resources Visit:** <https://cops.usdoj.gov/> and the **Resource Center:** <https://ric-zai-inc.com/>

**The COPS Community Policing Development Program (CPD)** helps develop the capacity of law enforcement to implement community policing strategies by providing guidance on promising practices through the development and testing of innovative strategies; building knowledge about effective practices and outcomes; and supporting new, creative approaches to preventing crime and promoting safe communities. With this funding, the COPS Office supports demonstration projects that allow for the identification and expansion of promising practices.

**How to Access CPD:** The CPD program is a competitive grant. Law enforcement agencies are eligible to apply.

**For More Information and Other Resources Visit:** <https://cops.usdoj.gov/default.asp?Item=2450>

**The COPS Hiring Program (CHP)** provides funding directly to law enforcement agencies to hire and/or rehire career law enforcement officers in an effort to increase their community policing capacity and crime prevention efforts.

**How to Access COPS Hiring Program (CHP):** The COPS Hiring Program is a competitive grant. Law enforcement agencies are eligible to apply.

**For More Information and Other Resources Visit:** <https://cops.usdoj.gov/default.asp?Item=2367>

## Major Cities Chiefs - End Notes

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<sup>1</sup>Spelman, W., and J.E. Eck. *Sitting Ducks, Ravenous Wolves, and Helping Hands: New Approaches to Urban Policing*. *Public Affairs Comment*. 1989; as cited in Anthony A. Braga. *Problem Oriented Policing and Crime Prevention*. Second Edition. 2008.

<sup>2</sup>Strategies for Policing Innovation, 2018, *Winter 2018 Quarterly Newsletter, Issue No. XXIV Winter 2018*, pages 3-4, retrieved on August 23, 2018 from <http://www.strategiesforpolicinginnovation.com/tta/newsletter/spi-winter-2018-quarterly-newsletter>

<sup>3</sup>Strategies for Policing Innovation, 2015, *Site Overview Chicago, Illinois*, retrieved on August 23, 2018 from <http://www.strategiesforpolicinginnovation.com/spi-sites/chicago-illinois-2015>

University of Chicago Urban Labs, *Data Driven Crime Prevention: Crime Lab Analyst Training*, retrieved on August 23, 2018 from <https://urbanlabs.uchicago.edu/projects/strategic-decision-support-centers>

Chicago Police, Technology, retrieved on August 23, 2018 from <https://home.chicagopolice.org/reform/technology/>

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<sup>4</sup>City of Columbus, 2017, Mayor Andrew J Ginther Unveils Comprehensive Neighborhood Safety Strategy, News Release, November 9, 2017, retrieved on August 23, 2018 from <https://columbus.gov/Templates/Detail.aspx?id=2147500175>

City of Columbus, Comprehensive Neighborhood Strategy, retrieved on August 23, 2018 from <https://www.columbus.gov/neighborhoodsafety/>

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<sup>5</sup>Strategies for Policing Innovation, 2016, *Site Overview Detroit, Michigan*, retrieved on August 23, 2018 from <http://www.strategiesforpolicinginnovation.com/spi-sites/detroit-michigan-2016>

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## Major Cities Chiefs - End Notes

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## Major Cities Chiefs - Policy Advisors

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**Chief Art Acevedo**

*Houston*

**Chief Charlie Beck (ret) and Chief Michel Moore**

*Los Angeles*

**Chief James Craig**

*Detroit*

**Chief Jerry Dyer**

*Fresno*

**Commissioner William Gross**

*Boston*

**Superintendent Michael Harrison**

*New Orleans*

**Chief Kimberley Jacobs**

*Columbus*

**Superintendent Eddie Johnson**

*Chicago*

**Chief Chris Magnus**

*Tucson*

**Chief Tom Manger**

*Montgomery County*

**Chief Brian Manley**

*Austin*

**Commissioner James O'Neill**

*New York City*

**Chief Gordon Ramsay**

*Wichita*

**Chief Erika Shields**

*Atlanta*

**Chief Jeri Williams**

*Phoenix*



**MAJOR CITIES  
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## About the Major Cities Chiefs Association

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The Major Cities Chiefs Association (MCCA) is a professional association of Chiefs and Sheriffs representing the largest cities in the United States and Canada. MCCA membership is comprised of Chiefs and Sheriffs of the 69 largest law enforcement agencies in the United States and nine largest in Canada. They serve more than 80 million people with a workforce of more than 250,000 officers and non sworn personnel.

MCCA was formed in 1949 to provide a forum for executives to share ideas, experiences, and strategies for addressing the challenges of policing large urban communities.

The MCCA's strategic goals are:

- To guide national public policy on law enforcement matters;
- To enhance the development of current and future police executive leaders; and
- To promote innovation and evidence based practices in policing.

To learn more, visit the MCCA online at <https://www.majorcitieschiefs.com>



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# Violent Crime Reduction Operations Guide

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