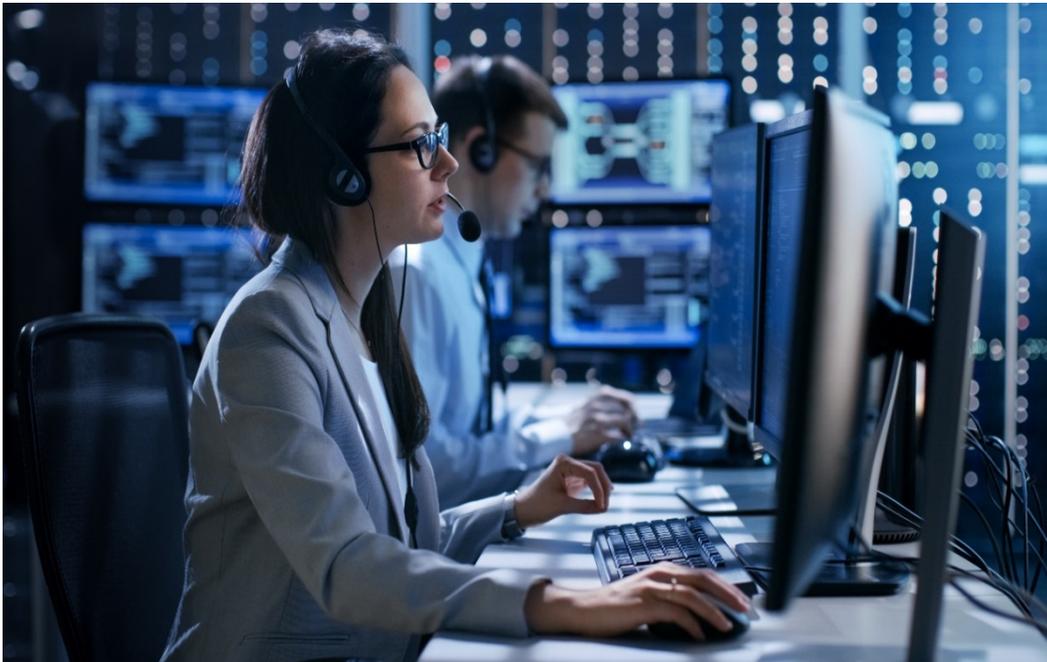


# CNA Executive Session on Policing: Innovative Approaches to Addressing Violent Crime: Technology, Intelligence, and Analytics

Samantha Rhinerson

April 2018





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**Approved by:**

**April 2018**

A handwritten signature in black ink, appearing to read 'James R. Coldren, Jr.'.

James R. (Chip) Coldren, Jr., Managing Director  
CNA Institute for Public Research  
Safety and Security Division

# Introduction

On March 13, 2018, CNA convened *Innovative Approaches to Addressing Violent Crime: Technology, Intelligence, and Analytics*—its tenth Executive Session on Policing. A renewed focus on violent crime has brought to light the many innovative approaches that law enforcement agencies across the nation are using to address the problem. In response to the recent uptick in violent crime rates in some cities, CNA organized this Executive Session to review how technology, intelligence, and analytics are being used to help fight violent crime. The Executive Session also provided examples of technological and analytical approaches currently in use and discussed how these promising practices can address violent crime.

The rise in violent crime is not uniform across the nation. While some of the nation's largest communities have experienced upticks in violent crime, crime rates in other communities have remained relatively stable. In response to the rise in violent crime and in an effort to develop a more targeted approach to crime, public safety professionals have increased their technological and analytical capabilities, in the hopes of effecting a stronger and longer-lasting change. The Los Angeles Police Department, the Detroit Police Department, and the Milwaukee Police Department are among several law enforcement agencies spearheading the effort to address violent crime through innovative means.

During this Executive Session, CNA representatives and several prominent speakers discussed innovative technological and analytical approaches being used in response to violent crime, including Digital Imaging and Video Recovery Team (DIVRT) training, Detroit's Project Green Light, Los Angeles's Strategic Extraction and Restoration (LASER) Program, and increased use of the National Integrated Ballistic Information Network (NIBIN). While technological innovations are important to implement, agencies cannot forget the importance of developing their human resources. Panelists stressed the importance of implementing programs in a manner that is equivalent to the agency's capacity and sustainability. Agencies across the nation should also establish local and federal partnerships to increase capacity, collaboration, and information sharing. The Executive Session included two panels, a presentation on DIVRT, and two keynote speakers opening and closing the event. Participating in the Executive Session were individuals with perspectives from research and public service, as well as practitioners and other law enforcement stakeholders.

This report provides an overview of the discussions that took place during the session; it is organized by keynote speakers, presentations, and panels. For more information on CNA's Executive Sessions on Policing, please contact us at [smartjustice@cna.org](mailto:smartjustice@cna.org) and visit our [website \(https://www.cna.org/centers/ipr/safety-security/Justice\)](https://www.cna.org/centers/ipr/safety-security/Justice).

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# Contents

<b>Perspectives from Keynote Speaker Jon Adler, Director, US Department of Justice, Bureau of Justice Assistance .....</b>	<b>1</b>
<b>Panel 1: Follow the Data: How Intelligence and Analytics Move the Needle .....</b>	<b>3</b>
Summary of Discussions .....	3
Deputy Chief Dennis Kato.....	3
Dr. Ed McGarrell .....	5
Dr. Andrew Fox.....	7
<b>Presentation on Digital Imaging Video Analysis .....</b>	<b>9</b>
<b>Panel 2: Local-Federal Partnerships that Work .....</b>	<b>11</b>
Summary of discussions.....	11
James Cirillo.....	11
Mark Kraft.....	13
Don Crowe .....	15
<b>Perspectives from Ed Flynn, Chief (ret.), Milwaukee Police Department .....</b>	<b>17</b>
<b>Conclusion .....</b>	<b>19</b>

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## Perspectives from Keynote Speaker Jon Adler, Director, US Department of Justice, Bureau of Justice Assistance



CNA was honored to have **Jon Adler**, Director of the US Department of Justice (DOJ) Bureau of Justice Assistance (BJA), as the opening keynote speaker for its tenth Executive Session on Policing. Mr. Adler has been an active duty federal law enforcement officer for more than 20 years. His most recent assignment was with the US Attorney's Office in the Southern District of New York, where he served as a criminal investigator and chief firearms training officer. He was the Vice Chair of the National Law Enforcement Officers Memorial Fund and has been a member of its Board of Directors since 2008. He also served as National President of the Federal Law Enforcement Officers Association and on its Board of Directors. He holds a bachelor's degree in business administration and a master's degree in human resource administration and training, with an emphasis on law enforcement.

Director Adler began his presentation by acknowledging the horrific events that have occurred this year in the United States, including the school shooting in Parkland, Florida. He noted that 17 US law enforcement officers have lost their lives so far in 2018—a 143 percent increase from the same time period in 2017. He asserted that, “Violent crime cannot be stopped, but we can minimize its impact on civilians, law enforcement officers, public service workers, and the community as a whole. Remaining up-to-date on technology, intelligence, and analytics are how we continue to combat violent crime and beat the ‘bad guys’”.

During his presentation, Director Adler highlighted the importance of initiatives such as Project Safe Neighborhoods, Strategies for Policing Innovation, and the National Public Safety Partnership in helping to increase technological and analytical capabilities and combat violent crime. As an example, he noted that Strategies for Policing Innovation emphasizes predictive policing, which reveals where violent crime is likely to happen. As another example, he highlighted the work of the National Public Safety

*“Remaining up to date on technology, intelligence, and analytics are how we continue to combat violent crime and beat the bad guys.”*

*-Jon Adler, Director, Bureau of Justice Assistance*

Partnership, which is helping sites realize a decrease in violent crime, gang crime, and gun violence through collaboration with local, state, and federal partners. It is also helping these sites augment the capabilities and capacities of law enforcement officials in the field with analytical processes and technology.

Director Adler discussed Detroit's Project Green Light, a private-public partnership that promotes neighborhood safety and development by placing cameras at retail locations, such as gas stations and convenience stores. The cameras provide real-time monitoring and response to crime activity, allowing the Detroit Police Department to provide more information to officers responding to service calls. Director Adler noted that having the means and staffing available to support an initiative of this nature is critical to its success.

In his concluding remarks, Director Adler said that sustained long-term improvement in violent crime rates is realized through collaboration and enhancement of technological and analytical capabilities. He also reaffirmed BJA's commitment to continued assistance with current and future initiatives aimed at reducing violent crime.

## Panel 1: Follow the Data: How Intelligence and Analytics Move the Needle

The first panel of the Executive Session on Policing focused on how using intelligence and analytics can affect violent crime. Panelists discussed their agencies' intelligence and analytics initiatives, partnerships with universities, embedded analyst programs, and social network analysis (SNA) approaches. They also discussed the role that technology plays in using analysis, as well as the commitment needed from law enforcement agencies to collect and use intelligence properly. Panelists included Deputy Chief Dennis Kato, Los Angeles, California, Police Department (LAPD); Dr. Ed McGarrell, Michigan State University; and Dr. Andrew Fox, California State University, Fresno. Deputy Commissioner (ret.) John Skinner of the Baltimore, Maryland, Police Department facilitated the panel.



### Summary of Discussions

#### Deputy Chief Dennis Kato



**Dennis Kato** is a Deputy Chief in the LAPD. He began his career as a law enforcement officer in 1987 and has served in a variety of positions with the LAPD, including as a detective in the Southwest Area, a member of the narcotics group-field enforcement squad in the Newton Area, and an officer in charge of the Harbor Area vice unit. Deputy Chief Kato is a member of the Law Enforcement Association of Asian Pacifics and the California Narcotics Officers Association. He has a bachelor's degree in occupational studies from California State University, Long Beach. His presentation focused on LAPD's LASER Program, the staffing and funding needed to support the LASER Program, and how to implement a program similar to LASER in other jurisdictions.

*Summary of discussion:*

- Deputy Chief Kato noted that LAPD was one of the first adopters of the smart policing initiative. Through BJA funding, LAPD was able to implement LASER, a program that identifies hot spot geographic areas and chronic offenders within those areas, and applies focused strategies to reduce their participation in violent crime. LASER was originally implemented in 2009 in the 10-square-mile geographic area of Los Angeles known as Newton, which was selected because it accounted for 45 to 50 homicides per year and was historically one of the most violent police areas in Los Angeles. This initiative marked LAPD's transition from a reactive to a proactive policing model. Within the first year of LASER implementation, Newton experienced a 54 percent decrease in homicides, the greatest decrease in homicides for any LAPD district that year.
- In 2016, LAPD began to see an increase in violent crime, including in the Newton area. As a result, LAPD Chief Charlie Beck decided that it was time to update and expand LASER. LAPD brought in Subject Matter Expert Dr. Craig Uchida, who was a part of the original LASER Team in 2009, to assist with the update. Dr. Uchida noticed that four LAPD stations accounted for more than half of the city's violent gun crime. In response, LAPD began holding daily conference calls with the commanders of these districts to identify areas to focus resources. In addition, LAPD gathered feedback not only from the officers but also from the community and the District Attorney's Office. LASER is currently implemented in 17 of 21 stations, and has resulted in a 25 percent reduction in victims shot and a 7 percent reduction in homicides. Because of its success, Chief Beck intends to have LASER implemented in all stations by 2020.
- Deputy Chief Kato noted that it was initially difficult to obtain buy-in from officers to focus on geographic areas based on a computer program. However, Once LAPD analysis identified the presence of chronic offenders in these areas, officer buy-in was easily obtained. Deputy Chief Kato stated that "it is easier to sell a person to a cop first than it is to sell a location to a cop." He added that the most effective programs for reducing violent crime leverage both hot spots and chronic offenders.
- Deputy Chief Kato stated that the most difficult challenges in implementing a program like LASER are obtaining the technology and maintaining staffing. LASER relies on the pairing of an analyst and an officer (which can be

*"Laser is currently implemented in 17 of 21 stations resulting in a 25 percent reduction in victims shot and a 7 percent reduction in homicides."  
-Dennis Kato, Deputy Chief,  
Los Angeles Police  
Department*

challenging to maintain because of promotion pathways). This pairing increases information sharing and has increased partnerships across LAPD. To ensure that the information shared is actionable, command staff condense and reorganize information so that it is useful to the investigation team. LAPD uses information from 19 different databases, such as Field Interview Form System, the eTicket system, and the criminal history system, among others. They now have a tool that allows the department to combine this information so that officers can disrupt violent crime more efficiently.

- Deputy Chief Kato recommended that agencies looking to increase analytical and technological capacities not get overwhelmed by what other agencies are doing. Some agencies may not be able to implement the technologies that other larger cities are using, but they can implement the processes. He also emphasized the importance of placing commanders strategically within organizations.

## Dr. Ed McGarrell



Dr. Ed McGarrell is a professor at Michigan State University's School of Criminal Justice and serves as a national research partner for the US Department of Justice's Project Safe Neighborhoods (PSN) program. Since 2010, he has led the MSU Team for PSN, conducting research on gun-, gang-, and drug-related crime and the effect of PSN. He has also provided research-based training and technical assistance to PSN task forces coordinated by the 93 US Attorney's Offices across the country. In addition to this national research, Dr. McGarrell also works with criminal justice officials and community partners in Detroit (Ceasefire and PSN), Flint (Michigan Youth Violence Prevention Center), the City of Lansing, and the Michigan State Police. Dr. McGarrell's involvement with data-driven, focused deterrence strategies was shaped by his experience in Indianapolis, where he served as the research partner and co-coordinator of the Indianapolis Violence Reduction Partnership. More recently, Dr. McGarrell has begun to collaborate with an interdisciplinary group of MSU colleagues involved in the Conservation Criminology Program, with research focused on pollution, wildlife, and natural resource crime. Dr. McGarrell serves on the Environmental Crime Committees of the International Association of Chiefs of Police and of INTERPOL.

### *Summary of discussion:*

- Dr. McGarrell noted MSU's longstanding partnership with the Detroit Police Department (DPD). Although DPD has many dedicated individuals working for the agency, it had a limited crime analysis capacity. Thus, MSU and DPD partnered to establish an embedded crime analyst program. Through this

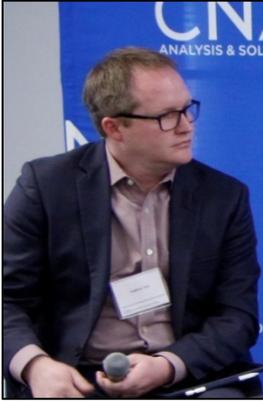
program, MSU and DPD transitioned data from paper to electronic format and began tracking daily shootings. A critical component of the program was blending technology and analytics with street-level intelligence. This program aimed to use analytics to point to other violent crime drivers within Detroit.

- Dr. McGarrell discussed Detroit One, an initiative to identify prolific offenders. Through this initiative, MSU and DPD now conduct risk assessments on all shootings that occur within the city. In addition, based on geospatial analysis, Detroit has also instituted Project Green Light, a public-private partnership that promotes neighborhood safety and development by placing cameras at retail locations, such as gas stations and convenience stores, to help reduce nonfatal shootings. The Prosecutor's Office and DPD are also looking at an innovative way to use the grand jury to gain proper use of victims and witnesses involved in nonfatal shootings. Dr. McGarrell noted that DPD has evolved from a time when they had very limited crime analysis capacity to having an embedded analyst program and a real time crime center.
- Dr. McGarrell cited system capability as one of the most difficult challenges that DPD has faced. Another important factor to consider is timeliness of the initiative. Each partner needs to be ready and able to implement technological and analytical capabilities. Daily bulletins such as those used by LAPD in LASER may be beneficial to your agency.
- Dr. McGarrell recognized that data can help focus discussions among partners, but stressed the importance of data being presented in a useable format. MSU started with a very basic crime summary and added relevant law enforcement information, such as open warrants and number of police contacts, to those summaries. Dr. McGarrell noted that this information-sharing model would be an excellent model to follow. He also stressed the criticality of cross training between the different stakeholders and partners.
- Dr. McGarrell concluded by stating that the most beneficial advice he can provide to agencies is to ascertain where they are with their technological and analytical capabilities and where that puts them in relation to the topics discussed at the Executive Session. He stated that obtaining the most advanced technology is not the most important component of increasing capabilities; what is important is having a concrete goal and an interim process to inform that goal. He added that embedding analysts with both patrol and commanding officers is critical to maintaining the flow of information.

*“Embedding analysts with both patrol and commanding officers is critical to maintaining the flow of information.”*

*-Dr. Ed McGarrell,  
Professor, Michigan State  
University*

## Dr. Andrew Fox



**Dr. Andrew Fox** is an assistant professor at California State University, Fresno's Department of Criminology. His research interests include SNA, gangs, crime prevention, mental health, and communities. Dr. Fox served as a research partner from 2012 to 2016 for the Kansas City No Violence Alliance under Strategies for Policing Innovation (SPI) and as an embedded researcher with the Jackson County Prosecutor's Office and the Kansas City, Missouri, Police Department. Within his roles at the Jackson County Prosecutor's Office and the Kansas City Police Department, Dr. Fox was actively involved in the evaluation, intelligence gathering, planning, and implementation of the department's focused-deterrence program. Additionally, Dr. Fox has worked with multiple police agencies to integrate SNA into law enforcement decision-making. In 2014, Dr. Fox was awarded the Bronze Award for Excellence in Law Enforcement Research from the International Association of Chiefs of Police and the FBI Director's Community Leadership Award. His work has been published in the *Pan American Journal of Public Health*, *Crime and Delinquency*, *Justice Quarterly*, and the *American Sociological Review*. He received a PhD in criminology and criminal justice from Arizona State University.

### *Summary of discussion:*

- Dr. Fox began his discussion by stating that SNA involves using law enforcement data and the connections that exist within law enforcement data systems to understand how individuals and groups are involved in criminal activity are connected. Law enforcement officials are like sensors—they collect data 24/7. The first course of action Kansas City took when implementing SNA was to collect and connect all of the arrest data from the previous five years. Although law enforcement agencies and their crime analysis capacity and data have invisible borders, criminals do not adhere to these boundaries. Dr. Fox cited as an example work that he and his colleagues conducted in King County, Washington. Through a 3PI grant, they were able to combine seven jurisdictions' data to show how offenders moved between jurisdictions.
- Dr. Fox noted that NIBIN is an incredible source of network information— it shows how guns are connected to multiple incidents as well as the individuals connected to those incidents. SNA can identify the individuals who are most central to violent crime, which allows law enforcement agencies to focus their resources, making the world a much smaller place. In response to the question “Is it better to focus on hot people or hot places first?” Dr. Fox said that both components are important, but that he has not determined which component is better to start with when implementing an SNA approach.

- Although SNA is a tool for law enforcement, Dr. Fox recognized a number of challenges to implementing an SNA approach. For example, there are few researchers who are capable and willing to work directly with police agencies. Dr. Fox also noted that it is important to follow the action-research model. On the operations side, it is critical for agencies to identify commanders who are data-driven and committed to working on an SNA project. In addition, he stated that analysts can be taught SNA skills, but if these skills are not used, they will be lost. A final challenge when implementing SNA is that police departments change records management systems (RMS) repeatedly throughout their tenure without moving data, which creates a challenge when trying to extract historical data.
- Dr. Fox stated that incentivizing command staff, patrol officers, and analysts to use crime analysis is critical to its success. In Kansas City, for example, officers who completed field interview forms were acknowledged at meetings. He also noted that providing stakeholders with the reason that crime analysis is being used is important in ensuring that they stay involved with it. He added that including researchers when implementing crime analysis and SNA can spur creativity and innovation among stakeholders.
- Dr. Fox closed his discussion with the observation that police departments are advancing quickly in their use of technology and the ability to see problems analytically, but are not moving as quickly in their responses to those problems. In essence, “we are able to diagnose the problem, but we are unable to treat it.” Dr. Fox stated his hope that police departments will continue to move forward within the technological and analytical fields and allow officers and commanders to execute on innovative ideas and approaches to fighting crime.

*“Police departments are advancing quickly in their use of technology and ability to see the problem analytically, but are not moving as quickly in their responses to these problems.”*

*-Dr. Andrew Fox, Assistant Professor, California State University, Fresno*

## Presentation on Digital Imaging Video Analysis



Supervisory Special Agent (SSA) **Charles Kincaid** has worked for the FBI for more than eight years. He is assigned to the Cellular Analysis Survey Team Unit, where he manages the DIVRT, which enables police to identify perpetrators via recorded images. Prior to this assignment, SSA Kincaid was stationed in the Philadelphia Field Office, where he worked on the Violent Crime Task Force. Before joining the FBI, SSA Kincaid worked at the General Services Administration and in Congressional Affairs. SSA Kincaid has a bachelor's degree in accounting from North Carolina State University and has a Certified Public Accounting license in Virginia.

SSA Kincaid began his presentation by noting that only 20 percent of individuals are actually prosecuted. Witness and victim intimidation is widespread within Philadelphia and across the nation. To address intimidation and the uptick in violent crime, law enforcement agencies are relying increasingly on video. DIVRT is a three-day training program for front-line officers, specifically detectives and violent crime units, that shows them how to appropriately and efficiently retrieve data from Digital Video Recorders (DVRs) so they can analyze it later.

Turning crime videos into 30-60 second Crime Commercials for dissemination on social media sites allows agencies to release the desired information to the public. The Philadelphia Police Department currently releases 20-30 videos of this type daily. SSA Kincaid noted that the benefit of using call-outs in these videos to direct the public's attention to characteristics and aspects that you would like them to focus on.

Police departments across the US make use of social media sites such as Facebook and Twitter. For example, the Philadelphia Police Department South Division increased average clearance rates from 20 percent in 2009 to 42.7 percent in 2017 using social media. Social media allows videos to become viral and increases the number of

*"The Philadelphia Police Department increased clearance rates from 20 percent in 2009 to 42.7 percent in 2017 due to the use of social media."  
-Charles Kincaid,  
Supervisory Special Agent,  
Federal Bureau of  
Investigation*

individuals viewing videos. Research has shown that 60,000 likes on a video posted to social media equates to 8 million individual views.

SSA Kincaid concluded his presentation by noting the benefit of camera registration programs to both the community and the police department. The DIVRT Team builds community relations through this program by contacting businesses prior to coming to the location to view the video. He noted that these programs allow you to pinpoint where you have cameras in a specific area.

## Panel 2: Local-Federal Partnerships that Work

The second panel focused on local-federal partnerships that increase crime analysis, technological, and analytical capabilities. The panelists discussed their approaches to using technology and analytics



within their departments in collaboration with other law enforcement and federal agencies. Panelists included James Cirillo, Lieutenant, Louisville, Kentucky, Metropolitan Police Department; Mark Kraft, Retired Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) Special Agent and; and Don Crowe, Deputy Chief, Memphis, Tennessee, Police Department. This panel was facilitated by CNA Senior Advisor and retired police officer Tom Woodmansee.

### Summary of discussions

#### James Cirillo



James Cirillo is the Louisville, Kentucky Metropolitan Police Department's (LMPD) Technology Services Lieutenant. He maintains and updates the department's current technology systems and oversees the implementation of new technology. Lieutenant Cirillo began his law enforcement career in 2001 as a patrol officer. He then moved up the ranks of the department becoming a patrol sergeant, detective sergeant, and administrative lieutenant. Lieutenant Cirillo has an associate's degree in fire technology and administration. He is also a graduate of the Southern Police Institute's administrative officers course and is a seven-year veteran of the United States Marine Corps. His discussion focused on

Louisville's use of ShotSpotter, a gunshot detection technology, establishing partnerships with federal agencies, and data sharing.

*Summary of discussion:*

- LMPD implemented ShotSpotter in June 2017. Since then, the department has achieved several successes—including more service calls related to gun violence, more accurate descriptions of shooters, and ShotSpotter notifications two minutes before civilians call 911. The department averages six ShotSpotter calls per day. Lieutenant Cirillo stated that officers respond to every ShotSpotter activation call. Although supervisors are not deployed to these calls, multiple officers are deployed. Responding officers are encouraged to search the area for injured victims, suspects, and shell casings. All recovered shell casings and weapons are entered into NIBIN. After officers have searched a scene, door hangers are left at all residences within the search area to obtain more information from the community. To ensure compliance with ShotSpotter protocols, each division received specialized training.
- Lieutenant Cirillo said that ShotSpotter is only one tool in their law enforcement toolkit. The department is working to integrate ShotSpotter with other technologies, such as their automated drone and the 300 stationary cameras used by its Real Time Crime Center. He also shared that patrol directives are updated based on ShotSpotter data. Shell casings are currently being recovered from 17-20 percent of scenes; the department is working on ways to increase this number.
- When partnering with federal agencies, Lieutenant Cirillo noted that the department ensures that the agencies have access to all of their technology, such as evidence.com, ShotSpotter, and RMS. This access helps to increase the amount of information shared. Lieutenant Cirillo noted that, although the police department has limited access to federal agency technologies and databases, they do share information during weekly meetings.
- Mike Sullivan, Deputy Chief of the Louisville Metropolitan Police Department, noted that the department is discussing increasing their participation in their federal partnerships. When the department established the weekly meeting between all partners, Louisville brought the federal partners to the police department instead of sending officers to the federal agencies. This approach has allowed them to achieve more success and obtain more information. Louisville has achieved a 20 percent reduction in nonfatal shootings and a 12 percent reduction in homicides because of its innovative approaches.

*“Louisville has achieved a 20 percent reduction in non-fatal shootings and a 12 percent reduction in homicides.”*

*-Mike Sullivan, Deputy Chief, Louisville, Kentucky Metropolitan Police Department*

- In addition to sharing information with federal agencies, Louisville also shares data with multiple agencies within their jurisdiction. This information sharing allows the departments to more effectively combat violent crime that crosses jurisdictional boundaries. Lieutenant Cirillo stated that the department met with Lexus Nexus to create a system similar to the Link system, but that these systems are dependent on the number of agencies willing to participate.

## Mark Kraft



Mark Kraft has more than 30 years of federal law enforcement experience. Mr. Kraft began his career as a special agent for the Internal Revenue Service Criminal Investigations Division. In 1987, he transitioned to the ATF, where he conducted investigations on gun trafficking and firearms violence in the Washington, DC- Baltimore corridor. Mr. Kraft was also a member of the Baltimore Field Division's Special Response Team until he transferred to ATF's Office of Training and Professional Development. While there, Mr. Kraft designed, developed, and instructed numerous firearms trafficking courses across the United States. In August 2006, he was selected by the DOJ as the inaugural Deputy Director, and later as the Acting Director, of the National Gang Targeting and Enforcement Coordination Center, a multiagency task force that coordinated investigations of the most violent national and transnational gangs across jurisdictional and geographical boundaries. In November 2010, Mr. Kraft returned to ATF headquarters as chief of the newly created Firearms Trafficking and Interdiction Branch, where he led the development of ATF's firearms enforcement policy. Mr. Kraft's discussion focused on the use of NIBIN and partnerships between ATF and police departments.

### *Summary of discussion:*

- Mr. Kraft stated that technology can help to identify the most prolific shooters in communities, which can be one of the most important crimes to address. In Milwaukee, with the help of a partnership and an implemented strategy, the Milwaukee Police Department and ATF were able to link nine shootings. Another best practice in Milwaukee is sending K9s to ShotSpotter scenes to recover shell casings. Mr. Kraft stated the importance of developing memorandums of understanding and strategic plans at the beginning of an initiative. These plans, along with identifying outcomes and measures, help facilitate transition when leadership change occurs.

- Mr. Kraft explained that the ATF conducts correlations for departments and provides relevant training, including for NIBIN. Correlations requirements are two-fold: acquiring the image of a bullet or bullet fragment and comparing that image to others. Two trained examiners must conduct the comparisons. Regarding NIBIN machines, Mr. Kraft stated that the ATF does have a process for how it distributes machines, but that departments can also purchase their own. NIBIN hits are prioritized based on guns that are used in multiple shootings. The success of the NIBIN program depends on the number of submissions received. Both NIBIN and Etrace are designed to get information back to the department as quickly as possible.
- To work well, Mr. Kraft asserted, these programs require a partnership between ATF and the department. These partnerships meet the goals of both the ATF—to prevent future violent acts and criminal misuse of firearms—and the police department— to identify the most prolific offenders in the community. A significant part of establishing partnership is changing the culture within departments. Mr. Kraft observed that returning to scenes to collect shell casings also serves as a building activity for community-police relationship, which may lead to increased calls for service and trust from the community.
- Mr. Kraft concluded by emphasizing the importance of educating departments on the technology being used, the procedures for using the technology, and how the technology fits into the department’s overall strategic plan. Recognizing that partnerships are the future of law enforcement, Mr. Kraft noted the increasing value of educating and communicating with all involved partners.

*“Returning to scenes to collect shell casings also serves as a community-police relationship building activity, which may result in increased calls for service and trust from the community.”*

*-Mark Kraft, Special Agent (ret.), Bureau of Alcohol, Tobacco, Firearms, and Explosives*

## Don Crowe



**Don Crowe** is the Deputy Chief of Information Technology at the Memphis, Tennessee, Police Department. Deputy Chief Crowe has more than 20 years of law enforcement experience. He began his career as a patrol officer and moved up the ranks becoming a field training officer, a crisis intervention officer, a sergeant detective, a lieutenant, and a commander. Deputy Chief Crowe has served in the arson bureau, the domestic violence bureau, the felony response bureau, and the crime scene investigations unit. While Deputy Chief Crowe served as commander, he was responsible for the investigation bureaus, including the homicide bureau. His discussion focused on how partnerships were established and maintained between Memphis and its federal partners; he also discussed data sharing.

### *Summary of discussion:*

- Deputy Chief Crowe noted that partnerships change over time; currently, the Memphis Police Department participates in eight federal task forces. He stated that the key to making these partnerships successful is to establish one-on-one personal relationships. He advised that when inevitable leadership changes occur, it is the responsibility of the task force officers to ensure the continuance of these relationships and partnerships.
- Because federal agencies do not have the same level of presence with the community as the police department does, Deputy Chief Crowe said, the Memphis Police Department Director tries to include the federal partners in all press conferences and gives credit to them when they have made a successful contribution to the community.
- To facilitate information sharing, the department holds a weekly investigative meeting, to which all federal partners are invited, to discuss all current investigations. Deputy Chief Crowe noted that this information sharing is critical because offenders do not acknowledge jurisdictional boundaries like law enforcement agencies. One challenge that Memphis encountered when working to establish partnerships with the various federal agencies was that partnerships did not overlap among all of the agencies. This situation originally reduced the effectiveness of these partnerships because they had different missions and goals.

*“PSP has allowed Memphis to coordinate priorities across the various local and federal partners.”*

*-Don Crowe, Deputy Chief,  
Memphis, Tennessee Police  
Department*

- Deputy Chief Crowe closed his discussion by noting that the National Public Safety Partnership (PSP) has allowed Memphis to coordinate priorities across the various local and federal partners. Through these partnerships, the capacities and capabilities of each agency are known, including the resources that they have available and the research they have conducted.

## Perspectives from Ed Flynn, Chief (ret.), Milwaukee Police Department



**Ed Flynn** served as the Chief of Police for the Milwaukee, Wisconsin, Police Department from January 2008 to January 2018. Previously, he served as a Police Commissioner in Springfield, Massachusetts. Chief Flynn also served as the Secretary of Public Safety under Massachusetts Governor Mitt Romney from 2003 to 2006. He was also the chief adviser to the governor on homeland security and the Chief of Police of the Arlington, Virginia, Police Department. Chief Flynn is a member of the board of directors of the Police Executive Research Forum, serves on the Executive Committee of the International Association of Chiefs of Police, is on the board of directors for the Council of

State Governments Justice Center, and serves on the Fight Crime Invest in Kids executive board. He is a past recipient of the prestigious Gary Hayes Memorial Award for Police Leadership. Chief Flynn has a bachelor's degree in history and a master's degree in criminal justice, and he has completed course work for the PhD in criminal justice from the City University of New York. He is a graduate of the FBI National Academy and was a National Executives Institute of Justice Pickett Fellow at Harvard's Kennedy School of Government.

Chief Flynn began his speech by noting that police departments frequently silo challenges that they encounter. For policing to be effective, it must measure citizen complaints and crime rates, increase partnerships, and track progress. An essential part of the law enforcement profession, according to Chief Flynn, is thoughtful focus on geographic areas and prolific offenders. To increase the effective identification of these offenders and areas, it is important to increase collaboration among partners. He noted that this, along with all of the topics discussed during the session, is essential because about it concerns saving lives, stabilizing communities, and helping people pursue the American Dream.

Chief Flynn noted that policing has seen an evolution in the information that it is able to obtain. In the recent past, it was believed that this information could be used to affect crime on a macro level, but now there is recognition

*“Collaboration, along with the topics discussed today, are essential because it’s about saving lives, stabilizing communities, and helping people pursue the American Dream.”*

*-Ed Flynn, Chief (ret.),  
Milwaukee, Wisconsin Police  
Department*

that affecting crime happens somewhere between the micro and macro levels. Chief Flynn stated that crime data can be used as both a weapon and a tool to affect changes. Long-term crime improvements are dependent on several factors. Evidence-based policing practices and the ability to analyze data usefully allow departments to draw conclusions regarding enforcement, prevention, and intervention activities.

He noted that it is critical that police departments frame the discussion about the social variables that affect their crime rates. Overlapping social variables, such as unemployment, poverty, and abandoned property, with violent crime will result in more evidence-based policing intervention. Chief Flynn asserted that it is harmful to public safety not to use evidence-based policing practices. What police departments will need help with in the future is going beyond the numbers of reducing crime: For example, how are these numbers related to other factors within your city? Chief Flynn concluded his remarks by recognizing that police departments are challenged continually to engage in innovative approaches to address violent crime; considering social variables, technology, and analytics can help further these approaches.

## Conclusion

Violent crime continues to capture the nation's attention. In addition to a number of promising and evidence-based crime-fighting tactics and strategies in use across the country, police agencies must also make better use of advanced technologies and crime analysis to complement their on-the-ground efforts.<sup>1</sup> Panelists and speakers at CNA's Executive Session on Policing, *Innovative Approaches to Addressing Violent Crime: Technology, Intelligence, and Analytics*, discussed technological and analytical techniques that can help reduce violent crime.

These innovations focused on federal-local collaboration and partnerships, implementing technological resources, such as gunshot detection systems, and increasing crime analysis capacity through the use of SNA and other capabilities. The approaches are all designed to reduce the rate of violent crime and to cultivate collaboration and community relationships. While it is evident that technology and analytics can greatly assist policing initiatives, it is important for police departments to invest in their human resources as well. Panelists at this Executive Session stressed the importance of implementing programs in a manner that is equivalent to the agency's capacity and sustainability. While a small agency may not be able to implement a program like LASER in its entirety, it can implement select processes or procedures. Agencies across the nation should also establish local and federal partnerships to increase capacity, collaboration, and information sharing.

Police departments nationwide are using technology and advanced analytics to address crime. Practitioners from both the academic and criminal justice arenas provided their perspectives in this Executive Session. CNA encourages researchers and justice-system agencies to increase collaboration, expand their current crime analysis efforts, and use innovative technologies and analytics in their approaches to violent crime. Numerous resources are available, including research partnerships, US DOJ BJA toolkits, and inter-agency collaboration. Putting these resources to use through evidence-based approaches will help to fill the gaps of missing information needed to create sustainable change.

To review CNA's work on addressing violent crime, please visit our [website](#). Questions, comments, and suggestions for future Executive Session topics can be directed to [smartjustice@cna.org](mailto:smartjustice@cna.org).

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<sup>1</sup> See the CNA report on the previous Executive Session on violent crime: [https://www.cna.org/CNA\\_files/PDF/CSI-2017-U-016357-Final.pdf](https://www.cna.org/CNA_files/PDF/CSI-2017-U-016357-Final.pdf)

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