



CRIME ANALYSIS

ASSESSMENT SUMMARY



PUBLIC SAFETY
PARTNERSHIP

Building Safer Communities

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INTRODUCTION

The National Public Safety Partnership (PSP) program provides an innovative framework for the US Department of Justice (DOJ) to enhance its support of state, local, and tribal law enforcement and prosecution authorities as they investigate and prosecute violent criminals, especially those involved in gun crime, drug trafficking, and gang violence. Through the PSP, DOJ helps American cities of different sizes and needs support and build their capacity to fight crime. PSP facilitates the development of data-driven, evidence-based strategies tailored to the needs of participating cities to address serious violent crime challenges.

Departments and agencies participating in the PSP program complete a series of assessments to identify a baseline understanding of their challenges and areas for growth. Crime analysis assessments help PSP sites evaluate their capability and capacity to use data to make informed decisions, respond effectively to crime trends, and prevent crime. Crime analysis assessments are designed to meet the following objectives:

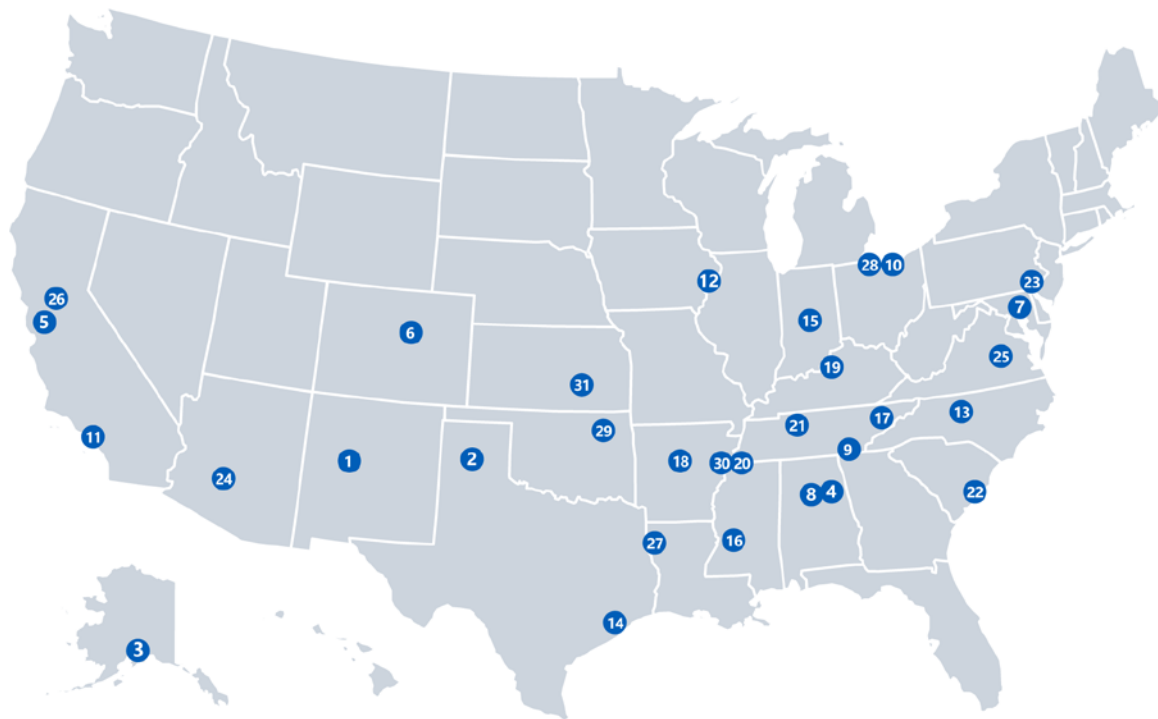
- Determine the department's analytical gaps and needs.
- Develop recommendations for addressing the identified gaps and needs, including any specific programs or policies that can be targeted for training and technical assistance (TTA)
- Document how TTA can promote organizational change, help reduce crime and enhance public safety, and identify data sources and elements that will be used to support crime analysis.
- Outline technical solutions that enable real-time sharing of crime data and analytical products on a local, regional, and statewide basis.

To review a site's crime analysis abilities and needs, a PSP subject matter expert (SME) begins by reviewing background information provided by the site about the department's current crime analysis capabilities, practices, and products. The SME then conducts an onsite visit to assess the site's crime analysis capabilities by examining the site's crime mapping and analysis software, records management system (RMS), geographic information systems (GIS), and other related technologies and capabilities. The SME also interviews local personnel; attends weekly shooting reviews as well as CompStat, accountability, or violence reduction strategy meetings; and sees how the site uses crime analysis through tours and observations.

The SME then develops a crime analysis assessment report that identifies analytical gaps, needs, and best practices. The report also provides recommendations for advancing the site's analysis-driven justice initiatives. Finally, the PSP site team helps the site implement recommendations from the report and track progress. This assistance can include specific types of TTA, such as peer exchanges; further SME assistance; guidance on crime analysis strategies; and sharing examples of policies or procedures from other law enforcement agencies.

As of July 2025, 31 of the 65 PSP sites had completed a formal crime analysis capacity assessment.

Figure 1. PSP sites that have completed crime analysis assessments



- | | | |
|-----------------------|-------------------------|---------------------|
| 1 Albuquerque, NM | 12 Davenport, IA | 23 Philadelphia, PA |
| 2 Amarillo, TX | 13 Greensboro, NC | 24 Phoenix, AZ |
| 3 Anchorage, AK | 14 Harris County, TX | 25 Richmond, VA |
| 4 Anniston-Oxford, AL | 15 Indianapolis, IN | 26 Sacramento, CA |
| 5 Antioch, CA | 16 Jackson, MS | 27 Shreveport, LA |
| 6 Aurora, CO | 17 Knoxville, TN | 28 Toledo, OH |
| 7 Baltimore, MD | 18 Little Rock, AR | 29 Tulsa, OK |
| 8 Birmingham, AL | 19 Louisville, KY | 30 West Memphis, AR |
| 9 Chattanooga, TN | 20 Memphis, TN | 31 Wichita, KS |
| 10 Cleveland, OH | 21 Nashville, TN | |
| 11 Compton, CA | 22 North Charleston, SC | |

In this report, we identify common themes, technical gaps, and recommendations from completed crime analysis assessments across PSP sites. To analyze the common themes, we coded the recommendations to predetermined categories that aligned with PSP core outputs. We present our findings in both quantitative and qualitative formats. **In the following sections, we review our analytical methods and subsequent findings in detail. This report will provide PSP stakeholders with an understanding of the common gaps in crime analysis capabilities and practices among PSP sites, types of recommendations made to PSP sites through crime analysis assessments, and areas for potential program-wide TTA to strengthen PSP site crime analysis capacity.**

Some common findings and recommendations include the following:

- Crime analysts spend most of their time creating administrative reports and producing basic statistics and maps.
 - Crime analysis units (CAUs) should provide a variety of products to assist with tactical, strategic, and problem analysis.
- CAUs are generally understaffed or staffed with sworn personnel.
 - PSP sites should expand partnerships with academic institutions and researchers to address staffing issues.
- Inconsistent staff onboarding into CAUs creates barriers for ongoing training and professional development.
 - Crime analysts in PSP sites should receive formal training and have access to networking opportunities.
- Other divisions within PSP sites, including patrol, often lack a comprehensive understanding of what crime analysts can provide.
 - Crime analysts should regularly participate in patrol roll calls, investigations meetings, and ride-alongs to maintain rapport with their users and market the abilities of the CAU.

FINDINGS

Using the 31 available crime analysis reports, the PSP evaluation team coded 44 references to 10 theme categories and 84 themes within those categories (see Appendix A for further details on the review methodology). The most common themes across the 31 reports were in the data and analysis, personnel, interagency partnerships, and technology categories (see Table 1).

Table 1. Theme categories found in crime analysis assessments

Theme Category	Number of Occurrences
Data and analysis	20
Personnel	11
Interagency partnerships	6
Technology	6
Funding	1
Governance and policy	0
Investigation and prosecution	0
Planning	0
Community stakeholders	0
Crime prevention	0
Total	44

As shown in Table 2, [new metrics](#), [more analysis](#), [interoperability](#), and [CompStat](#) in the data and analysis category were the most common individual themes, with 8, 7, 6, and 6 references, respectively. [Cross-unit collaboration](#) and [training](#) were the next most common individual themes in the personnel category, with 6 and 3 references, respectively. [Peer agencies](#) and [new partnerships](#) were the most frequent individual themes in the interagency partnerships category, and [records management](#) and [software and hardware](#) were the most frequent individual themes in the technology category. We discuss the most common themes and analyze specific recommendations from SMEs pertaining to each theme later in this report.

Table 2. Most common references at a glance

Themes and Theme Categories	Number of References Coded (Cumulative)
DATA AND ANALYSIS	20
New metrics	8
More analysis	7
Interoperability	6
CompStat	6
Crime mapping	4
Data dissemination	3
Data sharing	3
Report automation	3
Evaluation and Research	2
Offender-based strategy	2

Themes and Theme Categories	Number of References Coded (Cumulative)
Processes and procedures	2
Social network analysis	0
PERSONNEL	11
Cross-unit collaboration	6
Training	3
Departmental organization	2
Staffing	2
Schedules and shifts	1
Internal communication	0
Organizational awareness	0
Performance review	0
Culture	0
Civilianization	0
INTERAGENCY PARTNERSHIPS	6
Peer agencies	4
New partnerships	3
Criminal justice system	2
Local partnerships	2
Federal partnerships	0
State partnerships	0
Strengthen partnerships	0
TECHNOLOGY	6
Records management	4
Software and hardware	3
IT support needed	2
Technology suggestion	1
Interoperability	1
Privacy	0
Insufficient equipment	0
Integration	0
Training needed	0
User interface	0

To capture other common topics from the reports outside of the themes, we assessed the frequency with which certain words were used. Figure 2 depicts our findings as a word cloud, in which the larger words are those that appeared the most frequently in the assessments. [Analysis](#), [analysts](#), [crime](#), [training](#), [data](#), and [information](#) were the most common topical words in the assessment reports.

Figure 2. Most common words referenced in crime analysis assessments



Table 3 identifies the intersecting themes from all 31 crime analysis assessment reports, showing only the recommendations that fell into more than one theme category. If recommendations fell into the same two theme categories between 25 and 39 times, we shaded the cell green to represent a strong correlation. Yellow shading shows a moderate correlation (meaning there were 11 to 24 intersections), and red shows minimal overlap between the two categories (1 to 10 intersections). Black shows no overlap between the two categories.

As shown in Table 3, the intersections of **funding** and **planning**, and **investigation and prosecution** and **personnel** were the most common. The frequency of cross-references indicates the importance of these topics in improving crime analysis capacity across PSP agencies.

Table 3. Intersection of themes among all reports

	Community stakeholders	Crime prevention	Data and analysis	Funding	Governance and policy	Interagency partnerships	Investigation and prosecution	Personnel	Planning	Technology
Community stakeholders		●	●	●	●	●	●	●	●	●
Crime prevention			●	●	●	●	●	●	●	●
Data and analysis				●	●	●	●	●	●	●
Funding					●	●	●	●	●	●
Governance and policy						●	●	●	●	●
Interagency partnerships							●	●	●	●
Investigations								●	●	●
Personnel									●	●
Planning										●
Technology										

The following sections contain examples of recommendations made across crime analysis reviews to demonstrate the commonalities.

DATA AND ANALYSIS

The crime analysis assessment reports included several recommendations for improving the quality and use of data through automation, expanded data sources, public-facing dashboards, and formalized functions and objectives for various forms of analysis.

Sixteen assessment reports recommended automating regular reports.

RECOMMENDATION: *Automate the production of regular maps and reports.*

Any regular process for extracting data and providing statistics and maps should be automated whenever possible. Work with members of Command Staff, Patrol, and Investigations to identify products that they would find useful. Similarly, consider a more automated means to extract data for external requests (including making the most common data available via an OpenData portal). Work with City or County information technology (IT) and GIS teams to automate these processes via available tools such as Model Builder (for maps) or custom means using Microsoft BI or other tools.

Thirteen reports encouraged PSP sites to increase the types of data that agencies use on a regular basis.

RECOMMENDATION: *Increase the types of data used regularly and supplement analysis with data beyond the traditional internal sources.*

Although computer-aided dispatch (CAD) and RMS data are critical for crime analysis, other data can help the department understand crime problems and create effective strategies. [The department] should work with City GIS to review what types of data are currently available for spatial analysis, such as fire, emergency medical services, code enforcement, and public health data. [The department] should collaborate with City GIS to determine current availability of the list of recommended data layers.

Eleven assessments encouraged agencies to create or enhance a dashboard to visualize crime trends and patterns.

RECOMMENDATION: *Work with the city's GIS group to create a dashboard.*

A dashboard of the information used for COMPSTAT would not only automate the process for the analysts but also create a useful product for the [department] to see its data in real time. The department's current process of pulling together numbers in a spreadsheet to create static maps is outdated. A dashboard would eliminate one of the analysts' more time-consuming tasks and allow them more time to look at crime patterns and trends for each of the districts.

RECOMMENDATION: *Create an open data portal or dashboard.*

Many police agencies are now providing calls for service and crime report data through an open data portal, which reduces the number of requests from the public, the media and other government [agencies] while allowing the department to be transparent. The National Police Foundation maintains a list of open data websites that can be used as a reference. For example, the Boulder (CO) [Police Department] created a dashboard in conjunction with their open data.

RECOMMENDATION: Consider purchasing more ESRI services to provide the agency with online mapping capabilities, dashboarding, public data sharing, and real-time interactions between officers and citizens.

Four assessment reports recommended that agencies create processes for administrative, tactical, and strategic analysis.

RECOMMENDATION: *Create a structure and process for administrative, tactical, and strategic analysis.*

Processes for conducting administrative analysis and developing targeted products for a specific audience should be automated as much as possible. Tactical analysis may vary based on the crime type or specific need but should also [be] consistent across analysts and areas. Review all analyst tasks to consider others in [the department] who could take on the nonanalytic work. Strategic analysis is often done at a higher level and will vary by type of project. The supervising crime analyst can take the lead on bigger projects and work with analysts who also have the necessary skills and interest.

Recommendations regarding personnel focused on the organizational structure of crime analysis units, use of civilian personnel, and collaboration between crime analysts and other personnel across a police department.

Sixteen reports recommended that analysts participate in networking and training opportunities.

RECOMMENDATION: *Support crime analysts in training and networking opportunities.*

Continue to encourage and support analysts to participate in outside training with the appropriate budget allocated. This training should include topic-specific courses, conferences, publication purchases, and hands-on trainings (especially for software and tools already accessible by [department], such as GIS, Power BI, and link analysis). The International Association of Crime Analysts (IACA) is an excellent resource for various training options (from publications to webinars or in-person training). Other excellent, free crime analysis resources include the Center for Problem-Oriented Policing publications and Bureau of Justice Assistance's Analysis Toolkit. [The department] analysts should participate in the IACA and explore recreating a regional or state association with nearby agencies.

Sixteen assessment reports recommended that analysts increase communication with patrol to maintain rapport and market the abilities of the CAU.

RECOMMENDATION: *Analysts from the CAU should participate in patrol briefings, detective meetings, and ride-alongs on a regular basis (at least once per month) to maintain rapport with their users and market the abilities of the CAU.*

Many members of the department are unaware of the products and capabilities that the Strategic Services Division/Crime Analysis can provide. Analysts should establish and maintain rapport by attending roll calls and investigative meetings, going on ride-alongs, and having informal interactions on a regular basis (once or twice per month or as needed). During these engagements, analysts can listen to officer needs, share information and successes, and take advantage of the officers who are already knowledgeable about crime analysis to be "champions" for crime analysis. Officers should also spend time with crime analysts working on a problem or project and learning about the various data, products, and services that they can provide.

Twelve assessments recommended increasing the number of civilian staff within the CAU, including in supervisory positions.

RECOMMENDATION: *Consider establishing a civilianized section and civilian supervision of the CAU for budgetary reasons, development, and retention. We suggest the following layout for a potential civilianized unit:*

- Crime Intelligence Analyst I
- Crime Intelligence Analyst II
- Crime Intelligence Analyst III

- Crime Intelligence Analyst Supervisor
- Crime Intelligence Section Manager

A fully civilianized unit would create a career path for analysts in the professional field. Currently, civilian analysts are only allowed to advance to the position of Crime Intelligence Analyst II. A civilianized unit would allow for career growth, retention, training, and long-term growth.

RECOMMENDATION: *Increase staffing.*

Relative to the size of the police department, crime analysis is greatly understaffed. Increasing the number of people in analytic roles—both in the centralized CAU and at the districts—would go a long way to enhancing the capacity throughout the department. In addition to adding civilian analysts to the CAU, consider creating a position within each district that can assist with analysis at the local level. These district personnel should fall under the CAU umbrella but be focused on supporting the officers in each district. The CAU should be managed by a civilian equivalent to a lieutenant to ensure that the unit has a place at the table. A GIS administrator should be assigned to Communications because GIS plays such a critical role in the data, staffing, and potential analytic products.

Six assessments recommended a hybrid or centralized model for CAUs and the chain of command.

RECOMMENDATION: *Centralize analysts under one manager.*

The most effective way for crime analysis to serve the entire department is to centralize the effort as opposed to having analysts working for specific divisions or units. A crime analysis division centralized under one manager can still support the patrol and investigative divisions' needs but with standardized duties and expectations. Centralizing under one command will also help with the roles and responsibilities of the various analysts and ensure consistency in the production of department statistics, training, available tools, and direction. For example, the real-time crime center should be considered one part of the crime analysis division, not the umbrella for all analysts.

Under a centralized model, analysts all work in the same location; or, in a hybrid version, analysts would work in the divisions but still under one chain of command. Analysts should be assigned to each division or unit (even if they are centrally located), but any analyst should be able to assist any officer or detective across the department. This arrangement also allows the division personnel to get to know their analysts better and allows the analyst to become more familiar with the area and its crime problems (including by going out to the division regularly).

RECOMMENDATION: *Consider moving to a hybrid (part centralized, part decentralized) unit.*

In a centralized or hybrid unit, each analyst should have a primary responsibility (such as a patrol district), but other analysts can easily step in as a backup. Analysts should understand each other's needs and products to be able to help when needed.

If [the department] decides it still needs a sworn supervisor once the civilian supervisor is trained and onboarded and [the department] is fully staffed, it could assign analysts to the three districts and

two investigative bureaus and two other analysts focused on administrative and strategic analysis centralized with both crime analysis supervisors. Although the decentralized analysts would primarily be at their assigned district or bureau, they would be supervised by someone from the CAU, not the lieutenant or commander of the district to which they are assigned. In addition, analysts should meet regularly (at least once per month, if not more) to ensure consistency and standardization across data processes, training, and services.

Two assessments recommended developing a staffing plan for CAUs.

RECOMMENDATION: *Create a crime analysis staffing plan.*

Because of the many recent changes to CAU, [the department] should assess all CAU roles and responsibilities, using this report as a guide but also getting input from each analyst and users throughout the agency. The various supervisor and analyst roles must be clearly defined, with skills, knowledge, and abilities assessed to ensure people can succeed in their positions. In addition, [the department] should consider replacing sworn positions with civilians to free up sworn positions for the field or other appropriate roles.

Given [the department's] centralized model, analysts should be assigned as a "primary" for each sector or investigative unit, but any analyst should be able to assist any officer or detective across the department. This structure allows the patrol and investigative personnel to get to know their analysts better and helps the analysts become familiar with the area and its crime problems (including by spending time with the personnel on a regular basis).

INTERAGENCY PARTNERSHIPS

Recommendations regarding interagency partnerships encourage recruiting a variety of partners to support crime analysis, including academic institutions, researchers, universities, local community groups, retirement groups, and hired interns. Expanding partnerships can provide PSP sites a source of low-cost support for crime analysis in the agency, and partnering with external researchers brings scientific expertise, evidence-based practices, and national experience to supplement in-house analysis capabilities and increase the potential for grants, especially those that require research partners.

Thirteen reports encouraged PSP sites to formalize, cultivate, or enhance partnerships with academic institutions and researchers.

RECOMMENDATION: *Formalize partnerships with academic institutions and researchers.*

Continue and expand on past partnerships with the University of [city] and other research partners. [The department] should work closely with the consortium on research, analysis, and evaluation efforts. Researchers are an excellent resource to help internal analysts measure the effect of strategies and develop applications and other data-driven, evidence-based work.

RECOMMENDATION: *Identify local colleges and universities as potential partners for an internship program to provide consistent support for Crime Analysis Investigative Support.*

Interns and volunteers are excellent sources of free or inexpensive assistance and can be a consistent asset to crime analysis. Numerous local colleges and universities have relevant programs and students who would be interested and capable.

RECOMMENDATION: *Create partnerships with academic institutions and researchers.*

External researchers can supplement crime analysis by bringing scientific expertise, national experience, and potential grants that require research partners. The [local] metropolitan area has numerous colleges and universities with potential researcher partners. The department could also consider non-local researchers who have expertise in specific subject areas [the department] wants to explore, such as gun violence.

RECOMMENDATION: *Expand partnerships with academic institutions and researchers.*

[The department] should continue to work with several researchers. As the department is well aware, partnering with external researchers brings scientific expertise, evidence-based practices, and national experience to supplement in-house analysis capabilities and increase the potential for grants, especially those that require research partners. In addition to the research partners for studies, consider partnering with a local college or university to create an internship program. For volunteers, consider the local community and retirement groups and look for those who may have experience and interest in supporting crime analysis or working directly with patrol, investigations, or community engagement and crime prevention related to data and analysis.

Eight reports encouraged PSP sites to enlist volunteers from local community and retirement groups who have experience in crime analysis and an interest in supporting the departments.

RECOMMENDATION: *Look to local community and retirement groups for volunteers who may have experience and interest in supporting crime analysis or data and analysis work in other parts of [the department].*

For volunteers, consider local community or retirement groups. Look for people with experience or interest in supporting crime analysis or direct experience with patrol, investigations, community engagement, and crime prevention relating to data and analysis.

RECOMMENDATION: *Supplement crime analysis with volunteers and interns.*

Interns and volunteers are excellent sources of inexpensive assistance. [The department] should establish an internship program. Consider also using volunteers, especially seeking out those with experience or interest in supporting crime analysis. Look to nearby colleges and universities with criminal justice, urban planning, or geography programs for interns, and to community or retirement groups for volunteers.

Recommendations regarding technology dealt with expanding and enhancing user-friendly mapping and analysis tools to allow executives, investigators, and patrol officers to more easily view crime maps and statistics. Doing so allows officers to create basic maps and reports, which frees up analysts' time for more in-depth analysis. Recommendations also encouraged involving crime analysis personnel in technology acquisition processes and evaluating current technology and tools that can aid in analysis.

Eighteen assessment reports recommended that agencies evaluate their current and potential use of analysis tools and products.

RECOMMENDATION: *Evaluate the use of current and potential analysis tools and products.*

Consider reviewing the tools and products the department currently uses to determine whether and how they are being used or whether more efficient tools or methods exist. This review should include databases and spreadsheets that are independently maintained by multiple units (and often redundant). Also consider available technology and tools, especially those that are free or reasonably priced. Some tools to consider are RFFlow and Gephi for link and social network analysis and CrimeStat and the Near Repeat Calculator for more advanced spatial analysis. Work with IT to evaluate tools being used in other City departments that [the department] could attach to its licensing.

RECOMMENDATION: *Evaluate the use of current and potential analysis tools and products.*

The department should review the tools, databases, and products it currently uses to determine whether and how they are being used and whether a more efficient tool or method is available to reduce redundancy. The department should also examine the various systems and how they are geocoding data for consistency and review available technology, especially those that are free or reasonably priced, that could be implemented. Some to consider are Crime Scene Correlation (related to GPS tracking), RFFlow and Pajek (for link and social network analysis), CrimeStat and the Near Repeat Calculators (for more advanced spatial analysis), and the IACA "Threshold Analysis" database (<http://iaca.net/threshold.asp>) for tracking statistical trends in a more automated fashion. Work with City/County IS to learn whether other tools exist that are recommended for more efficient data processing and analysis.

Seventeen reports offered recommendations for PSP sites to enhance their mapping and analysis tools.

RECOMMENDATION: *Expand and enhance user-friendly mapping and analysis tools.*

A common way to create user-friendly mapping and analysis tools is through dashboard technology. [Department] crime analysts have developed several Esri GIS dashboards to allow executives, investigators, and patrol officers to view crime maps and statistics. [The department] should work with the various end users to learn whether and how these dashboards are being used and to identify areas for improvement. In addition, it should explore other audiences within [the department] that could benefit from a dashboard and other user-friendly methods of analysis. Consider functionality, such as the types of maps and analysis, including top problem places and top offenders. Explore field data collection tools to use in the field for the analysis of problem issues (e.g., gun-related incidents

or homelessness). User-friendly crime analysis tools can serve two purposes: they can enable officers across multiple districts, teams, and units to make the basic maps and reports that they need, and they can free up crime analysts' time to complete more in-depth analyses. Any tools that are developed should include training for all users. If desired, request additional TTA for this effort through PSP.

Nine assessment reports recommended that PSP sites include CAUs in any information technology purchases.

RECOMMENDATION: *Include Crime Analysis in [department] information technology purchases or implementations.*

Crime Analysis should be involved with purchasing and implementing new CAD or RMS (and associated tools), external query and database tools, and any system that may collect useful data. Any systems that include data that may be used for analysis or evaluation need to be able to export the data in a usable format (not just printing or standardized reports). These data can then be imported into ArcGIS and other analytic tools.

CONCLUSION

The PSP evaluation team analyzed all available crime analysis assessment reports as of July 2025. This analysis uncovered the four most prevalent themes across all crime analysis assessments. SMEs frequently recommended that crime analysts automate regular reports and instead focus their efforts on strategic and tactical analysis. Personnel emerged as an important theme, with SMEs offering a variety of recommendations for crime analysis personnel, including increasing training and networking opportunities. The SMEs also highlighted the importance of interagency partnerships for improving crime analysis in PSP sites, including expanding partnerships to assist with low-cost support for crime analysis. Finally, the SMEs offered several recommendations around improving technology capabilities related to crime analysis.

These findings will help us execute crime analysis assessment reports and provide TTA to PSP sites. The findings in this report suggest potential training and workshop topics and ideas for facilitated discussions on common challenges PSP sites face. The findings also identify potential priorities for program-wide PSP strategy development.

APPENDIX A: APPROACH AND METHODOLOGY

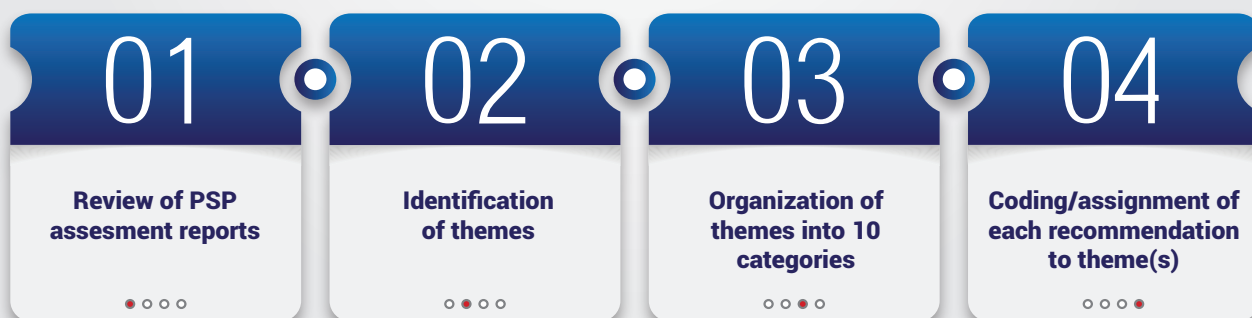
The PSP evaluation team reviewed all PSP assessment reports covering various topics to identify common themes, such as records management, data sharing, and peer agencies (see Appendix B for a full list with definitions). We also included themes that we did not find in the reviewed assessment reports but that we deemed relevant to PSP (and considered likely to be present in other PSP assessment reports) based on our background knowledge of PSP processes and TTA. Through this process, we identified 84 individual themes that correspond to assessment recommendations. We organized these themes into 10 categories (Figure 3).

Figure 3. Assessment theme categories



The PSP evaluation team used the qualitative analysis software NVivo to code the recommendations from the nonfatal shooting and homicide assessment reports against the 94 themes (both the 84 individual themes and the overarching theme categories) at the sentence level or higher, and we coded the recommendations to multiple themes when appropriate. The PSP evaluation team used the same themes for each topical assessment type; therefore, not all themes were present in every assessment.

Figure 4. Recommendation coding process



Each appearance of a coded sentence or group of sentences in the assessment reports created a “reference.” We could then rank the most common of the 84 themes by identifying those that had the greatest number of references.

APPENDIX B: THEME DEFINITIONS

Table 4. Theme definitions

Theme	Definition
Community stakeholders	Interacting with community members and groups
External communication	Establishing formal communication with stakeholders and the community
Local media	Interacting with local media
New meeting	Creating a meeting with community partners
New partnerships	Creating partnerships that did not previously exist with community members or organizations
Outreach	Engaging with the community to share information and promote relationships
Policy and procedure	Policy and procedure related to community engagement and external information sharing
Procedural justice	Maintaining internal and external procedural justice
Social media	The use of social media
Strengthen partnerships	Improving and strengthening relationships between the police agency and its community
Trust	Increasing citizen and community trust in the police agency
Crime prevention	Proactively reducing the incidence of crimes
Drug crime prevention	Proactively reducing the incidence of crimes related to drugs and the drug market
Gang crime prevention	Proactively reducing the incidence of gang-related crimes
Gun violence prevention	Proactively reducing the incidence of gun-related crimes
Policing strategies	Structured approaches or methods used by law enforcement to prevent crime, maintain public order, and build community trust
Treatment and social services	Working with local social service providers to deliver assistance to community members
Youth	Working to address youth-related community issues
Data and analysis	Collecting and using metrics and information
CompStat	Recommendations related to the CompStat process and/or data and accountability
Crime mapping	Documenting and analyzing the geographical representation of crimes
Data dissemination	Methods to ensure data are sent to or consistently available to officers or agency partners
Evaluation and research	Assessing a departmental program
Data sharing	Agreements or methods to view or transfer data between organizations
Interoperability	The ability to access data between organizations or pieces of equipment
More analysis	The addition of specific forms of analysis to existing practices
New metrics	Additional information or data to collect that is not currently being collected or documented
Offender-based strategy	Analysis strategies that focus on the individual or individuals committing a disproportionate number of offenses
Processes and procedures	Analysis practices in a department
Report automation	Creating reports automatically using software rather than analytical personnel
Social network analysis	Analysis strategies that map or explore connections between offenders
Funding	Gathering and using financial resources
Budget	Adding additional line items to the budget; finding money in the budget
Cost benefit analysis	Measuring the costs and benefits of a proposed technology to an agency
Diverse funding sources	Soliciting funding from a variety of sources
Federal funding and grants	Seeking funding and grants from federal organizations
Grant writing process and staff	An agency's grant writing procedures and the staff involved in writing and managing grants
Local funding	Soliciting funding from local sources
More funding	Pursuing and using additional funding beyond an agency's current level
Private and foundation funding	Soliciting funding from private sources, including foundations
Research partnerships	Partnerships with universities or colleges to conduct research
State funding	Soliciting funding from state sources

Theme	Definition
Governance and policy	Agency management, standards, processes, and procedures
Discipline	Disciplinary actions in the department
Leadership	The training, structure, and role of leadership
Morale	Officer morale and departmental cohesion
SOPs	Standard operating procedures or established departmental procedures
Transparency	Being open, honest, and clear about actions, decisions, and processes
Use of force	Use of force policies, procedures, or practices
Wellness	Officer safety and physical and mental health
Interagency partnerships	Creating, strengthening, and sustaining relationships with other agencies
Criminal justice system	Developing partnerships among organizations across the justice system
Federal partnerships	Developing or strengthening partnerships with regional federal partners
Local partnerships	Developing or strengthening partnerships with local partners
New partnerships	Creating partnerships that did not previously exist
Peer agencies	Learning from other law enforcement (peer) agencies
State partnerships	Developing or strengthening partnerships with state partner organizations
Strengthen partnerships	Further developing existing partnerships
Investigations	Conducting and managing investigations, including crime-specific approaches to investigations
Case management	Managing the investigations process and associated materials
Cold cases	Old and challenging cases
Evidence	Evidence practices in investigations
Feedback	Information or responses about performance, actions, or work to guide improvement or reinforce positive behavior
Gangs	Gang-related crimes and activities
Homicide	Investigations of homicides
Procedures and policies	Investigation practices and standards
Social media	Using social media in investigations
Witnesses	Managing witnesses in investigations
Personnel	Staffing management and officer professional development
Civilianization	Assigning non-sworn (civilian) personnel to perform tasks that do not require the authority or training of a sworn police officer
Cross-unit collaboration	Collaboration among groups in a department
Culture	Collective values, norms, attitudes, and behaviors that exist within an agency, shaping how employees interact and make decisions
Departmental organization	Department units, hierarchy, and organizational relationships
Internal communication	Communication within the department
Organizational awareness	Ability of individuals within an agency to understand what is happening across the organization—such as ongoing initiatives, priorities, decisions, challenges, and internal dynamics. It means being informed about who is doing what, why it's being done, and how different teams and functions connect and impact each other.
Performance review	Formal assessment in which an individual's work performance is evaluated
Schedules and shifts	Departmental scheduling and shift practices
Staffing	The need to create and fill a specific position or unit; promotions
Training	Training for department personnel
Planning	Developing and institutionalizing agency changes
Strategic planning	Creating a plan of direction and action for the department
Sustainability	Institutionalizing technology and procedural changes
Working group	Small, focused team of individuals brought together to accomplish a specific goal or address a particular issue

Theme	Definition
Technology	Agency use of technology, including new equipment and procedural changes
Insufficient equipment	The need for additional equipment or replacement or repair of existing equipment
Integration	Combining different systems, software, or technologies so they work together seamlessly
Interoperability	The ability to access or use technology systems between organizations or pieces of equipment
IT support needed	Services or technology changes needed by the agency from the responsible IT organization
Privacy	Maintaining individual privacy as new technology and systems are introduced
Records management	RMS (records management systems) and the agency's ability to collect and store information
Software and hardware	Software or hardware technology needed by the agency
Technology suggestion	Specific new technology or technology change recommended to be implemented
Training needed	Technology training needed or recommended
User interface	The specific dashboard or form of presentation through which end-users (usually officers) engage with a software

APPENDIX C: THEMES CODED BY EVALUATION TEAM

Table 5. Themes coded by category and number

Theme	Total number of times theme was coded across all PSP assessments
Community stakeholders	177
External communication	24
Local media	18
New meeting	3
New partnerships	7
Outreach	36
Policy and procedure	13
Procedural justice	2
Social media	43
Strengthen partnerships	29
Trust	10
Crime prevention	35
Drug crime prevention	2
Gang crime prevention	2
Gun violence prevention	6
Policing strategies	16
Treatment and social services	2
Youth	11
Data and analysis	122
CompStat	9
Crime mapping	10
Data dissemination	5
Evaluation and research	14
Data sharing	16
Interoperability	9
More analysis	42
New metrics	27
Offender-based strategy	3
Processes and procedures	9
Report automation	6
Social network analysis	5
Funding	210
Budget	18
Cost benefit analysis	1
Diverse funding sources	17
Federal funding and grants	10
Grant writing process and staff	54
Local funding	6
More funding	22
Private and foundation funding	34
Research partnerships	25
State funding	13
Governance and policy	35
Discipline	0
Leadership	3

Theme	Total number of times theme was coded across all PSP assessments
Morale	1
SOPs	13
Transparency	1
Use of force	0
Wellness	8
Interagency partnerships	137
Criminal justice system	56
Federal partnerships	10
Local partnerships	61
New partnerships	14
Peer agencies	13
State partnerships	7
Strengthen partnerships	12
Investigations	425
Case management	81
Cold cases	0
Evidence	18
Feedback	2
Gangs	3
Homicide	23
Procedures and policies	283
Social media	0
Witnesses	38
Personnel	435
Civilianization	13
Cross-unit collaboration	32
Culture	3
Departmental organization	83
Internal communication	45
Organizational awareness	5
Performance review	19
Schedules and shifts	18
Staffing	52
Training	169
Planning	91
Strategic planning	56
Sustainability	1
Working group	27
Technology	106
Insufficient equipment	2
Integration	5
Interoperability	17
IT support needed	7
Privacy	0
Records management	25
Software and hardware	30
Technology suggestion	40
Training needed	6
User interface	3



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