



CRIME GUN INTELLIGENCE

ASSESSMENT SUMMARY



**PUBLIC SAFETY
PARTNERSHIP**
Building Safer Communities

A special thanks to the subject matter experts who contributed to the development of crime gun intelligence assessment reports for the National Public Safety Partnership sites: Michael Eberhardt; Mark Kraft; Alex R. Piquero, PhD; Nicole Leeper Piquero, PhD

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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 PSP, DOJ provides assistance to American cities of different sizes and needs to support and build their capacity to fight crime. PSP facilitates the development of data-driven, evidence-based strategies tailored to the unique 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. The crime gun intelligence assessments help PSP sites evaluate their capabilities and capacity to process ballistic evidence and recovered crime gun test fires and offer best practice recommendations to enhance these strategies. Crime gun intelligence assessments propose the following objectives:

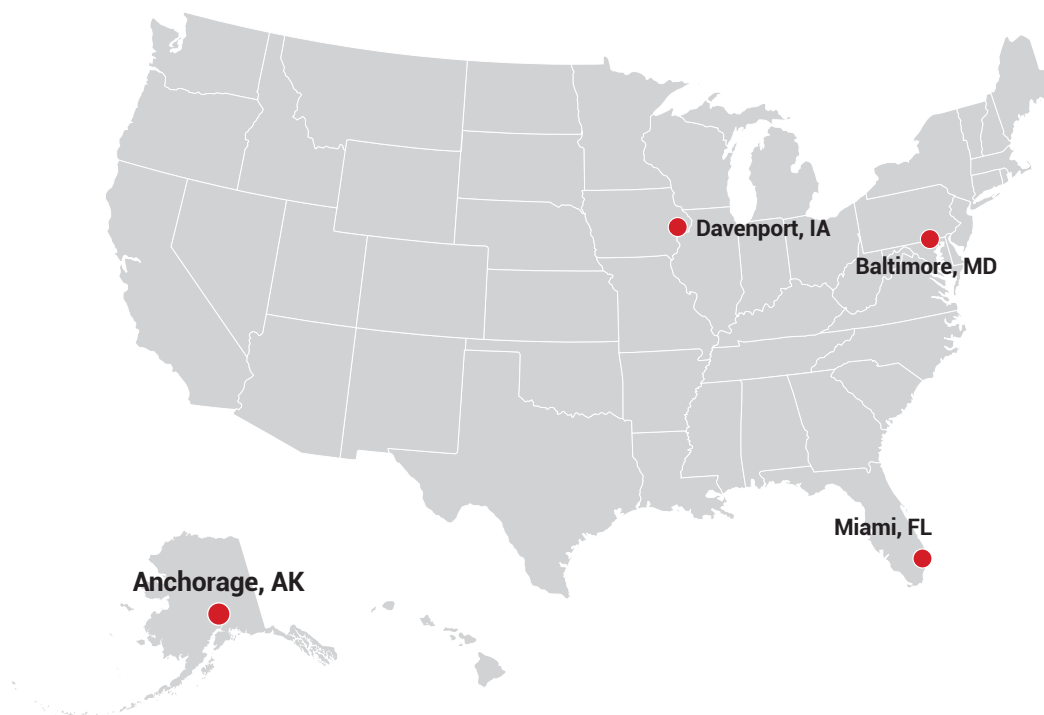
- Assess the timeliness of entering ballistic evidence and recovered crime gun test fires into the National Integrated Ballistic Information Network (NIBIN)
- Evaluate the timeliness of disseminating NIBIN leads and intelligence analysis to field investigators
- Assess criminal intelligence processes to ensure consistent, timely, and actionable crime gun intelligence
- Review both internal and external communication practices regarding crime gun intelligence successes

To review a site's crime gun intelligence abilities and needs, a PSP subject matter expert (SME) first reviews background information provided by the site on the department's current crime gun intelligence policies, practices, and products. The SME then conducts an onsite visit to assess the site's crime gun intelligence capabilities by examining the site's ballistic information processing, including NIBIN, eTrace, and NIBIN Enforcement Support System (NESS). The SME also interviews local personnel; attends a weekly shooting review (if applicable); goes to CompStat, accountability, or violence reduction strategy meetings; and observes the site's crime gun intelligence capabilities through tours and observations.

The SME then develops a crime gun intelligence assessment report that identifies gaps, needs, and best practices. The report also provides recommendations to advance the site's crime gun intelligence initiative. Finally, the PSP site team assists the site in implementing and tracking recommendations from the report, including facilitating specific types of training and technical assistance (TTA), such as peer exchanges, further SME assistance, guidance on relevant grants, and examples of policies or procedures from other law enforcement agencies.

As of May 2025, four PSP sites had completed a formal crime gun intelligence assessment (see Figure 1).

Figure 1. PSP sites that have completed crime gun intelligence assessments



The analysis in this report identifies common themes, technical gaps, and recommendations from completed crime gun intelligence assessments across all PSP sites. In our analysis of 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. The following sections review our analytical methods and subsequent findings in detail. **This report will provide PSP stakeholders with an understanding of the common gaps in crime gun intelligence capabilities and practices among PSP sites, types of recommendations made to PSP sites through crime gun intelligence assessments, and areas for potential program-wide TTA to strengthen PSP site crime gun intelligence capacity.**

Some common findings and recommendations include the following:

- The NIBIN National Correlation and Training Center (NNCTC), located in the Bureau of Alcohol, Tobacco, Firearms, and Explosives' (ATF's) can effectively support NIBIN processing.
- Crime gun intelligence can produce logical and easy-to-understand NIBIN lead packages that provide actionable intelligence to field investigators.
- Because every firearm and every cartridge case submitted to NIBIN may be linked to a homicide or other serious firearms offense, no matter how seemingly benign the event leading to their recovery, firearms and cartridge cases should be processed for DNA and fingerprints in the same way that similar pieces of evidence recovered from major crime scenes are handled.
- PSP sites should hold periodic NIBIN meetings with all NIBIN stakeholders, including NIBIN investigators, investigators from other units with linked cases, the NIBIN analyst, local prosecutors, assistant United States attorneys, ATF representatives, and investigators from other [local] police departments.
- PSP sites should ensure continued coordination between NIBIN detectives and prosecutors throughout the prosecution process.

FINDINGS

Using the four crime gun intelligence assessment reports, the PSP evaluation team coded 85 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 three reports were in the [governance and policy](#), [personnel](#), and [interagency partnerships](#) categories.

Table 1. Theme categories found in crime analysis assessments

Theme Category	Number of Occurrences
Governance and policy	31
Personnel	26
Interagency partnerships	10
Data and analysis	7
Funding	3
Community stakeholders	3
Investigation and prosecution	3
Planning	2
Technology	0
Crime prevention	0
Total	85

As shown in Table 2, the most common individual theme in the governance and policy category was [standard operating procedures \(SOPs\)](#), with 29 references coded. The most common individual themes in the personnel category were [training](#), [internal communication](#), and [staffing](#), with 12, 6, and 6 references respectively. The most frequent individual themes under the interagency partnerships category were [criminal justice system](#) and [local partnerships](#), with 7 and 5 references respectively. We discuss the most common themes later in this report where we analyze specific recommendations from SMEs pertaining to each theme.

Table 2. Most common references at a glance

Themes and Theme Categories	Number of References Coded (Cumulative)
GOVERNANCE AND POLICY	31
SOPs	29
Leadership	2
Discipline	0
Morale	0
Transparency	0
Use of force	0
Wellness	0
PERSONNEL	26
Training	12
Internal communication	6

GOVERNANCE AND POLICY

Across the four completed crime gun intelligence assessment reports, SOPs emerged as an important theme under the governance and policy theme. Recommendations focused on standardizing, formalizing, and implementing several parts of the seven-step crime gun intelligence processes (Figure 3).

Figure 3. CGIC workflow



Source: Bureau of Justice Assistance's National Resource and Technical Assistance Center for Improvement Law Enforcement Investigations.

Three assessment reports provided recommendations related to policies and practices for the comprehensive collection of cartridge cases and crime guns.

RECOMMENDATION: Update written policy on responding to calls of shots fired.

The [police department] should consider updating their written policy regarding responses to shots fired calls and efforts to finalize their policy on responding to ShotSpotter alerts. The policies should specifically address the importance of searching for, recovering, and documenting the recovery of all cartridge casings in support of the NIBIN program, and it should require officers to canvass neighborhoods to identify potential witnesses. In addition, shots fired "door hangers" should be used during the initial neighborhood canvas or in cases, such as a late hour when a canvass is not practical.

RECOMMENDATION: *Institute policies regarding the comprehensive collection of ballistic evidence and provide training to advance the knowledge, skills, and abilities needed to make the program successful.*

Institute formalized policies and procedures that require officers or investigators to reconass shooting scenes the following day in those instances in which no or far fewer cartridge cases than anticipated were recovered. Witnesses may be less reluctant to speak with officers when a crime scene is no longer active. Several departments have found that this practice also helps rebuild community and police relations even in cases in which no additional evidence or information is recovered or developed.

RECOMMENDATION: *Reconass scenes of shots fired calls.*

The policy should direct officers responding to shots fired calls to reconass the neighborhood the following day, particularly in instances in which there are ShotSpotter alerts or multiple calls for shots fired. Potential witnesses may be more willing to speak with officers at that later time, and officers can search the scene again for any cartridge cases they may have missed earlier. [The department] should also expand the use of explosive detection canines for recon-vassing, particularly in instances in which officers were unable to locate cartridge cases during the initial response. The increased investigation of shots fired in the neighborhood may help build community trust.

RECOMMENDATION: *Implement a “fast track” process for NIBIN-eligible crime guns and scene casings.*

Implement this fast-track process for NIBIN-eligible evidence only, allowing routine processing in place for all other evidence. This change would help decrease the burden on laboratory personnel.

Two assessment reports provided recommendations related to policies and practices for NIBIN entry/ correlation and crime gun tracing.

RECOMMENDATION: *Implement DNA swabbing and latent fingerprint processing for all NIBIN-eligible recovered crime guns.*

Implementing this recommendation, coupled with [the department's] current DNA swabbing protocols, will save up to two weeks between recovery and NIBIN entry, thereby providing valuable leads to investigators much more quickly.

RECOMMENDATION: *Conduct firearms tracing for NIBIN-eligible crime guns at the point of acceptance by [the department's] Property and Evidence Section.*

As Property and Evidence receives ballistic evidence and crime guns, establishing NIBIN eligibility is essential. NIBIN-eligible evidence should be placed in separate bins rather than in long-term storage. The specified NIBIN bins would allow multiple evidence retrievals each day and dramatically increase evidence processing for NIBIN entry, providing investigators with timelier leads.

Four assessment reports provided recommendations related to policies and practices for ATF CGIC crime gun intelligence analysis.

RECOMMENDATION: *Establish a value-added crime gun intelligence process as a dedicated element of the NIBIN program.*

Hire and train an intelligence analyst assigned full time to the NIBIN program. A dedicated analyst will be able to provide information and leads that investigators possibly could not or may not have time to carry out. The analyst can assist in many ways: triaging and prioritizing leads, producing lead packages for investigators, uncovering other evidentiary information, aiding in identifying and locating witnesses, and pairing trace results with NIBIN leads, among others. Also consider seeking assistance from an ATF intelligence research specialist to mentor the new analyst early on.

RECOMMENDATION: *Consolidate and standardize intelligence analysis of NIBIN leads.*

Analytical personnel from the ATF CGIC and [the department], as well as prosecutors from the US Attorney's Office (USAO) and the City State's Attorney's Office—should confer to develop a standardized NIBIN referral package that is easily recognizable and contains analysis that is easily interpreted by investigators and prosecutors (this could include or reference the products currently being produced). The investigators should have routine interactions with analytical personnel to establish relationships and fully understand the types of intelligence support the analysts are able to provide. Once a standardized referral package is developed, along with analytical process and procedure, [the department] should provide training for investigators and prosecutors regarding the NIBIN lead referrals.

RECOMMENDATION: Develop protocol within [the department] to conduct real-time intelligence analysis on homicides and nonfatal shootings.

Four assessment reports provided recommendations related to policies and practices for NIBIN lead and hit assignment and investigations.

RECOMMENDATION: *Develop protocols for case assignment.*

Federal and local prosecutors working with [the department] and ATF should partner to design a formal process to distribute NIBIN cases between the USAO and the [county] State Attorney's Office. Considerations should include an analysis of available resources, local and federal statutes, sentencing guidelines, ability to do long-term investigations, preexisting prosecutions, community needs, and the judiciary.

RECOMMENDATION: *Engage [department] intelligence analysts in NIBIN Lead processing.*

A critical function of a CGIC is to add important context to raw NIBIN lead information. ATF NNCTC services [the department]. NNCTC reports leads to [department] personnel in raw form. That is, it indicates that a particular subject case number is linked to another case number or more than one. This raw lead information requires context to be usable to field investigators. Review of the investigative reports provides context, but additional intelligence such as gang affiliation of victims or suspects,

license plate reader analysis between linked shootings, and social media analysis of victims or suspects is important. Adding this type of intelligence to NIBIN leads makes successful investigative outcomes more likely. Note that the CGIC must balance the addition of context to raw NIBIN leads with timely communication of the lead to field detectives. Intelligence analysis of NIBIN leads should be completed within 24 hours, at which point the lead must be disseminated. This would make continued analysis of a particular NIBIN Lead beyond its dissemination to the field impossible, but any valuable information derived after 24 hours would be forwarded as a supplement to the initial dissemination.

RECOMMENDATION: Implement a set of investigations NIBIN SOPs to help track leads and NIBIN success.

RECOMMENDATION: *The [department] CGIC should build databases that are available in real time to identify not only hot spots but also—perhaps more importantly—“hot people” who are responsible for community gun violence.*

Software is readily available for such social network analysis, which is a common analytic technique that allows the user to see how people, places, and guns are connected in real time and to identify networks that can be broken up with intelligence and arrests. Local academics skilled in social network analysis (within criminology and geography departments) could help [the department] in this regard if [the department] lacks trained personnel. [The department] could also secure TTA from PSP.

RECOMMENDATION: *Standardize the triage process (G.E.T.S.) to determine investigative potential of NIBIN leads.*

Raw NIBIN lead information from the NNCTC should be triaged through the Geography, Events, Time, and Solvability process (“G.E.T.S.”; see below for details on this process) before [the department] obtains incident reports related to the linked events. This first stage uses only information contained on the NNCTC lead notification, such as event type, days between events, and type of evidence. Only leads that pass this initial G.E.T.S. review will move to CGIC personnel to obtain and review incident reports. All others will move directly to a lead notification or information-only process. For leads passing the first stage, the second stage of G.E.T.S. includes a review of relevant incident reports that will provide additional context. Depending on the information contained in the incident reports, CGIC personnel will pass the NIBIN lead for intelligence analyst research and the NIBIN Lead Intelligence Package or disseminate it through a notification. Analysts should disseminate both the NIBIN Lead Intelligence Package and the notification in a timely manner, i.e., within 24 hours of receiving the lead from the NNCTC.

- **Geography:** The physical location of all events in relation to each other that are involved in the NIBIN lead. It includes the initial and subsequent purchase or transfer of a firearm, the linked shooting events, and the recovery of a linked crime gun.
- **Event:** The type of shooting events that are linked, such as homicide, robbery, or shots fired.
- **Time:** The number of days between linked events, an important factor in determining investigative potential. A small number of days between linked events increases the possibility that the same suspect or suspects perpetrated them.
- **Solvability:** The nonballistic links between events or information that raise investigative potential, such as a witness statement, a crime camera video, or a modus operandi.

RECOMMENDATION: Establish protocol for the creation of ad-hoc investigative teams to address complex NIBIN leads.

RECOMMENDATION: *Develop a standardized NIBIN Lead Intelligence Package with a logical, unique numbering system.*

In conjunction with the format determination, [the department] should also develop a logical numbering system to easily identify and refer to NIBIN leads. The most effective numbering system indicates the year with two digits, followed by a chronological number assigned to the NIBIN lead. An example would be 20-036, indicating the 36th NIBIN lead distributed in calendar year 2020. In circumstances in which additional events link to an already distributed NIBIN lead, a letter designation would be added to the original number to indicate an update. NIBIN lead number 20-036A would indicate the first update to the original NIBIN lead 20-0036.

PERSONNEL

Common references under the personnel theme were training, internal communication, and staffing. The training topics and personnel discussed highlight the need for agencies to provide CGIC- and NIBIN-specific training to all who participate in CGICs and processes. CGICs are unique operations that require a multitude of partners working collaboratively toward the same common goal. Training will enhance operations at the local, state, and federal level and improve overall response to shootings and violent crime outcomes.

Four reports recommended training for both investigations and prosecutions on NIBIN and crime gun intelligence.

RECOMMENDATION: *Deliver NIBIN and crime gun intelligence training for investigators and prosecutors.*

Focus the training on the specific information contained in the NIBIN Lead Intelligence Package, as well as intelligence capabilities for continuing case support. The unit should provide a direct communication line for questions or investigative support.

RECOMMENDATION: Provide training for local and federal prosecutors through cooperation with ATF.

RECOMMENDATION: Develop and deliver training to all [department] investigative personnel.

RECOMMENDATION: *Develop CGIC training for investigators and prosecutors.*

The CGIC should develop training for all [department] investigators and local and federal prosecutors explaining the significance of NIBIN leads, as well as the role of the CGIC in assisting in NIBIN-related investigations. This training should include instruction on interpreting [department] intelligence products, such as NIBIN lead referrals and trace results, and the role the CGIC plays in developing gun crime intelligence and assisting with NIBIN-related investigations. Designating a NIBIN liaison in each district who is familiar with these topics will provide an ongoing resource for investigators. The training should include procedures for prosecutors' pretrial preparation and for laboratory personnel.

RECOMMENDATION: *Conduct NIBIN and CGIC training.*

[The department] should conduct roll call and in-service training relating to the CGIC/NIBIN process to emphasize the importance of these programs to patrol officers who respond to calls for service that involve firearms and shots fired. The training should specifically address the importance of searching for, recovering, and documenting the recovery of all cartridge cases, regardless of the type of incident, emphasizing that comprehensive collection of cartridge cases drives the success of the NIBIN program. The training should clearly delineate departmental policies regarding responses to calls for shots fired, the canvassing of neighborhoods for evidence collection, and identification of potential witnesses to further the investigation and enhance community outreach. Firearms identification training should also be included. Similar training should be developed or adapted for basic academy classes.

Three reports recommended additional specialized or continuing education and training related to firearm identification and forensic and intelligence analysis.

RECOMMENDATION: *Provide CGIC personnel training in fired cartridge casings grouping and triage for NIBIN entry.*

Grouping is the microscopic examination of markings left on fired cartridge casings (FCCs) for class characteristics that allows for the separation of FCCs that have a common source firearm. Second, a single FCC must be selected for NIBIN entry. This triage process determines which FCC possesses the most prominent markings left by the firearm for NIBIN entry. These critical processes are most commonly performed using a stereoscope. Having multiple people in the CGIC trained in these processes will greatly decrease the time it takes for FCCs to be entered into NIBIN, ensuring that important investigative leads are generated in a timely manner.

RECOMMENDATION: Provide intelligence personnel with the necessary analytical tools and training opportunities to improve CGIC capabilities.

RECOMMENDATION: *Develop and deliver training to appropriate [department] personnel relating to DNA swabbing of recovered crime guns.*

[The department's] on-scene DNA swabbing of crime guns is an innovative, excellent process. The review noted, however, that in many cases this process is inefficient or not done at all. This gap may stem from lack of training in the DNA swabbing process. [The department] Crime Laboratory personnel should develop in-person and video training for DNA swabbing of crime guns on scene. Training would increase capabilities and improve the percentage of crime guns appropriately swabbed for DNA prior to submission to the Crime Laboratory, which would not only maximize successful trace evidence collection, but also secure that evidence if NIBIN links a recovered crime gun to a previous violent crime.

INTERAGENCY PARTNERSHIPS

Interagency partnerships emerged as a critical theme among all assessment reports, emphasizing the need for communication, information sharing, and collaboration among all partners. This need includes local and regional collaboration among all stakeholders to reduce violent crime by convening regular meetings and formalizing partnerships to aid in information sharing.

Four reports recommended that PSP sites establish regular meetings with NIBIN stakeholders to facilitate information sharing.

RECOMMENDATION: Create a quarterly or semiannual meeting of executive-level stakeholders to address crime gun intelligence in the region.

RECOMMENDATION: [The department], ATF, USAO, and State Attorney's Office, in concert with other NIBIN stakeholders, should discuss using existing records systems or developing a single comprehensive system that tracks NIBIN activity from lead generation through prosecution. In addition, [the department] should work with their local ATF counterparts to access NESS through a records management system (RMS) bridge to fully use its capabilities and enhance the partnership with ATF.

RECOMMENDATION: Create a quarterly or biannual meeting of executive-level stakeholders to address crime gun intelligence in the region.

RECOMMENDATION: *Hold periodic meetings with all NIBIN stakeholders.*

The [department] and the CGIC should host periodic meetings with all NIBIN stakeholders, including ATF, [department] district NIBIN liaisons, federal and local prosecutors, members of the probation and parole, and members of other investigative units within [the department] to review the status of ongoing NIBIN cases and newly developed NIBIN leads. At these weekly meetings, the participants should share intelligence, identify ways to coordinate with other ongoing investigations, focus on the cases with most prosecutorial promise, and track cases once an arrest has been made. The meetings should help focus the follow-up on investigations at both the CGIC and district detective levels on nonfatal shootings, which make up a substantial portion of [the city's] violent crime, prioritized by solvability.

RECOMMENDATION: *Establish weekly violent gun crime meetings attended by representatives from critical disciplines.*

These meetings would present the most relevant NIBIN leads from the previous seven days, as determined through communication between intelligence and senior leadership. Standard attendance would include personnel from [the department's] crime laboratory NIBIN section, members of the intelligence unit, and ranking personnel from patrol operations. A deputy chief or designee would lead the meeting. The intelligence unit would facilitate the meeting. State and federal prosecutors should attend, as well as individual detectives assigned to relevant cases. This coordinating forum allows for not only intelligence sharing but also for cooperative input from all disciplines to address NIBIN leads.

Two reports offered recommendations to develop formal memoranda of understanding (MOUs) with partner agencies, implement oversight boards for coordination, or formalize partnerships with local agencies to enhance crime gun intelligence operations.

RECOMMENDATION: *Identify regional stakeholders and develop relevant MOUs with them to ensure sustainability and program success in the regional environment.*

MOUs can help solidify commitment in resources, processes, and effort from critical stakeholders in the region. As the [department] crime gun intelligence program grows, its influence in the region will also grow. This will make [the department] both depended on by and dependent on outside law enforcement and forensics agencies for expanded success. MOUs can play an important role in ensuring that the program survives changes in leadership and is an important part of a growing crime gun intelligence program.

RECOMMENDATION: *Create a crime gun intelligence oversight board consisting of appropriate stakeholders.*

The [department] operates in proximity to more than 30 municipalities and law enforcement agencies. Many are participating in NIBIN through their own or county laboratories. Because of the transient nature of violent criminals, each agency's NIBIN operations in processing and investigation are codependent, and coordination among these agencies is important. The creation of a crime gun intelligence oversight board can assist in this coordination. The board would meet quarterly to address programmatic and operational issues relating to violent gun crime and crime gun intelligence in the region. Members should be senior leaders from appropriate agencies. The board would help identify and resolve issues relating to NIBIN processes as well as determine effective protocols and strategy within the regional environment, which would foster communication and cooperation among agencies and components who are each interdependent partners in the effort toward violent gun crime reduction in the area. The board should be co-chaired by ATF and [department] executive personnel and include representatives from the State Attorney's and USAO offices.

RECOMMENDATION: *Establish formalized partnerships with prosecutors devoted to creating proactive relationships across law enforcement and prosecution lines, with a common goal of identifying the most prolific and currently active trigger pullers and getting them off the streets before they can re-offend.*

Get buy-in from prosecutors' offices and have them assign a NIBIN prosecutor liaison to provide input in case selection and prioritization, share intelligence, and coordinate investigation and prosecution strategies. The liaison can also assist as the "go-to" prosecutor for other prosecutors who are assigned NIBIN cases or who have unrelated cases with NIBIN suspects. NIBIN liaisons should also be actively involved in developing a unified strategy and mechanism to track NIBIN cases through prosecution.

RECOMMENDATION: *Ensure continued coordination between NIBIN detectives and prosecutors throughout the prosecution.*

NIBIN detectives need to maintain communication and coordination with prosecutors throughout all phases of the prosecution, including arraignment, bail, pleas, discovery, trial, and sentencing. It is important to relay any new intelligence or witnesses to the prosecutor, especially any new NIBIN leads associated with the defendant or their firearms. NIBIN detectives and prosecutors should work in concert to ensure that, as a condition of any plea agreement, a NIBIN defendant must agree to be fully debriefed by the appropriate investigators regarding shootings, gang or drug activity, and gun trafficking, including firearm theft.

CONCLUSION

The PSP evaluation team conducted an analysis of all available crime gun intelligence assessment reports as of July 2025. This analysis uncovered the three most prevalent themes across all CGIC assessments. First, agencies should formalize or update their policies, procedures, and practices around crime gun intelligence processing. Second, all personnel involved in crime gun intelligence should receive proper, formal training. Finally, strengthening interagency partnerships can aid in intelligence and information sharing.

These findings will help us execute crime gun intelligence 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 in PSP sites. 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 3. 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 4. 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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