

DETECTIVE FUNCTION

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 program, 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 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. Detective function assessments help PSP sites evaluate their criminal case management and detective functions and offer best practice recommendations to enhance these efforts. In these detective function assessments, subject matter experts (SMEs) focus on the following objectives:

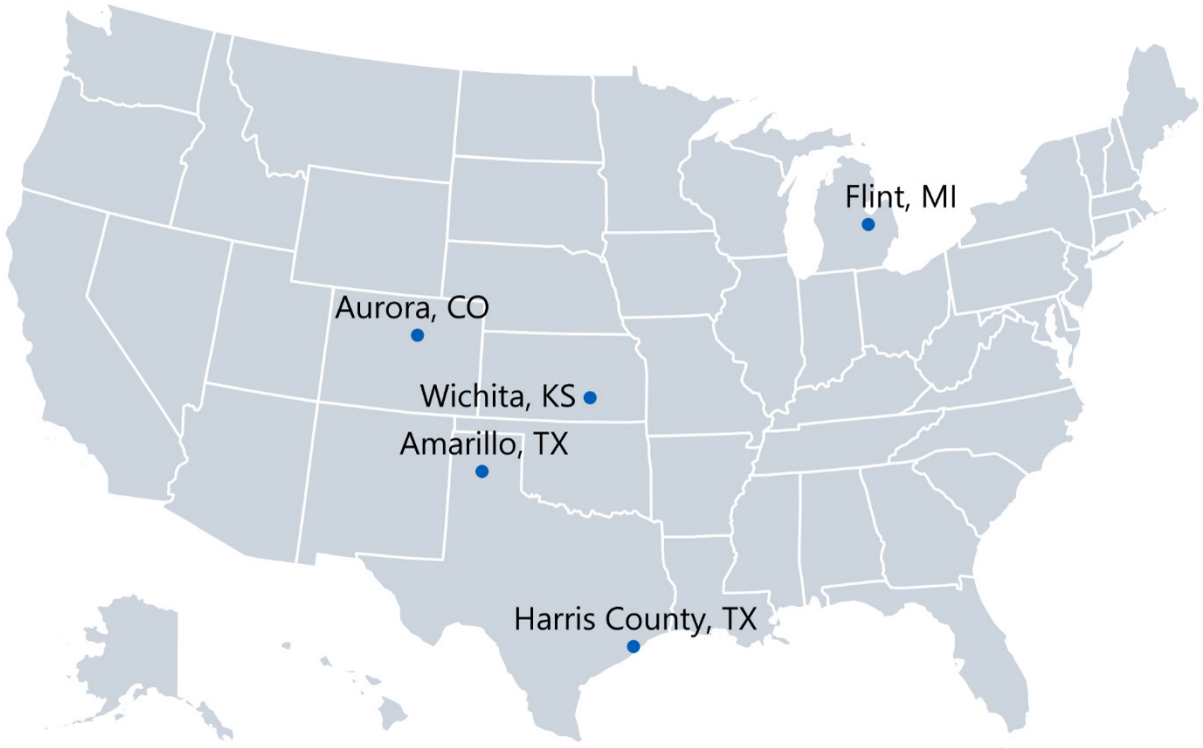
- Make general observations about the overall detective function and process, including reviewing and evaluating the effectiveness of the current detective functions, operations, case management approaches, and leadership structures.
- Identify weaknesses in the criminal case management process.
- Provide recommendations and feedback related to criminal case management processes and procedures.

To review a site's criminal case management and detective function, PSP SMEs first review background information provided by the site on the department's policies, practices, and case management approaches. Next, the SMEs conduct an on-site visit to assess the site's current detective function capabilities by interviewing local personnel, touring police department facilities, attending a case briefing meeting, and reviewing an active investigation case file.

The SMEs then write a detective function assessment report that identifies criminal case management gaps, needs, and best practices. The report also recommends ways to advance the site's detective function, identifies future training and technical assistance (TTA) opportunities, and provides best practices for law enforcement. Finally, the PSP site team helps the site implement and track recommendations from the report, including facilitating specific types of TTA, such as peer exchanges, further SME assistance, guidance on relevant detective practices, and examples of policies or procedures from other law enforcement agencies.

As of September 2025, five PSP sites had completed a formal detective function assessment (see Figure 1).

Figure 1. PSP sites that have completed detective function assessments



In this analysis, we identify common themes, technical gaps, and recommendations from completed detective function assessments across all 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. We review our analytical methods and subsequent findings in detail in the following sections, in which we reproduce some of the recommendations from earlier reports. **This report provides PSP stakeholders with an understanding of the common gaps in criminal case management and detective function approaches, common practices among PSP sites, types of recommendations made to PSP sites through detective function assessments, and areas for potential program-wide TTA to strengthen PSP sites' detective capacity.**

Some common findings and recommendations include the following:

- Investigators and detectives are seeking additional training beyond their initial mandated training.
  - PSP sites should prioritize detective training for all investigative personnel.
- Standard operating procedures (SOPs) outlining the roles and responsibilities of detectives and investigators are either outdated or nonexistent.
  - Develop new SOPs that address the duties and expectations of personnel assigned to investigative divisions regarding all investigative units. The developed SOPs should be part of detective training and discussed during training for detectives assigned to these divisions. Each detective should be issued a copy of related SOPs upon joining the investigative division. All relevant SOPs should be reviewed at least every two years by supervisors to ensure that they are up to date.

- PSP sites are experiencing detective and investigative staffing shortages.
  - Agencies should consider civilianizing positions within their Crime Scene Units so that sworn positions can focus on crime reduction efforts.
- Detectives cited challenges with the effectiveness of their agencies' current records and case management systems (RMS/CMS).
  - Consider establishing an internal working group to identify the RMS requirements that are needed by investigators and civilian investigative personnel. The requirements should address the capability of using databases to help solve crime. An effective case management system should manage data (cases per investigator, the classification of cases handled by each investigator, timeliness of supplemental reports, etc.) and provide employee performance evaluation in case handling.

FINDINGS

Using the five detective function assessment reports, the PSP evaluation team coded 135 references to 10 theme categories and 84 themes within those categories (Table 1; see Appendix A for further details on the review methodology). The most common themes across the five reports fell into the personnel, investigation and prosecution, and governance and policy categories.

Table 1. Theme categories found in Detective Function Assessments

Theme Category	Number of Occurrences
Personnel	46
Investigation and prosecution	23
Governance and policy	21
Planning	18
Community stakeholders	13
Funding	8
Interagency partnerships	4
Technology	1
Data and analysis	1
Crime prevention	0
Total	**135**

As shown in Table 2, training and department organization were the most common individual themes in the personnel category, with 9 references each. Case management and policies and procedures were the most common individual themes in the investigation and prosecution category, with 11 and 9 references, respectively. Standard operating procedures (SOPs) and wellness represented the most common themes under the governance and policy category. We discuss the most common themes in a later section of this report, in which we analyze specific recommendations from SMEs pertaining to each theme.

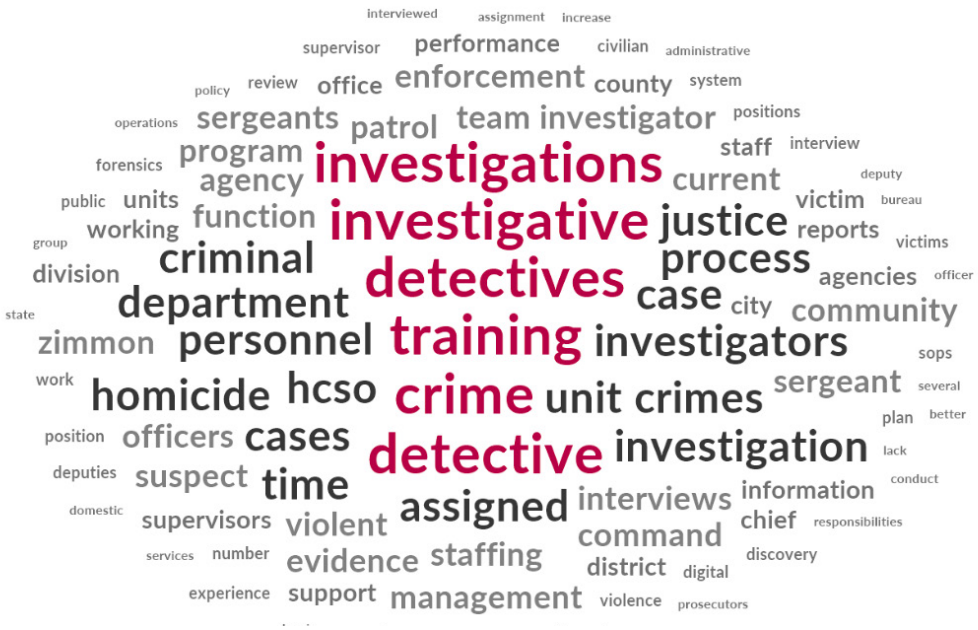
Table 2. Most common references at a glance

Theme	Number of References Coded (Cumulative)
PERSONNEL	46
Training	9
Department organization	9
Cross-unit collaboration	4
Internal communication	4
Performance review	3
Civilianization	1
Culture	0
Schedules and shifts	0
Organizational awareness	0
Staffing	0

Theme	Number of References Coded (Cumulative)
INVESTIGATION AND PROSECUTION	23
Case management	11
Procedures and policies	9
Homicide	2
Cold cases	0
Evidence	0
Feedback	0
Gangs	0
Social media	0
Witnesses	0
GOVERNANCE AND POLICY	21
SOPs	8
Wellness	4
Transparency	1
Discipline	0
Leadership	0
Morale	0
Use of force	0

To further capture topics outside of the themes that the reports commonly discussed, we counted words to identify the frequency with which they 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. *Investigations*, *detectives*, *training*, and *crime* were the most common topical words in the assessment reports.

Figure 2. Most common words and phrases in detective function assessment reports



The following sections contain examples of recommendations made across detective function assessments to demonstrate the commonalities.

PERSONNEL

Personnel was the most prominent categorical theme in detective function assessments. Recommendations often focused on optimizing the roles and functions of investigative units and increasing or enhancing training for detectives and investigative personnel. These actions can improve communication within and between units, increase efficiency in operations, and improve investigative outcomes.

Four reports offered several recommendations encouraging agencies to consider reorganizing personnel, roles, units, and ranks in their departments.

RECOMMENDATION: *Assign all violent crime investigations under one command.*

This realignment will help promote information sharing among the detectives. Direction and accountability are just two reasons to support the alignment. A consolidated configuration will allow department leadership to effectively monitor the progress and success of each unit's productivity and easily adjust personnel to best address [the city's] violent crime. If this realignment is implemented, it is recommended that all investigative units participate in a weekly violent crime meeting to discuss patterns, offenders, and motives. More importantly, command can monitor supervision within the units and ensure that proper attention is given to any weaknesses.

In addition to being under one command, all violent crime detectives [from homicide, gang, robbery, and gun suppression units] should be physically housed in one location. These units should operate under a single mission as they deal with the same violators responsible for aggravated assaults and murders. The daily face-to-face interaction among these detectives will undoubtedly benefit the department's goal of improving investigations and reducing crime.

RECOMMENDATION: *Reallocate the current staff of the Investigations Division (ID) to include 10 detectives for homicide investigations.*

A national best practice is for a homicide detective to handle no more than four to six cases per year. Assigning the 10 most productive detectives to homicide investigations could meet this best practice, while the remaining four detectives could handle crimes such as death investigations, kidnappings, and missing persons.

RECOMMENDATION: *Assign homicide detectives to a direct line supervisor.*

Currently, homicide detectives work cases independently and do not have a direct line supervisor; rather, they report to either sergeant in the unit at any given time. The [department] should divide homicide detectives into two squads that report directly to a single assigned supervisor. In this configuration, each supervisor would have direct supervision over and monitor only the cases assigned to their squad.

RECOMMENDATION: *The [homicide unit] should adopt a partner configuration.*

Although one detective should be assigned as the primary detective for each case, the partnership would improve investigations, enhance accountability, and provide coverage in the absence of the

primary detective. When assigning partnerships, supervisors must determine the strengths and weaknesses of the detectives and ensure less tenured detectives receive training.

RECOMMENDATION: *Until staffing becomes adequate, the [department] should consider establishing a part-time Cold Case Review Team (CCRT) composed of current investigators, forensic specialists, and the [department] public information officer (PIO).*

Consider including retired investigators, forensic specialists, and prosecutors. The CCRT should meet periodically to review and prioritize unsolved homicide cases to determine if the cases should be reopened.

RECOMMENDATION: If the detective rank cannot be established, [the department] should consider changing the position title from investigator to detective and provide badges as an identified insignia for those deputies in this specialized position.

RECOMMENDATION: Consider reestablishing the rank and title of detective, and proactively promote recognition and support of the value of this specialized position.

RECOMMENDATION: Remove follow up on minor misdemeanor crimes from the homicide unit. As is a modeled practice in other departments, this responsibility could be passed on to light-duty/injured officers.

RECOMMENDATION: Consider staffing the cold case unit full-time. One possible alternative to using current [department] personnel would be to hire retired detectives. These individuals are valuable resources who already have years of experience and skill sets to conduct these investigations.

RECOMMENDATION: Consider roles where retired employees could be used to support investigations, such as employee backgrounds and case organization assistance.

Four assessment reports recommended training for detectives and investigators. Three of the assessments recommended agency-specific training that aligns with the roles and job functions of the detectives within those agencies.

RECOMMENDATION: *Establish an internal training course for newly assigned investigators.*

Although the academy can assist in the coordination of the development of the course, the instructors and curricula should be developed by resource experts and incorporate curriculum specific to the job functions, such as the following:

- Report writing
- Interviewing
- Forensics
- Elements of crime
- Court prep and testifying
- Digital evidence
- Search warrants

- Working with state and federal agencies
- A presentation by the [District Attorney's (DA) Office]

RECOMMENDATION: *Develop an internal formal training program for both newly promoted detectives and supervisors using rank-specific checklists with tasks to cover.*

Ensure all investigative units are receiving task-specific training for professional growth to better promote that each unit follows recommended best practices in their respective fields.

RECOMMENDATION: *Prioritize detective training for all investigative personnel.*

Detectives should attend an 80-hour basic detective school that provides a solid foundation for their assignment. Detectives assigned to specialized investigations such as homicide, sex crimes, child abuse, domestic violence, and economic crimes must have advanced training in their specific field to enhance their capabilities with investigations and crime clearance. Private companies provide this type of training, such as the Public Agency Training Council (PATC). In addition, police agencies, including the Los Angeles Police Department and Los Angeles County Sheriff's Department, allow personnel from outside agencies to attend their courses.

Periodic legal training for detectives is essential for successful investigations. It is recommended that [the department's] prosecuting entities provide this training.

RECOMMENDATION: Establish ongoing internal customized training for investigators that is specific to the [department] capacities and needs to optimize all investigations.

RECOMMENDATION: Continue to develop the experience and expertise of the current personnel through advanced training and certification courses offered by law enforcement organizations or the companies whose proprietary software is used by [the department] (e.g., Cellebrite, Magnet Forensics, and Forensic Explorer).

INVESTIGATION AND PROSECUTION

The investigation and prosecution theme includes recommendations intended to help police departments improve case management practices, develop robust policies and procedures, strengthen oversight over investigations, and enhance case dispositions.

Two assessment reports included recommendations to improve case management practices for investigations.

RECOMMENDATION: If the records management system (RMS)/case management system (CMS) is not capable of providing management oversight information, consider standardizing the information that each unit lieutenant collects to evaluate caseload and case performance of each subordinate.

RECOMMENDATION: Confirm that the CMS provides for management and supervisory review of detective workload and cases as outlined in the [department's] Detective Operations Manual (DOM). The system should provide data (e.g., cases per investigator, the classification of cases handled by each investigator, and timeliness of supplemental reports) for management to evaluate employee performance.

RECOMMENDATION: The [department's] Hi-Tech Unit and Criminal Investigations Bureau (CIB) must ensure that they are optimizing their digital evidence management (DEM) to assist with solving crimes and coordinate with the [Districty Attorney's Office] to ensure that all relevant digital evidence is being identified and utilized with charging and prosecution.

Three assessments offered recommendations to establish policies and procedures that improve investigations, evidence storage practices, and case outcomes.

RECOMMENDATION: Develop an overall policy on the use of solvability factors in prioritizing criminal investigations. Such a policy would provide transparency to the public and provide the framework for SOPs that incorporate the use of solvability factors by [the Criminal Investigations Division (CID)].

RECOMMENDATION: *Collaborate with prosecutors to create discovery process standards.*

Collaborate with prosecutors to identify and resolve the issues around discovery roles and responsibilities. A Memorandum of Understanding (MOU) should be established that dictates each agency's responsibility, and [the department] should develop and implement an SOP that clearly identifies the responsibilities of detectives as well as a process that complies with the MOU.

RECOMMENDATION: Update or create policies and procedures addressing all functions of [the] property section using best practices.

GOVERNANCE AND POLICY

The governance and policy theme includes recommendations focused on developing or updating SOPs for investigations. These recommendations serve to clarify roles, responsibilities, and procedures within investigative units to increase efficiency. In addition, recommendations frequently encouraged department leadership to address the wellbeing of the individuals in their agencies. Officer wellness is critical for the productivity of detectives and personnel investigating violent crimes.

Two assessment reports offered recommendations to update investigative SOPs to clarify expectations within investigative units and increase collaboration between divisions.

RECOMMENDATION: *Update the SOPs regarding the Investigations Division (ID) and all investigative units.*

Develop new SOPs that address the duties and expectations of personnel assigned to ID regarding all investigative units. The developed SOPs should be part of [the department's] detective training. Each detective should be issued a copy of related SOPs upon joining the ID. All relevant SOPs should be reviewed at least every two years by supervisors to ensure that they are up to date.

RECOMMENDATION: *Create an investigators manual.*

Create a user-friendly manual for investigators and support staff that includes all relevant policies, SOPs, checklists, and other written materials that govern the ID's responsibilities. The manual should be organized into clearly marked sections and include a detailed table of contents. Each detective should be given a copy of the manual upon joining the ID. The SOPs should include procedures for how detectives handle digital and physical evidence, who is responsible for collecting which types of digital and physical evidence, and procedures for submitting evidence to the crime lab for analysis.

RECOMMENDATION: Establish a procedure for linking the crime analysis function with the criminal investigation function to improve intelligence and data sharing.

Three assessment reports offered recommendations to address and improve employee wellbeing across a variety of department personnel, including investigators, forensics, civilian employees, and patrol.

RECOMMENDATION: *Have command staff take a more proactive, interactive, and visible approach on the importance of employee support and wellness through assessing and responding to issues that affect the wellness and productivity of its investigators and civilian employees.*

This includes training and assistance about employee health and wellness, along with implementing mandatory wellness evaluations for personnel assigned to highly emotional assignments such as homicides and crimes against children.

RECOMMENDATION: *Establish a mandatory annual wellness/welfare interview conducted by external mental health professionals.*

It is important to communicate to the organization that the purpose is to provide an opportunity for staff to talk to an expert and identify any basic or critical personal needs.

RECOMMENDATION: *Establish a more formal and robust employee wellness evaluation process for those sworn and non-sworn personnel who are assigned to the Criminal Investigations Bureau (CIB).*

This can include periodic formal and informal wellness discussions by supervisors and peers. Support opportunities, through incentives and schedule flexibility, for staff to identify options that can reduce their job stress, such as physical fitness and yoga.

RECOMMENDATION: *Consider developing a wellness program for [the department].*

Such a program may include mandatory routine employee check-ins with a mental health professional and peer support program consisting of trained [department] volunteers who cover all ranks of the [department]. In addition, peer learning through PSP peer exchanges is available to support the development of a wellness program for [the department].

Example resources include the following:

- COPS Office: Law Enforcement Mental Health and Wellness Programs: Eleven Case Studies
- VALOR Officer Safety and Wellness Program
- COPS Office: Law Enforcement Mental Health and Wellness Act Program

RECOMMENDATION: Train officers on the existing programs, the wellness app, and the IMPACT program.

RECOMMENDATION: *Enlist a qualified expert to conduct a complete review and assessment of the Crime Scene Investigations (CSI) unit, including wellness and safety.*

The CSI unit plays a vital role in the success of prosecution of major crimes in the [city] area and the overall professional reputation of the [department], and it warrants the same level of regard as other [department] units.

RECOMMENDATION: Install fentanyl hoods for employee safety considerations.

CONCLUSION

The PSP evaluation team conducted an analysis of all available detective function assessment reports as of September 2025. This analysis uncovered the three most prevalent themes across all detective function assessments. First, the SMEs recommended that PSP sites conduct training for a variety of personnel on numerous topics. They also encouraged departments to consider reorganizing specific units to increase investigative efficiency. The SMEs also touched on processes to improve case management and oversight with the implementation of robust policies and procedures. Finally, the SMEs recommended updating SOPs and addressing officer wellness to improve overall investigations and case outcomes.

These findings will help PSP execute detective function assessment reports and provide TTA to PSP sites. The findings in this report suggest potential training and workshop topics 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

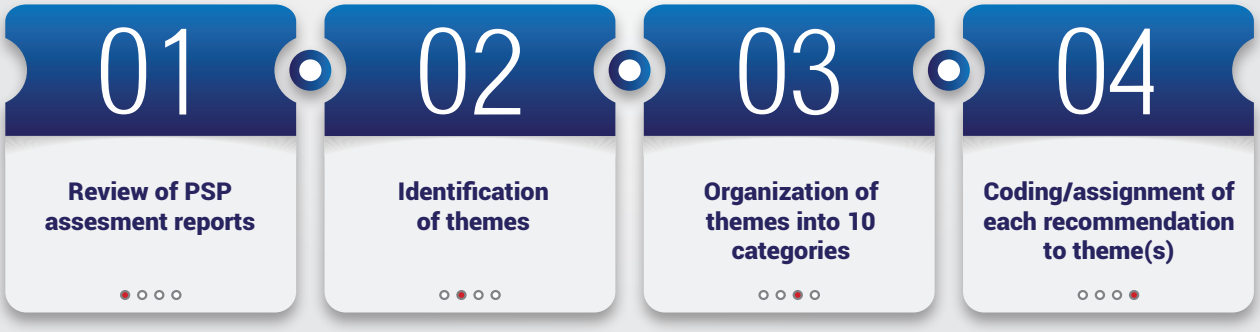
The PSP evaluation team reviewed all PSP assessment reports covering a range of topics to identify common themes, such as records management, data sharing, and peer agencies (see Appendix B for a full list with definitions). We also included themes that we did not find in the reviewed assessment reports but 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 detective function 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 (Figure 4). 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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