



HOMICIDE INVESTIGATIONS AND PROSECUTION

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, the DOJ provides effective assistance to US cities of different sizes and diverse 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 violent crime challenges.

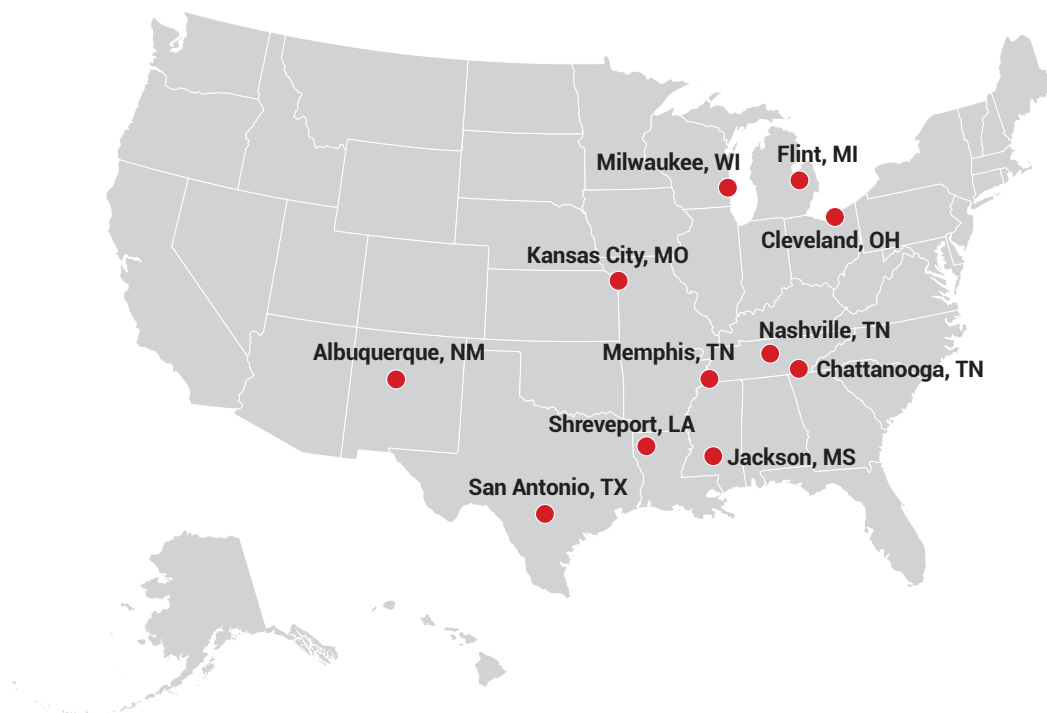
Departments and agencies participating in the PSP program complete a series of assessments to gain a baseline understanding of their challenges and areas for growth. The assessments ensure PSP sites are made aware of the various training and technical assistance (TTA) opportunities available to them. The homicide investigation and prosecution assessments support PSP sites' local efforts to reduce violent crime, conduct high-quality investigations, and successfully prosecute homicide cases. These assessments help sites identify strengths, gaps, and areas for growth in the entire homicide investigation and prosecution process. The objectives of this assessment are as follows:

- Make general observations about the overall homicide investigative process.
- Collect relevant data, such as the homicide clearance rate.
- Identify weaknesses in the homicide investigation and prosecution process.
- Develop recommendations and provide feedback related to homicide processes and procedures.

To review a site's homicide investigation and prosecution abilities and needs, the law enforcement and prosecution subject matter experts (SMEs) begin by reviewing background information provided by the site on the city's current violent crime and prosecution statistics. The SMEs then conduct an onsite visit or virtual interviews, and they assess the site's investigative capabilities by reviewing crime data, policies, procedures, and other documents related to criminal investigations and prosecution. The SMEs also interview local personnel, attend case review briefings, and tour the department facilities. The SMEs write a homicide assessment and prosecution report for the site identifying investigative gaps, needs, and best practices. The PSP site teams then use recommendations from these assessments to determine specific types of TTA the site would benefit from, such as peer exchanges, further SME assistance, guidance on relevant grants, or sample policies and procedures from other law enforcement agencies.

As of July 2025, 11 of the 65 PSP sites had completed a homicide investigation and prosecution assessment.

Figure 1. PSP sites that have completed homicide investigation and prosecution assessments



Chattanooga, Tennessee, did not include prosecution elements in its assessment.

In this report, we identify common themes, technical gaps, and recommendations we found across all the completed homicide investigation and prosecution reports. 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 discuss our subsequent findings in detail. This report is intended to provide PSP stakeholders with an understanding of the types of recommendations made to PSP sites through homicide investigation and prosecution assessments, common gaps in homicide investigation and prosecution capabilities and practices among PSP sites, and areas for potential program-wide TTA to strengthen PSP site investigative capacity.

Some common findings and recommendations include the following:

- Information sharing between police and prosecutors varies in format and frequency across cities. Some prefer in person meetings while others choose to implement written reports.
 - Police departments and prosecutors' offices should work together to create standard processes for presenting case information and disposition as cases move from investigation to prosecution.
- Victim and witness cooperation is low across jurisdictions due to distrust of the criminal justice system or fear of retaliation.
 - Reassessing the use of Miranda waivers and Perkins agents may result in more witness cooperation. Witness protection and victim services should be considered in building strong cases for prosecution.

FINDINGS

- Many police departments are understaffed and experience backlogs in case progress which can lead to burnout.
 - Homicide investigators should not be assigned nonfatal shootings or other cases to ensure their caseloads are manageable and their closure rates are sufficient.

Using the 11 assessments related to homicide investigation and prosecution, the PSP evaluation team identified 10 theme categories and 84 themes within those categories (see Appendix A for further details on the review methodology). Recommendations most commonly fell into the theme categories of [investigation and prosecution](#), [personnel](#), and [interagency partnerships](#). Text in the assessments that could be coded to multiple categories were counted in all relevant categories.

Table 1. Theme categories found in homicide investigation and prosecution assessments

Theme Category	Number of Occurrences
Funding	4
Planning	0
Interagency partnerships	4
Investigation and prosecution	3
Personnel	0
Data and analysis	37
Crime prevention	220
Governance and policy	88
Community stakeholders	2
Technology	6
Total	364

As shown in Table 2, the most common themes across all categories were procedures and policies, case management, department organization, witness cooperation, and best practices. We discuss the most common themes later in this report, where we analyze specific recommendations pertaining to each theme category.

Table 2. Most common references at a glance

Themes and Theme Categories	Count of Coding
Investigation and prosecution	104
Procedures and policies	63
Case management	21
Homicide	17
Witnesses	13
Evidence	2
Personnel	43
Training	16
Departmental organization	10

two theme categories seven times, we shaded the cell green to represent a strong correlation. Yellow shading shows a weak correlation (meaning there was only one instance of an intersection), and red shows no overlap between the two categories.

Table 3. Intersection of themes among all reports in homicide investigation and prosecution assessments

	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										

As shown in Table 3, the intersection of *investigation and prosecution* and *interagency partnerships*, and *investigation and prosecution* and *personnel* were the most common intersections. The frequency of cross-references indicates the importance of collaboration in and outside of police agencies in improving grant strategies across PSP agencies. Below we provide examples of recommendations made across the homicide investigation and prosecution assessments to demonstrate the commonalities.

INVESTIGATION AND PROSECUTION

The investigation and prosecution theme includes recommendations intended to help police manage and conduct investigations and to help prosecutors manage cases internally and in conjunction with investigators. Many of these recommendations focused on maximizing efficiency with limited personnel.

Five of the reports recommended using Miranda waivers and implied waivers during interviews to assist with information gathering.

RECOMMENDATION: [The police department] *should evaluate the need for a signed document and eliminate the procedure to both enhance the obtaining of a Miranda waiver, and the possibility of making a suspect less apprehensive to cooperate.*

Based on interviews conducted as part of the assessment, it is the assessment team's understanding that...detectives must advise individuals of their Miranda rights and that the individual must sign and date the Miranda form. This requirement exceeds any federal mandate and has the potential to lessen the likelihood of obtaining a waiver from the subject. All interviews, including the reading of Miranda, are audio or video recorded; therefore, this should suffice, and the additional requirement of signing the form should not be needed. In the assessment team's experience, many people feel uncomfortable signing their name on police documents.

Three reports recommended a "murder book" style process.

RECOMMENDATION: [The homicide unit] should implement a Murder Book concept with a standardized table of contents and reports, a chronology section, a singular follow-up report summarizing the overall investigation, a standardized protocol for forensic testing, and a standardized discovery process with [the] County Prosecutor's Office. Standardized investigative files and organization would improve the investigations, alleviate the burden of voluminous discovery requests and copying, and ultimately improve [the homicide unit's] investigations and report writing. This will undoubtedly enhance [the homicide unit's] ability to get charges filed and cases successfully prosecuted. The [homicide unit] should coordinate with the [prosecutor's office] to develop the structure of the Murder Book so that it can utilize the current [prosecutor's office] digital discovery system.

Four reports recommended a routine follow up for unsolved cases at the 60- or 90-day mark from the day the incident took place.

RECOMMENDATION: Implement a comprehensive 60-day unsolved murder progress report for all unsolved homicide investigations. A 60-day progress report should be used to document the status of all [the police department's] homicide investigations that have not been filed with the prosecutor's office. The purpose of the report is to comprehensively document investigative steps that have been completed, pertinent witness statements, evidence that has been recovered and its analysis, and other important information about the victim and suspect(s). The report should clearly describe to the reader the overall status of the case. In addition, the report should include a list of tasks that have not been completed, such as witnesses that could not be located and scientific analysis that is pending. This report should be critically reviewed and approved by the detective's immediate supervisor and the unit's commanding

officer. A benefit of producing this report is that a detective will discover things that they may have overlooked during their investigation and address them before completing the report. Another benefit of the report is that the [department] will be able to easily review the case months or years later if a lead comes in or the victim's family calls to check the status of the investigation. It will alleviate the need to review an entire case package or a multitude of reports to have workable knowledge.

Seven reports recommended the use of Perkins agents for information gathering.

RECOMMENDATION: *[The police department's] investigators should utilize Perkins agents (law enforcement or civilian) when appropriate to elicit incriminating information from suspects before the Sixth Amendment has attached.*

If Perkins operations cannot be used, investigators should place suspects in monitored environments to gather potentially incriminating evidence. The [prosecutor's office] should explore this option with the [police department] to ensure that it does not violate any local or state laws. When an officer has probable cause to make an arrest, yet potentially not enough evidence to file with the prosecutor's office, a common investigative tactic is to use the legal ability to arrest and incarcerate the suspect. At that time, an undercover police officer or a citizen confidential informant is placed in the same environment with the suspect to act as a police agent. Known as a Perkins operation, this investigative tactic enhances many homicide investigations. Depending on the case, suspect, and overall circumstances, investigators may utilize undercover police officers or a civilian (commonly called a "Perkins agent" or "PA") to actively elicit statements from the suspect pre-attachment of the Sixth Amendment. The [police department] should consider investing in recording equipment, implementing a Perkins operation protocol, developing effective civilian Perkins agents, and training police officers to work in a believable undercover capacity to elicit incriminating statements in homicide investigations. If a Perkins operation is not feasible, monitored environments such as the back of a police car, an interview room at the precinct, or an area of the precinct in which two suspects or their loved ones can talk even briefly could yield highly probative admissions.

Four reports recommended the use of vertical prosecution for homicide cases.

RECOMMENDATION: *If possible, all murders should be vertically prosecuted.*

This would allow for better consistency, continuity, handling of discovery and motions, understanding of the case, and better relationships with the witnesses and victim's family. In [the] County, only first-degree murders are vertically prosecuted. All other murders are not, meaning that the prosecutor who handles the filing may not be the prosecutor who handles the probable cause hearing, and that prosecutor, in turn, may not handle the jury trial that could occur two or three years later. [The police department] should require a formal training curriculum before a sergeant can work as a homicide investigator or immediately upon being assigned to the Homicide Bureau. [The department], the DA, and outside entities should provide consistent in-service training on pertinent issues.

The personnel theme recommendations included staffing, caseloads, and ways to increase homicide clearances. Some recommendations may not be feasible for small agencies, such as having separate investigative units for homicides and nonfatal shootings.

Seven reports discussed managing caseloads and staffing for homicide units to prevent overwork.

RECOMMENDATION: *Evaluate caseloads for homicide detectives.*

[The police department] should ensure that homicide detectives can work a manageable caseload. Nothing affects a department's clearance rate more than the number of cases assigned to each detective each year and the amount of time they must work on a case before being assigned a new investigation. [The department] should employ a fair and even distribution of new cases to homicide detectives and allow appropriate time between cases that are assigned to detectives. This will help prevent detective burnout and premature departures.

Three reports discussed assigning partners for homicide investigators.

RECOMMENDATION: *Standardize the partner system for homicide investigators.*

Homicide unit supervisors should determine the strengths of their investigators and couple it with training newly assigned homicide investigators during their probationary period to determine the best potential partnerships within the unit. When determining the partnerships, consideration should be given to an investigator's time within the unit and unique abilities. Investigative partner teams must share investigative responsibility for each case; however, one investigator within the team can continue to be assigned as the primary investigator. During off-duty hours, prior to responding to and handling the initial homicide scene, the team assigned the homicide investigation should be predetermined and placed on stand-by. A secondary team must be available should an investigation require additional personnel due to its complexity.

Five reports recommended creating a separate division to focus exclusively on homicides while a different unit investigates nonfatal shootings and other suspicious death cases.

RECOMMENDATION: *Create an exclusive homicide unit within the Detective Bureau.*

The 2018 [Bureau of Justice Assistance] report Promising Strategies for Strengthening Homicide Investigations¹ recommended that, when possible, police agencies should seek to maximize the time that homicide detectives spend investigating homicide cases by limiting their time performing other duties, such as investigating non-homicide cases and performing administrative work. The SME supports this recommendation. Every effort should be made to have a dedicated squad of detectives to exclusively handle homicides and death investigations. Doing so will undoubtedly allow detectives

¹ Bureau of Justice Assistance, Promising Strategies for Strengthening Homicide Investigations: Findings and Recommendations from the Bureau of Justice Assistance's Homicide Investigations Enhancement Training and Technical Assistance Project, Oct. 2018, <https://bja.ojp.gov/sites/g/files/xyckuh186/files/Publications/promising-strategies-for-strengthening-homicide-investigations.pdf>

to focus on the city's most heinous crimes and not be bogged down with lesser crime investigations and related duties. Momentum is difficult to build in homicide investigations, and investigating lesser crimes concurrently can only have a negative effect on [the department's] homicide clearance rate. If the [police department] is administratively unable to create an exclusive homicide unit, the Violent Crime Unit should be increased to a level that would eliminate the need for the Robbery Unit to handle murder investigations and allow more time to dedicate to investigating murders.

Five reports recommended continued education training and training that would enable officers to become homicide detectives.

RECOMMENDATION: [The police department] should require a formal training curriculum before an officer can work as a detective. [The department], the DA, and outside entities should offer in-service training on pertinent issues. The DA could provide pertinent updates via a web-based program, roll-call trainings, and academy training. [The police] and the DA should offer a formal homicide training that covers everything from crime scene investigation to courtroom testimony, provided by experienced and well-respected homicide investigators, forensic experts, and experienced homicide prosecutors. Detectives and prosecutors should establish an agreed-upon protocol for ongoing communications.

INTERAGENCY PARTNERSHIPS

Within the homicide investigation and prosecution assessments, the discussions of interagency partnerships primarily focused on strategies for increasing collaboration between detectives and violent crime prosecutors.

Five reports recommended instituting regular meetings between investigators and prosecutors to reduce delays in written communication and to facilitate joint decisions on case progression.

RECOMMENDATION: Collaborate with [the] County District Attorney's Office to develop an ongoing roundtable on discovery and communication. Prosecutors indicated that obtaining timely reports from [the Homicide Unit] can be difficult. Some suggested that detective workloads result in long delays for reports or documents, which then contribute to late witness identification and disclosure. [The department's] command should work with [the County Attorney's Office] executives to identify and develop joint solutions to discovery delays and corresponding discovery issues. The regular roundtable should also address any communication issues.

Seven reports recommended improving and standardizing communication methods between the prosecutor and the investigators.

RECOMMENDATION: [Police department] lead detectives should produce a single follow-up report to present cases to the Prosecutor's Office, and the Prosecutor's Office should produce a report back to [the department] when an investigation is presented for charges. A follow-up report should include the following: summary of the crime, investigative steps taken, investigation results, key witness statements, results of photograph displays, results of scientific analysis, and any other information that supports why the police are seeking charges on a suspect. Currently, [the department] presents cases verbally and this report will prevent any verbal misinterpretation of the facts. Also, the prosecutor can easily obtain a second opinion or supervisor review with the report. Furthermore, a detective's chain of command can read the report in the event of a disagreement in the prosecutor's decision to not file charges.

Prosecutors should produce a report when an investigation is presented for charges. After talking with several prosecutors, it was clear they are happy with the service and quality of investigations conducted by homicide detectives....When a case is filed, the complaint produced by the prosecutor speaks for itself. However, if the case does not meet their criteria for filing charges, instead of verbally rejecting the case, prosecutors could issue a report to document the advice or instructions they are recommending to [homicide] detectives to improve cases and to better meet their criteria. The added benefit is also to have feedback in writing and avoid potentially ambiguous verbal advice.

Seven reports discussed the need for better funding and services for witness protection to increase the cooperation of witnesses.

RECOMMENDATION: State and county witness protection and relocation protocols must be implemented and sufficiently funded. The [prosecutor's office] and the State...must develop a formal Witness Relocation Program. The program needs sufficient funding to be effective and successful. The SMEs provided examples of funding, such as using asset forfeiture funds or clergy council collections. The SMEs stressed the importance of the [police department] and [the county prosecutor's office], as well as law enforcement departments in other large cities in [the state], petitioning for an official Witness Relocation Program.

CONCLUSION

The PSP evaluation team analyzed all available homicide investigation and prosecution assessments as of July 2025. We uncovered the most common themes across the assessments: the need to increase efficiency in record keeping, ensure personnel can manage caseloads, and enable investigators and prosecutors to communicate effectively. The topics identified in this report could be the subjects of training and workshops, as well as facilitated discussions on common challenges in PSP sites. They could also inform potential priorities for program-wide PSP strategy development.

APPENDIX A: APPROACH AND METHODOLOGY

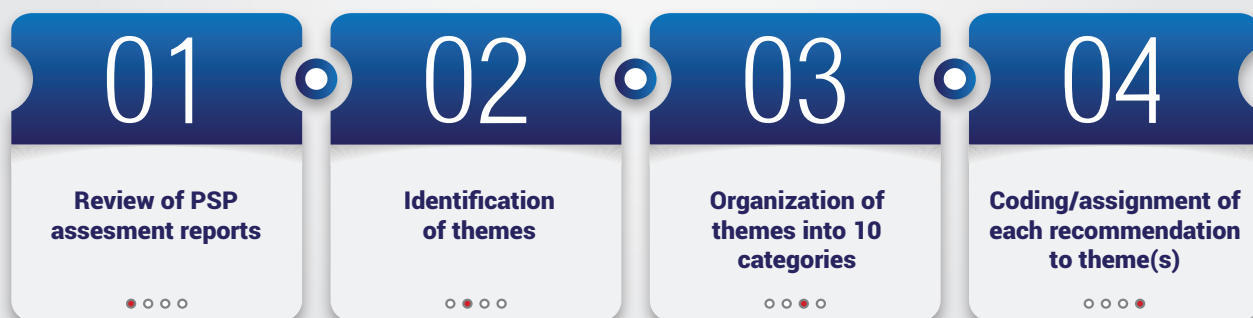
The PSP evaluation team reviewed PSP assessment reports covering various topics to identify common themes, such as records management, data sharing, and peer agencies (see Appendix A for a full list with definitions). We also included themes that we did not find in the reviewed assessment reports but 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 themes that correspond to our assessment recommendations. We organized these themes into 10 categories:

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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