

NONFATAL SHOOTING AND GUN VIOLENCE REDUCTION

ASSESSMENT SUMMARY

PUBLIC SAFETY PARTNERSHIP

Building Safer Communities

A special thanks to the subject matter experts who contributed to the development of nonfatal shooting and gun violence reduction assessment reports for the National Public Safety Partnership sites: Trever Alsup, Warren Brewer, Matt Clark, John Colello, Jorge Duran, Jessica Ellefritz, Paul Formolo, Ben Haiman, John Jackson, Mark Kraft, Beth McGary, Joe McHale, Michael Medaris, Ken Novak, Daniel J. Oates, Phil T. Pulaski, Brian Russell, John Skaggs, David Sylvester, and Linda Tatley.

This project was supported by Grant No. 15PBJA-22-GK-03705-JAGP awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the U.S. Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART). Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice. All rights reserved. Copyright 2025.

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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 aggressively investigate and prosecute violent criminals, especially those involved in gun crime, drug trafficking, and gang violence. Through PSP, DOJ provides effective assistance to American 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 serious violent crime challenges.

Departments and agencies participating in the PSP program go through a series of assessments to develop a baseline understanding of their challenges and areas for growth. The nonfatal shooting (NFS) and gun violence reduction (GVR) assessment helps PSP sites enhance the quality NFS investigations and provides evidence-based recommendations that focus on improving productivity while using the agencies' existing resources. In these NFS and GVR assessments, subject matter experts (SMEs) focus on the following objectives:

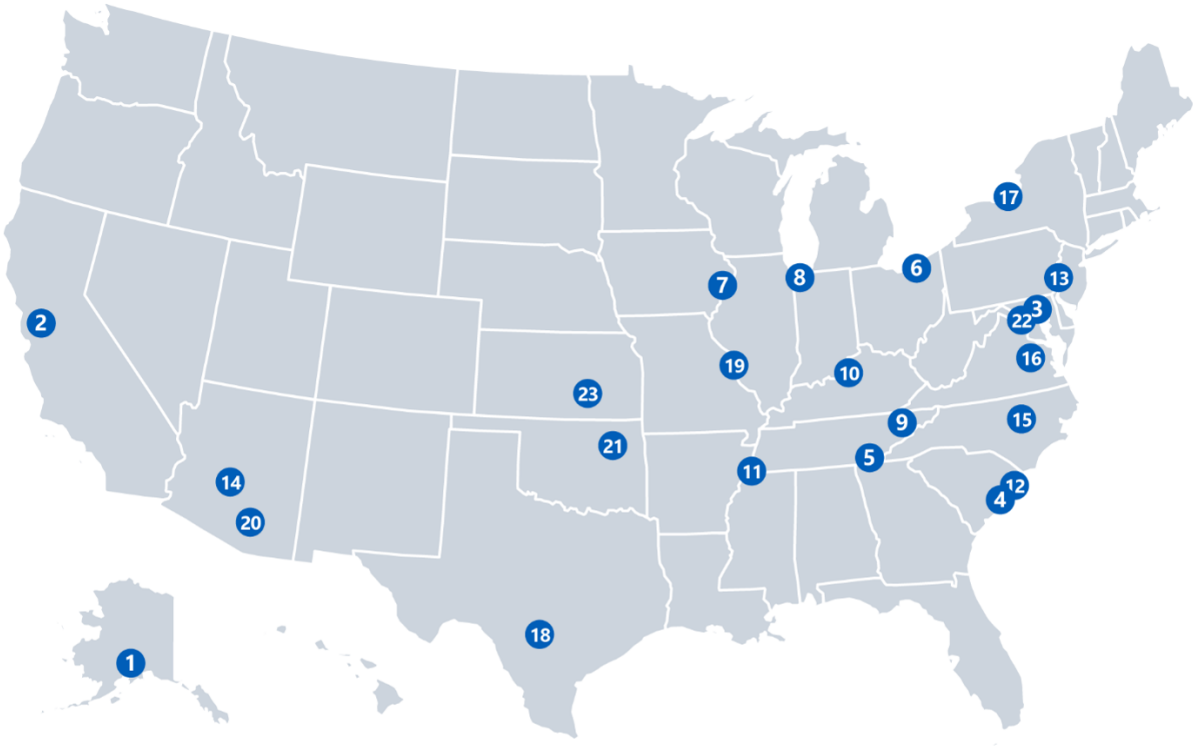
- Identify and assess the requesting agency's gun violence prevention efforts
- Assess NFS investigation and prosecution processes
- Identify strengths and gaps in practices and opportunities for enhancements
- Identify relevant benchmarks to measure progress

To review a site's NFS investigation abilities and needs, PSP SMEs begin by reviewing background information on the department's current violent crime and NFS statistics provided by the site. The SMEs then conduct an onsite visit to assess the site's investigative capabilities by reviewing crime data, policies, procedures, and other documents related to criminal investigations, crime analysis, intelligence, and forensic processes. The SMEs interview local personnel, attend relevant department and agency meetings, and tour the department's facilities.

The SMEs then develop an NFS and GVR assessment report that identifies investigative gaps, needs, and best practices. The report also provides recommendations to advance the site's NFS investigative initiatives. Finally, the PSP site team assists the site in implementing and tracking recommendations from the report that include facilitating specific types of training and technical assistance (TTA), such as peer exchanges, further SME assistance, and guidance on relevant practices, in addition to providing examples of policies or procedures from other law enforcement agencies.

As of September 2025, 23 of the 65 PSP sites completed a formal NFS and GVR assessment (see Figure 1).

Figure 1. PSP sites with NFS and GVR assessments



1. Anchorage, AK
2. Antioch, CA
3. Baltimore, MD
4. Charleston, SC
5. Chattanooga, TN
6. Cleveland, OH
7. Davenport, IA
8. Gary, IN
9. Knoxville, TN
10. Louisville, KY
11. Memphis, TN
12. North Charleston, SC
13. Philadelphia, PA
14. Phoenix, AZ
15. Raleigh, NC
16. Richmond, VA
17. Rochester, NY
18. San Antonio, TX
19. St. Louis, MO
20. Tucson, AZ
21. Tulsa, OK
22. Washington DC
23. Wichita, KS

The analysis in this report identifies common themes, technical gaps, and recommendations from completed NFS and GVR assessments across all PSP sites. Our analysis of the common themes involved coding 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 common gaps or needs in NFS investigative capabilities and practices among PSP sites, the types of recommendations made to PSP sites, and areas for potential program-wide TTA to strengthen PSP site investigative capacity.**

Some common findings and recommendations include the following:

- NFS investigative files are not often standardized or uniformly completed. Some case files lack documentation, which can result in case management and prosecution inefficiencies.
  - Enhance current case management polic(ies) and procedures. Ensure all investigative information is standardized, including proper documentation and prompt filing in each case folder.
- Agencies do not always require officers to complete a crime scene log at an NFS scene.
  - Enhance evidence processing by requiring crime scene logs for all NFS scenes that involve injuries to victims.
- Patrol supervisors do not consistently respond to NFS incidents.
  - Develop policies that require a patrol supervisor to respond to all NFSs.
- Current criminal intelligence techniques and procedures, such as collecting, analyzing, and dissemination criminal intelligence, may not be fully understood by all involved personnel.
  - Conduct a training needs assessment to ensure investigators are knowledgeable about crime gun intelligence processes, trauma-informed interviewing, victim engagement, shooting reconstruction, blood spatter analysis, DNA and other laboratory services, investigative methods, effective follow-up methods, and offender typology.

FINDINGS

Using the 23 NFS and GVR assessment reports, the PSP evaluation team coded 546 references to 10 theme categories and 84 themes within those categories (see Appendix A for further details on the review methods). The most common themes across the 23 reports were in the Investigation and Prosecution, Personnel, and Data and Analysis categories, as shown in Table 1.

Table 1. Theme categories found in NFS and GVR assessments

Theme Category	Number of Occurrences
Investigation and Prosecution	190
Personnel	173
Data and Analysis	49
Interagency Partnerships	39
Community Stakeholders	35
Technology	24
Crime Prevention	16
Planning	13
Funding	5
Governance and Policy	2
Total	**546**

As shown in Table 2, Procedures and policies was the most common individual theme in the Investigation and Prosecution category with 155 references. Training was the second most common individual theme, and the PSP evaluation team coded it 82 times. Departmental organization was the third most common theme with 32 references. We discuss the most common themes later in this report, where we analyze specific recommendations pertaining to each theme.

Table 2. Most common references at a glance

Theme	Number of References Coded (Cumulative)
INVESTIGATION AND PROSECUTION	**190**
Procedures and policies	155
Case management	14
Witnesses	10
Evidence	10
Gangs	3
Feedback	2
Homicide	1
Cold cases	0
Social media	0

Theme	Number of References Coded (Cumulative)
PERSONNEL	**173**
Training	82
Departmental organization	32
Internal communication	21
Cross-unit collaboration	17
Staffing	9
Schedules and shifts	8
Civilianization	4
Performance review	4
Organizational awareness	3
Culture	0
DATA AND ANALYSIS	**49**
More analysis	23
New metrics	7
Data sharing	4
Evaluation and research	4
Social network analysis	4
Crime mapping	3
Data dissemination	2
Processes and procedures	2
Interoperability	1
Offender-based strategy	1
Report automation	1
CompStat	0

To further capture what was commonly discussed among the reports outside of the themes, words were counted for the frequency with which they appeared. 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, crime, nonfatal, violence, department, and shooting were the most common topical words or phrases in the assessment reports.

Figure 2. Most common words in NFS and GVR assessments



Regarding recommendations that could be coded to multiple theme categories, Table 3 identifies the intersecting themes from all 23 NFS and GVR assessment reports. It shows only the recommendations that fell into more than one theme category. If recommendations fell into the same two theme categories five to nine times, we shaded the cell green to represent a strong correlation. Yellow shading displays a weak correlation (meaning there were one to four instances of an intersection), and red shows no overlap between the two categories.

As shown in Table 3, the intersection of Personnel and Community stakeholders; Investigation and prosecution and Data and analysis; Interagency partnerships and Investigation and prosecution; and Personnel and Investigation and prosecution were the most common intersections among the assessment reports. The frequency of cross-references indicates the importance of personnel, partnerships, the community, and investigation and prosecution in improving NFS and GVR capabilities across PSP sites. Below, we provide examples of recommendations made across NFS and GVR assessments to demonstrate the commonalities.

Table 3. Intersection of themes among all reports

	Community stakeholders	Crime prevention	Data and analysis	Funding	Governance and policy	Interagency partnerships	Investigation and prosecution	Personnel	Planning	Technology
Community stakeholders		🔴	🔴	🔴	🔴	🟡	🟡	🟢	🔴	🔴
Crime prevention			🔴	🔴	🔴	🔴	🟡	🟡	🔴	🔴
Data and analysis				🔴	🔴	🔴	🟢	🟡	🟡	🟡
Funding					🔴	🔴	🔴	🔴	🟡	🔴
Governance and policy						🔴	🔴	🟡	🔴	🟡
Interagency partnerships							🟢	🟡	🔴	🟡
Investigation and Prosecution								🟢	🔴	🟡
Personnel									🔴	🟡
Planning										🔴
Technology										

INVESTIGATION AND PROSECUTION

Procedures and policies and case management were mentioned the most frequently under the Investigation and Prosecution theme. This finding indicates that robust policies and case management for NFS investigations are essential to support PSP sites in their mission of reducing violent crime and that agencies should consider both as they refine their investigative approaches. Refinements to investigative approaches can include developing policies that improve case management practices for NFS investigations, implementing practices to increase community outreach following an NFS, and developing policies that require supervisory oversight at NFS scenes.

Eighteen assessment reports offered recommendations to develop, modify, or enhance department policies around case management for NFS investigations.

RECOMMENDATION: *Establish an NFS investigation, documentation, and case management policy to define authorities, accountability, and quality control measures.*

Incorporate action checklists, 72-hour and 30-day case reviews, and documentation standards (e.g., the Los Angeles, California, Police Department's Murder Book case file template). Eliminate the practice of submitting draft reports. To this end, a Neighborhood Canvass Form is offered for consideration. Additional checklist templates can be found in Geberth's Practical Homicide Investigation: Tactics, Procedures, and Forensic Techniques, Third Edition, pages 84, 87–88, and 105–120.

RECOMMENDATION: *Modify the [department] policy to include case reviews at 1-, 3-, and 30-day intervals.*

Organize case investigation documentation. Consider the Los Angeles Murder Book system to document NFS investigations. Ensure that body-worn camera summaries are promptly prepared and available for prosecutors.

RECOMMENDATION: Enhance the current case management policy and ensure all investigative information is properly documented and promptly filed in each case folder.

RECOMMENDATION: Consider establishing an investigation and case management policy to define authorities, responsibilities, accountability, and quality control measures.

RECOMMENDATION: Establish an NFS investigation, documentation, and case management policy to define authorities, accountability, and quality control measures. Incorporate action checklists, 72-hour and 30-day case reviews, and documentation standards (e.g., the Los Angeles, California, Police Department's Murder Book case file template).

Nine assessments recommended that PSP sites develop a formal process in which the police department partner with the city's social services and nonprofit organizations to conduct post-offense walk-throughs within 72 hours of a NFS or homicide was reported.

RECOMMENDATION: *Create a program—in concert with [city] social services as well as nonprofit and faith-based organizations—to conduct post-offense walk-throughs within 72 hours in neighborhoods where a homicide or serious NFS has been reported.*

Augmenting the [department] gun violence investigations with neighborhood walk-throughs can reduce neighborhood fear, prevent retaliatory offenses, and build confidence in the rule of law. For example, the Richmond, Virginia, program, Rapid Engagement of Support in the Event of Trauma (Community RESET), deploys a small group of social workers within three days of the offense. Going door-to-door and passing out brochures, Community RESET groups provide information about a wide range of services available from private, public, and faith-based organizations. For more information about Richmond's program and similar practices from Chattanooga, Tennessee; Los Angeles, California; Milwaukee, Wisconsin; Philadelphia, Pennsylvania; Providence, Rhode Island; and San Diego, California, see the Urban Institute's Responding to Homicide and Shooting Scenes: A Review of Procedural Justice Practice in the US.

RECOMMENDATION: *Create a program—in concert with city social service agencies and nonprofit and faith-based organizations—to conduct post-offense walk-throughs within 72 hours in neighborhoods, such as [neighborhood names], where a homicide or serious NFS has been reported. Consider deploying Community Action Team officers for this purpose.*

For more information about community engagement aftermath programs, see the Urban Institute's Responding to Homicide and Shooting Scenes: A Review of Procedural Justice Practice in the US.

RECOMMENDATION: Create a program—in concert with city social services and nonprofit and faith-based organizations—to conduct post-offense walk-throughs within 72 hours in neighborhoods where a homicide or serious NFS has been reported. Include civilian police academy graduates.

Six assessment reports recommended that agencies develop a policy requiring patrol supervisors to respond to NFS scenes.

RECOMMENDATION: *Implement a written policy that requires a patrol supervisor to (i) respond as soon as possible to all NFS incidents and (ii) direct the on-call NFS detective to promptly respond to the incident.*

When a detective promptly responds to the scene of an NFS and commences an immediate investigation, critical information and evidence are collected that would otherwise be lost. In addition, when a patrol supervisor promptly responds, they can properly deploy officers to required assignments, request additional resources if necessary, and ensure patrol officers immediately conduct a thorough and systematic preliminary investigation. A prompt response by the on-call detective and patrol supervisor is particularly important when (i) a retaliatory shooting or other violent act is likely to occur as a result of the current NFS or (ii) there is an uncooperative victim(s) and an evidence-based investigation will be required to identify and successfully prosecute the perpetrator(s).

RECOMMENDATION: *Require patrol supervisors respond to every NFS scene.*

From 5,700 hours of patrol work observations, Robin Engle determined that "the style or quality of field supervision can significantly influence patrol officer behavior, quite apart from quantity of supervision." In this matter, it is well worth noting the crucial role frontline supervisors play in establishing acceptable performance norms.

Competent supervision of NFS scenes forestalls negative path dependencies. Cynthia Lum and Charles Wellford report that "for both aggravated assaults and robbery, the presence of an investigative supervisor at the scene may also lead to an increased likelihood that cases will be resolved."

RECOMMENDATION: *Direct all non-Aggravated Assault Unit (AAU) detectives to respond as soon as possible to all NFS incidents that occur when an AAU detective is not working, unless the commanding officer of the Violent Crimes Unit determines that a response is not required.*

In addition, inform the patrol watch commanders and other supervisory personnel that an on-duty detective should respond to all NFS incidents.

When a detective responds as soon as possible to the scene of an NFS and commences an immediate investigation, critical information and evidence are collected that would otherwise be lost. In addition, when a detective engages an uncooperative victim or relative of the victim at the beginning of an investigation, there is a greater possibility of eliciting their cooperation at a later date.

PERSONNEL

Training emerged as the most prominent subtheme under the Personnel category, with all 23 assessment reports recommending training. Within the assessment reports, the SMEs recommended training across a variety of topics and ranks of personnel. The most common training topics included advanced investigative techniques, crime scene management for patrol officers and supervisors, and collecting cartridge casings for patrol.

Eighteen reports recommended investigative training across numerous topics, including crime gun intelligence, preliminary investigations, advanced intelligence techniques, and more.

RECOMMENDATION: Conduct a training needs assessment to ensure investigators are knowledgeable about crime gun intelligence processes, trauma-informed interviewing, victim engagement, shooting reconstruction, blood spatter analysis, DNA and other laboratory services, investigative methods, effective follow-up methods, and offender typology. Provide training as needed.

RECOMMENDATION: Provide refresher major–crime scene preliminary investigation training to patrol officers and supervisors.

RECOMMENDATION: Reinforce the critical role of patrol in achieving quality investigative outcomes. Provide refresher major–crime scene preliminary investigation training to patrol officers and supervisors; include instruction on scene security and containment, witness management, as well as techniques from the National Integrated Ballistic Information Network (NIBIN) program.

RECOMMENDATION: Identify training needs to ensure that Felony Shoot Group (FSG) investigators and supervisors are conversant with investigative techniques, witness management, social media, scanning, open-source and restricted database inquiries, video recovery techniques, cell phone forensics, crime scene management and documentation, relevant federal and state laws, and other relevant topics determined by the [department].

RECOMMENDATION: Provide Felony Shooting Team members with specialized training that pertains to gun violence investigations.

RECOMMENDATION: Provide trauma-informed training for all personnel going through the training academy, as well as annual refresher training for any personnel involved in investigations.

RECOMMENDATION: Complete development of the [department] basic investigations training course; provide this training for new investigators. Consider a multi-agency training event for law enforcement agencies operating in the central part of [state] to enhance collaboration and information sharing.

RECOMMENDATION: Provide training in advanced investigative and intelligence techniques to all [department] detectives. In addition, consider providing experiential training, alongside AAU detectives, for non-AAU detectives who respond to NFSs.

RECOMMENDATION: Provide training to District Detective Unit investigators. At a minimum, this training should include topics such as investigative techniques, witness management, social media scanning, open-source and restricted database inquiries, video recovery techniques, cell phone forensics, NIBIN linkages, crime scene management and documentation, relevant federal and state laws, and other relevant topics determined by the [department].

Thirteen assessment reports recommended that agencies provide crime scene management training to patrol officers and supervisors.

RECOMMENDATION: *Provide preliminary investigation, report writing, and crime scene management refresher training to patrol division officers and supervisors.*

At a minimum, instruction topics should include crime scene protection, report writing, evidence and witness identification, as well as the relevance of NIBIN.

RECOMMENDATION: *Enhance officer training to include crime scene management, officer safety and wellness, and data and information sharing among investigative functions, victim services, forensics, and analysis. Utilize crime scene and patrol checklists and enhance patrol officer training on crime scene response.*

In high-performing agencies, patrol divisions do much more than string up police line tape and notify homicide detectives. The patrol divisions locate and protect evidence, identify and separate witnesses, document actions and circumstances, and arrest suspects or broadcast descriptions. In these agencies, patrol personnel are invested in the outcome.

RECOMMENDATION: Provide crime scene management training for patrol supervisors.

RECOMMENDATION: *Consider for adoption the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) and [police department] "Save a Cop" 35 program.*

ATF provides "training in crime scene management, field triage and investigative responsibility, evidence collection and processing, documentation, search and seizure, interviewing, photography, and state and federal firearms laws" to enhance forensic outcomes involving firearms.

Six reports recommended training for patrol that emphasizes the importance of collecting cartridge casings at all scenes in which a firearm was discharged.

RECOMMENDATION: *Continue, through roll call briefings and training sessions, to emphasize the relevance of the collection of cartridge cases at all crime scenes where a firearm was discharged.*

Establish feedback mechanisms to recognize instances where patrol efforts were essential to identifying prolific shooters and multiuse weapons.

RECOMMENDATION: *Request the City-County Bureau of Identification (CCBI) to formulate a training course that includes a limited number of firearms-related crime scene processing techniques, including collecting, packaging, marking, and sealing recovered firearms and firearms-related evidence (e.g., discharged cartridge cases, fired bullets).*

To efficiently use limited patrol officer resources, only minimal crime scene documentation techniques should be included in the training course.

RECOMMENDATION: *Emphasize in roll call briefings and training sessions the importance of recovering casings from scenes involving firearm discharges. Install a feedback process to provide examples of investigations in which patrol officers were essential to identifying prolific shooters and clearing gun violence offenses. Notify patrol officers about NIBIN leads associated with their beat areas.*

In order to efficiently use limited CCBI resources, the [department] should consider having CCBI personnel train [the department's] Training Unit personnel to conduct the training course.

DATA AND ANALYSIS

Data and analysis were a common theme in the NFS and GVR assessment reports. Many recommendations around data and analysis encouraged PSP sites to use analytic tools to reduce the incidence of retaliatory gun violence crimes following an NFS. The SMEs also recommended that agencies analyze temporal data to assist with investigative staffing during peak gun crime periods. These measures aim to prevent incidents of NFS and enhance the response to gun violence across PSP sites.

Nineteen assessment reports recommended that PSP sites leverage crime analysis, Real Time Crime Center operations, screening or assessment tools, and social network analysis to identify potential victims of retaliatory violence following an NFS.

RECOMMENDATION: *Incorporate retaliatory violence screening in on-scene preliminary investigation processes.*

Use the systems of the Real Time Crime Center (RTCC) and Strategic Intelligence Unit (SIU) to help identify suspects, confederates, potential victims, or neighborhoods where retaliatory violence might take place. Convene a Criminal Interdiction Division/RTCC/SIU meeting to discuss FSG user needs and the relevant data and analytical services available for on-scene and follow-up NFS investigations.

RECOMMENDATION: *Continue retaliatory violence screening processes.*

Use data from the Real Time Intelligence Center (RTIC), the Intelligence Unit, and the Significant Offender Unit (SOU) to identify suspects, confederates, potential victims, or neighborhoods where retaliatory violence is likely. Convene an FSG/RTIC/SOU meeting to discuss FSG user needs and the relevant data and analytical services available for on-scene and follow-up NFS investigations.

RECOMMENDATION: *Prepare a written Retaliatory Violence Risk Assessment procedure, including a Risk Assessment Form/Checklist, that can be used to promptly evaluate the likelihood of subsequent violence.*

Formulate the procedure with input from involved [department] patrol, investigative, gang suppression, crime analysis, and community relations personnel. Existing risk assessment procedures and forms or checklists involving family, school, and workplace violence also may be used as guidance. In addition, consider information contained in the *2020 Strategies for Policing Innovation* publication titled "Problem-Oriented Guides for Police: Problem-Specific Guide Series No. 74—Retaliatory Violent Disputes."

RECOMMENDATION: Incorporate retaliatory violence screening in on-scene preliminary investigations. Use Fusion Center resources as applicable and [department] intelligence social network analysis products to identify suspects, confederates, potential victims, or neighborhoods where retaliatory violence is likely.

RECOMMENDATION: Incorporate retaliatory violence screening in on-scene preliminary investigation. Use intelligence systems to identify suspects, confederates, potential victims, or neighborhoods where retaliatory violence might take place.

RECOMMENDATION: Implement a systematic post-shooting threat assessment process that will rapidly evaluate the possibility of a subsequent retaliatory shooting, identify potential shooters and victims, and initiate a proactive violence prevention plan.

Seven reports recommended that agencies conduct temporal analyses to project investigative workloads and staffing assignments for investigators during peak gun violence periods.

RECOMMENDATION: Conduct a temporal analysis of [city] gun violence; at a minimum, schedule one Nonfatal Shooting Unit two-investigator team to respond immediately to NFS offenses occurring in peak gun violence periods.

RECOMMENDATION: Based on a gun violence time series analysis, schedule an AAU squad (one sergeant, six officers) during peak gun violence days and hours to conduct on-scene NFS preliminary investigations. This schedule should rotate (weekly, biweekly, and monthly).

RECOMMENDATION: Conduct a temporal analysis (e.g., seasonal 168-hour graphing), predicated on the [department] definition to project investigative workloads.

RECOMMENDATION: *Conduct a temporal analysis (e.g., 168-hour graphing of NFS offenses) to project investigative workloads and establish staffing schedules.*

At a minimum, schedule four investigators and one supervisor to respond to offenses taking place during the high gun violence periods in [the city]. Assign scene-to-prosecution investigative responsibilities.

RECOMMENDATION: *Conduct a temporal analysis of NFS offenses to project investigative workloads and establish staffing schedules.*

Adjust seasonally as needed. At a minimum, schedule at least two investigators and one supervisor to respond to offenses taking place during peak gun violence periods. Assign scene-to-prosecution investigative responsibilities.

CONCLUSION

The PSP evaluation team conducted an analysis of all available NFS and GVR assessment reports as of September 2025. This analysis uncovered the three most prevalent themes across all NFS and GVR assessments. Key findings include the need for formal policies addressing case management for NFS investigations. Recommendations emphasized the critical need for investigative training, including crime scene management, and patrol training on collecting discharged casings from crime scenes. The SMEs suggest that PSP sites leverage their crime analytical functions to support investigative staffing during peak gun crime periods and to prevent retaliatory shootings following an NFS incident. The findings aim to guide PSP sites in strengthening NFS investigative capabilities, ultimately enhancing their capacity to address serious violent crime.

These findings will help us execute NFS and GVR assessments 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

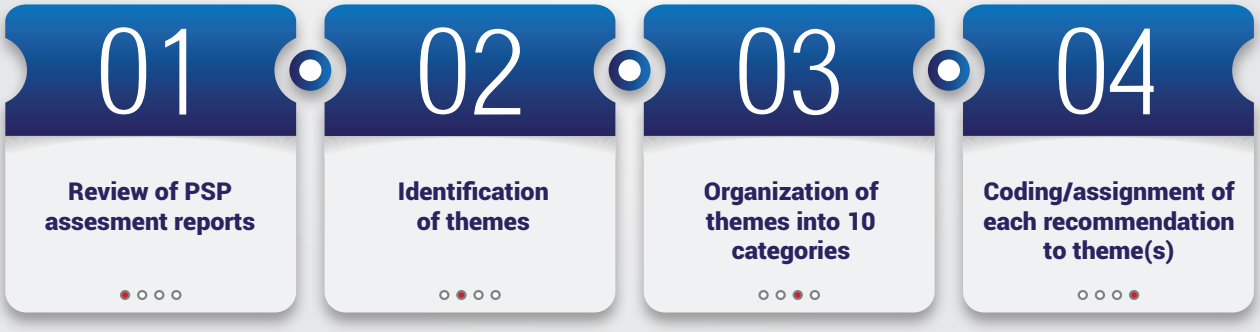
The PSP evaluation team reviewed all PSP assessment reports covering a range of topics to identify common themes, such as records management, data sharing, and peer agencies (see Appendix B for a full list with definitions). We also included themes that we did not find in the reviewed assessment reports but 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 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 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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This project was supported by Grant No. 15PBJA-22-GK-03705-JAGP awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the U.S. Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART). Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice. *All rights reserved. Copyright 2025.*