



# TECHNOLOGY

## ASSESSMENT SUMMARY



**PUBLIC SAFETY**  
PARTNERSHIP  
**Building Safer Communities**

A special thanks to the subject matter experts who contributed to the development of technology assessment reports for the National Public Safety Partnership sites: Eric Brown, Maggie Goodrich, Dan Gomez, Alan Lee, and Charles Stephenson.

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# INTRODUCTION

The National Public Safety Partnership (PSP) program provides an innovative framework for the US Department of Justice (DOJ) to enhance its support of state, local, and tribal law enforcement and prosecution authorities as they investigate and prosecute violent criminals, especially those involved in gun crime, drug trafficking, and gang violence. Through PSP, DOJ helps 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. Technology assessments help PSP sites plan and implement their future initiatives based on their existing technical resources and abilities. Technology assessments are designed to meet the following objectives:

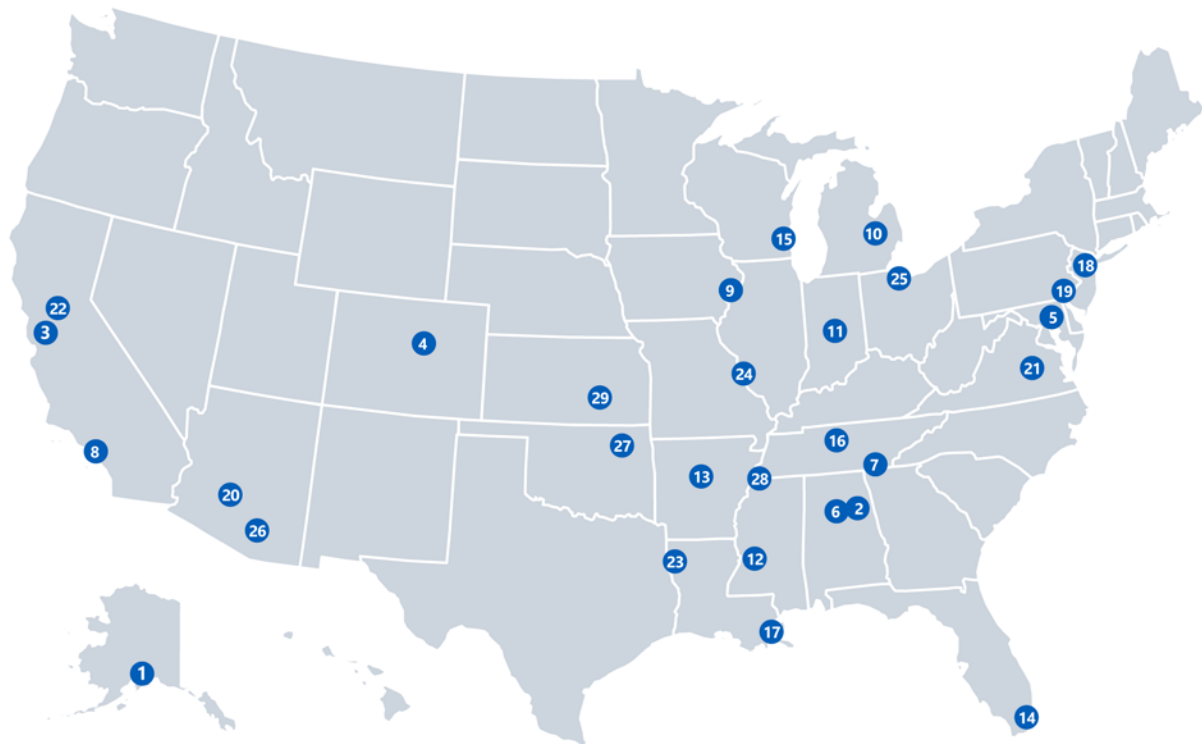
- Assess local technology capacities in areas such as dispatch software, records management software, the mobile environment, case management systems, crime analysis tools, and information technology (IT) support
- Identify technological gaps and needs
- Provide technology recommendations and future training and technical assistance (TTA) opportunities

To review a site's technological abilities and needs, a PSP subject matter expert (SME) first reviews background information provided by the site about the department's current technology capabilities, practices, and products. The SME then conducts an onsite visit to assess the site's technology capabilities, including the site's dispatch software, records management system (RMS), mobile environment, case management system, crime analysis tools, and IT support. The SME also interviews local personnel, attends relevant department and agency meetings, and observes how the site uses technology through tours and observations.

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

As of July 2025, 29 of the 65 PSP sites had completed a formal technology assessment (see Figure 1).

Figure 1. PSP sites that have completed technology assessments



- |                       |                     |                     |
|-----------------------|---------------------|---------------------|
| 1 Anchorage, AK       | 12 Jackson, MS      | 23 Shreveport, LA   |
| 2 Anniston-Oxford, AL | 13 Little Rock, AR  | 24 St. Louis, MO    |
| 3 Antioch, CA         | 14 Miami, FL        | 25 Toledo, OH       |
| 4 Aurora, CO          | 15 Milwaukee, WI    | 26 Tucson, AZ       |
| 5 Baltimore, MD       | 16 Nashville, TN    | 27 Tulsa, OK        |
| 6 Birmingham, AL      | 17 New Orleans, LA  | 28 West Memphis, TN |
| 7 Chattanooga, TN     | 18 Newark, NJ       | 29 Wichita, KS      |
| 8 Compton, CA         | 19 Philadelphia, PA |                     |
| 9 Davenport, IA       | 20 Phoenix, AZ      |                     |
| 10 Flint, MI          | 21 Richmond, VA     |                     |
| 11 Indianapolis, IN   | 22 Sacramento, CA   |                     |

In this report, we identify common themes, technical gaps, and recommendations from completed technology assessments across all PSP sites. In our analysis of the common themes, we coded the recommendations to predetermined categories that aligned with PSP core outputs. We present our findings in both quantitative and qualitative formats. In the following sections, we review our analytical methods and subsequent findings in detail. **This report provides PSP stakeholders with an understanding of common gaps or needs in grant strategy 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 grant strategy and management capacity.**

Some common findings and recommendations include the following:

- RMSs present various challenges for agencies in terms of data processes, data quality, data sharing, and overall data management.
  - Create an RMS working group (consisting of staff from records, sergeants, officers, data analysts, and IT personnel) to identify frequent RMS and data issues in areas such as reports, configuration, and training.
- Technology and the demand for IT solutions continue to increase, but staffing for IT initiatives remains stagnant or insufficient.
  - Work with City IT and other partners to ensure that department IT priorities can be supported now and in the future.
- Agencies do not have robust IT or data governance processes in place.
  - Implement IT and data governance frameworks to set IT priorities, deconflict requests, and define business processes and operational requirements for agencies' IT solutions.

# FINDINGS

Using the 29 technology assessment reports, the PSP evaluation team coded 111 references to 10 theme categories and 84 themes within those categories (see Appendix A for further details on the review methodology). The most common themes across the 31 reports were in the [technology](#), [interagency partnerships](#), and [data and analysis](#) categories (see Table 1).

Table 1. Theme categories found in technology assessments

Theme Category	Number of Occurrences
Technology	32
Interagency partnerships	21
Data and analysis	20
Personnel	12
Investigation and prosecution	8
Governance and policy	7
Planning	4
Funding	3
Crime prevention	3
Community stakeholders	1
<b>Total</b>	<b>111</b>

As shown in Table 2, the most common individual theme in the technology category was [software and hardware](#), with 15 references. The second most common was [interoperability](#), with 12 references. The third most common was [records management](#), with 9 references. We discuss the most common themes and analyze specific recommendations from SMEs pertaining to each theme later in this report.

Table 2. Most common references at a glance

Themes and Theme Categories	Number of References Coded (Cumulative)
<b>TECHNOLOGY</b>	32
Software and hardware	15
Interoperability	12
Records management	9
Training needed	6
IT support needed	4
User interface	3
Insufficient equipment	2
Technology suggestion	2
Integration	0
Privacy	0
<b>INTERAGENCY PARTNERSHIPS</b>	21
Criminal justice system	7

Themes and Theme Categories	Number of References Coded (Cumulative)
Peer agencies	7
State partnerships	6
Federal partnerships	5
Local partnerships	5
New partnerships	1
Strengthen partnerships	0
Federal partnerships	1
Peer agencies	0
State partnerships	0
Strengthen partnerships	0
<b>DATA AND ANALYSIS</b>	<b>20</b>
Data sharing	7
Processes and procedures	4
CompStat	3
Crime mapping	2
Interoperability	2
More analysis	2
Report automation	1
Social network analysis	1
Data dissemination	0
Evaluation research	0
New metrics	0
Offender-based strategy	0

To capture other common topics from the reports outside of these themes, we assessed word usage frequency. Figure 2 depicts our findings as a word cloud, in which the larger words are those that appeared the most frequently in the assessments. The most common words and phrases in the assessment reports were *technology*, *data*, *management*, *information*, *system*, and *agency*.



Table 3. Intersection of themes among all reports

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

The following sections contain examples of recommendations made across technology assessment reviews to demonstrate the commonalities.

Software and hardware and interoperability were mentioned the most frequently under the technology theme. This finding indicates that these functionalities are essential to support PSP sites in their mission of reducing violent crime and that agencies should consider both themes in their broader technological infrastructure development and maintenance efforts. Specifically, these efforts should involve developing strategies to modernize technology, ensuring appropriate training for technology users, and leveraging partnerships to enhance technological capacity.

**Twenty-three reports contained recommendations regarding the agency's RMS, including modernizing, upgrading, enhancing, and training on its features.**

**RECOMMENDATION:** Create an RMS working group (consisting of staff from records, sergeants, officers, data analysts, and IT personnel) to identify frequent RMS and data issues in areas such as reports, configuration, and training.

**RECOMMENDATION:** Every group interviewed identified a gap that involved the [need for an] RMS upgrade and a lack of understanding, involvement, and training. The agency needs to pay careful attention to the business process review and provide the resources necessary to review each business process at the top program level to ensure everyone in the agency understands the results and the command vision.

**RECOMMENDATION:** Review all reporting capabilities and requirements and work with the vendor to ensure all requirements are met during the upcoming RMS upgrade.

**RECOMMENDATION:** Create a team of project champions to build a roadmap for the successful development of a new RMS. There should be a strong relationship between sworn positions and IT staff to ensure the needs of the department are met. Automate the RMS arrest dataflow to the jail system. Doing so will allow officers to process arrests from the field or office and then electronically transfer them to the jail without printing additional paperwork. Establish a single sign-on portal for officers accessing the RMS. Work with the Regional Justice Information System (REJIS) to incorporate their combined queries to include the department's RMS. Expand the current automatic vehicle locating (AVL) program. Provide mobile access for field reporting. Establish RMS, circuit attorney, and circuit court integration.

**RECOMMENDATION:** Identify RMS modules that have not been implemented and prioritize their implementation via the newly established governance process.

**RECOMMENDATION:** Conduct a business process review to identify use cases and additional officers' needs for information that would allow IT to enhance the web portal to return this information in a parsed format. Currently, the department has no mobile access to the RMS because the web portal tool queries information from the RMS for master name information, but the interviewed officers stated that there are gaps in the data returned.

**RECOMMENDATION:** Provide refresher training to existing RMS users in both how to use the system and how to record crime pursuant to the National Incident-Based Reporting System (NIBRS).

**Ten assessment reports offered recommendations to either acquire automated license plate reading (ALPR or LPR) systems or enhance the features of the one they had to improve efficiency.**

**RECOMMENDATION:** [The department] should work with the [state and local] regional information systems (RIS) staff to identify applications in the field that could be launched via the RIS dashboard (e.g., eCrash, eCitations, ALPR), thereby enabling single sign-on and eliminating the need for up to six username-password combinations.

**RECOMMENDATION:** [The department] should consider acquiring ALPR systems that are compatible with [local agency] and the East Metro Area Crime Center (EMACC). Data captured from ALPR systems can be used within [the department's] jurisdiction and provided to the region for enforcement and investigative purposes.

**RECOMMENDATION:** The Violence Reduction Network (VRN) should encourage [PSP site] to act as a peer site to help [the department] better understand the force-multiplier potential of using CCTV for ALPR, shot detection, and other analytics. The VRN should involve the National Institute of Justice as a collaborative effort to help [the department] reduce violent crime.

**RECOMMENDATION:** Expand the [department's] use of LPRs. The agency has 10 mobile ALPR systems and 14 fixed locations within the city. [The department] uses a 90-day retention policy for video. The mobile units are split by district, and the data from the fixed cameras and mobile units are kept separate because the vendors are different. The feeds from the fixed cameras are shared into a joint system with 14 other contributors for data-sharing purposes. Having demonstrated the investigative value of ALPR data, the agency should research how to import mobile ALPR data into the master system.

**Eighteen reports offered recommendations to improve the interoperability or integration of various data and technology systems.**

**RECOMMENDATION:** In addition to upgrading the mobile computer-aided dispatch (CAD), the agency should investigate the feasibility of offering mobile maps that are integrated into the CAD to allow for navigation from an officer's location (via AVL) to the CAD call. [The department] should also consider acquiring a system that can share AVL information of other officers within a geographic range to increase awareness and possible officer safety. To make these changes, the agency might need to review the existing GPS system for potential upgrades.

**RECOMMENDATION:** Work with [the department's] RMS vendor (before going live) to ensure an integration between the RMS and the prosecutor case management system is designed and implemented to meet the future needs of prosecutors.

**RECOMMENDATION:** Implement a situational awareness platform in which various data streams can be integrated and viewed and analyzed together (e.g., calls for services, gunshot detection, cameras, ALPR).

**RECOMMENDATION:** *Consolidate the management and oversight of all IT initiatives under a single technology integration section.*

A technology integration section (TIS) would be responsible for the design, configuration, implementation, and technical repair and maintenance of technology initiatives. Long-term support in server support, application of software patches, license renewals, and contract maintenance should all be considered within the IT scope. However, if a technology unit is also charged with administering daily use and oversight, it will quickly discover that it lacks the manpower and resources to keep new projects moving forward. Generally, a technology unit should not be tasked with daily operations; that function should rest with the primary user group or local system administrators. It is recommended that a [department] TIS engage any specific operational components early on in the project planning phase so that final project management responsibilities can be agreed upon and documented. Doing so will eliminate confusion of responsibilities later on. For example, TIS may be responsible for the continued maintenance, renewal, and storage of the current [department] Celebrite program, but it should never assume the investigative responsibilities associated with cell phone examinations. Creating a TIS will require dedicated staffing, and the first position should be a chief technology officer (CTO) or another named director or manager. The CTO may be a sworn commander, but [the department] may want to consider hiring civilian staff to fill this role.

**RECOMMENDATION:** Include dispatch and communications needs and requirements in the RMS requirements documentation processes described previously to ensure all dispatch needs are met and Department of Emergency Communications operations can be integrated into the RMS where appropriate.

**RECOMMENDATION:** *Develop a unified IT strategy and road map that consolidates efforts around technology modernization, focusing on system integration and data accessibility.*

[The department] must develop and adopt a cohesive IT strategy that consolidates its modernization efforts. This strategy should clearly define how current and future technology investments will align with the department's long-term goals. A unified IT road map would help ensure that all systems integrate seamlessly, reducing fragmentation and enhancing the department's ability to leverage data effectively. The road map should include phased implementation plans that prioritize immediate needs, such as the RMS upgrade and real-time crime center (RTCC) development, while also addressing long-term objectives, such as system-wide integration and cloud-based solutions.

# INTERAGENCY PARTNERSHIPS

Interagency partnerships emerged as a critical component of PSP sites' ability to acquire, implement, and prepare for technology acquisition. Agencies—especially agencies with limited resources—should actively partner with other agencies in both the planning and implementation phases to enhance technological capabilities. Training, information sharing, and working groups with critical partners emerged as prominent topics that fell under the interagency partnerships theme.

## **Eighteen assessment reports recommended initial or refresher training for users of various technologies in PSP sites.**

**RECOMMENDATION:** Consult with [the information] technology division to identify any free training that may be available at the city level or through combined partnerships at reduced costs.

**RECOMMENDATION:** Provide refresher training to existing RMS users on both how to use the system and how to record crime pursuant to NIBRS.

**RECOMMENDATION:** *Review training needs.*

A few components mentioned needing additional software training. Technical services staff called for additional training for crime scene investigators, and criminal intelligence investigators expressed the need for tools and training for social media investigations. This software training is offered by several federal agencies, such as the Drug Enforcement Administration and the Bureau of Alcohol, Tobacco, Firearms and Explosives, as well as the US Naval Academy in Annapolis, Maryland.

**RECOMMENDATION:** Develop a focused training effort to support the deployment of any decision-support software.

**RECOMMENDATION:** The [department] should assess its technology training needs and develop and deliver IT training on its various systems to end users.

**RECOMMENDATION:** Provide training on mobile application usage and body-worn camera (BWC) management. [The department] should conduct regular training sessions to ensure officers are proficient in the use of mobile applications and BWC tagging features. This training should cover best practices for field reporting, evidence management, and the use of mobile tools for daily operations.

**RECOMMENDATION:** Request active directory training from [the city's] IT division or seek training through local sources (e.g., community colleges, private trainers).

## **Eight reports recommended improvements to data- and information-sharing systems across PSP sites.**

**RECOMMENDATION:** Explore connectivity between NicheRMS and other external systems. To improve information sharing between [the department] and partners, such as the municipal courts and the county sheriff's office, the [department] should develop interfaces between systems upon agreement with such agencies.

**RECOMMENDATION:** Engage with other law enforcement agencies in the region to determine the possibility of establishing a regional information sharing platform.

**RECOMMENDATION:** Ensure data sharing across city and county agencies, as well as near-real-time data sharing with the state court system. This task should be completed by the city.

**RECOMMENDATION:** Consider working with the appropriate criminal justice partners to establish an IT committee for information sharing. The committee should identify data sharing needs and develop a plan for implementation (e.g., access to parole and probation location data as appropriate).

**Six reports recommended establishing formal working groups with their local partners to collaborate on technology initiatives and challenges.**

**RECOMMENDATION:** Establish a formal regional governance board to provide a mechanism whereby participating law enforcement public safety agencies and private-sector partners can come together regularly to discuss ongoing needs, staffing, and crime reduction strategies.

**RECOMMENDATION:** *Consider creating a public safety technology working group.*

This group should involve all public safety along with [city] IT and other agencies, such as the fire department, the county sheriff's office, the state attorney's office, emergency management, and corrections. The group should address technology from an enterprise level and work on shared resolutions. Jurisdictional issues may need to be addressed, but most IT management and implementation initiatives are not tied to the hardware and software as much as they are to relationships. [The department], [the city] IT, and other similar organizations are less successful in accomplishing their missions efficiently simply because they do not communicate. A working group could adopt a group process such as that in place for [the department] IT purchases, but it could accomplish much more. A working group could help demonstrate the work of [the department's] new TIS, establish working relationships, obtain grant funding through partnership programs and joint ventures, and, most importantly, develop a better understanding of the challenges faced by all parties in the IT arena.

**RECOMMENDATION:** Create an RMS working group (consisting of staff from records, sergeants, officers, data analysts, and IT personnel) to identify frequent RMS and data issues in areas such as reports, configuration, and training.

**RECOMMENDATION:** Develop a working group to integrate IT training into existing policy and procedural training courses.

**RECOMMENDATION:** Establish a justice partner working group to identify processes that can be streamlined and automated. This effort should seek to use web services and application programming interfaces when possible and integrate data so that performing an information review does not require logging into multiple systems.

**RECOMMENDATION:** *Improve the working partnership with City IT.*

[The department] and City IT may find it useful to establish a standing meeting or even create a committee that would meet to discuss and implement technology recommendations that would be of mutual benefit to them and possibly include other criminal justice (CJIS) agencies such as the fire department, office of the sheriff, the state attorney's office, emergency management, and corrections.

# DATA AND ANALYSIS

Data and analysis was a common theme in the technology assessment reports. Many recommendations around data and analysis cited the need to enhance the data governance framework and to improve data quality control. These measures aim to ensure accurate, timely, and reliable data to support crime analysis and technology initiatives within PSP sites.

**Seventeen assessments recommended establishing or enhancing a data governance framework.**

**RECOMMENDATION:** Establish a data governance framework for administrative investigations. [The department] should develop and implement a data governance framework that standardizes how investigations data are captured, stored, and retrieved. This framework should include clear guidelines for data entry, mandatory fields, validation rules, and reporting structures to ensure consistency across investigations. By aligning data governance policies with operational needs, [the department] can improve the accuracy and completeness of investigation records, facilitate cross-case analysis, and enhance accountability. The framework should also define how frequently data are audited to ensure compliance and integrity, reducing the risk of errors and data gaps.

**RECOMMENDATION:** Establish a city information services agency (ISA) or [police department] joint governance committee that would allow the [department] to set priorities based on operational goals and objectives and enable ISA to help identify efficiencies in core IT and infrastructure.

**RECOMMENDATION:** Develop and implement a data governance framework.

A data governance framework helps an agency establish rules and processes for collecting, storing, and using data. [The department's] framework should also enable the development of a phased plan for the decommissioning of siloed data-capture tools (e.g., access databases) and eliminate redundant data entry.

**RECOMMENDATION:** *Establish clear data governance protocols.*

As [the department] expands its use of real-time data feeds and integrated systems, it should establish robust data governance protocols to ensure that data are accurate, secure, and properly managed; doing so would help maintain data integrity and support the long-term success of the RTCC in providing reliable insights to enhance crime reduction strategies.

**Seven assessment reports recommended improving data quality within the agency.**

**RECOMMENDATION:** Identify other resources and skill sets necessary to properly manage data (e.g., a dedicated quality control unit, geographic information system support as reliance on mapping grows).

**RECOMMENDATION:** Consider reviewing the entire system configuration in detail during the upcoming RMS upgrade to eliminate the ability for users to enter conflicting or "dirty" data. This review should then be vetted carefully during the upgrade testing process.

**RECOMMENDATION:** Retain a dedicated data analyst to manage the data (ensure its quality), continue to develop a data management strategy (e.g., identify RMS fields that allow dirty data and correct the issue via user interface configurations), and bring datasets together via integrations.

**RECOMMENDATION:** Consider developing and implementing a data quality and analysis program. This data quality and analysis program should include a NIBRS working group to ensure the proper use of the RMS, conduct data quality reviews, cleanse data as needed, identify areas of needed improvement in the RMS, and produce data as needed. The program should ensure the data in the new RMS can enable a thorough review and evaluation of the data, any CompStat processes, and the coding of NIBRS data.

**RECOMMENDATION:** *Establish a data quality task force.*

[The department] should create a dedicated team responsible for addressing and rectifying the ongoing data quality issues in the RMS. This team would focus on eliminating duplicate entries, ensuring proper validation of records at the point of data entry, and implementing periodic audits to maintain data integrity. The team should work closely with both IT staff and end users to identify recurring issues and develop targeted solutions, such as the implementation of stricter data entry protocols and improved validation logic to reduce errors. The team should also develop a list of prioritized improvements to submit to the RMS vendor for implementation.

**RECOMMENDATION:** Contract with a vendor to provide project management, quality assurance, and organizational change management to assist the reporting technologies unit, City IT, and the [department] in resolving all RMS implementation issues.

# CONCLUSION

The PSP evaluation team analyzed all available technology assessment reports as of July 2025 and uncovered the three most prevalent themes. Our key findings included the need for enhanced software and hardware, improved interoperability, and better RMSs. The recommendations that we highlighted emphasized the importance of training, IT support, and the integration of new technologies. They also showed that interagency partnerships are crucial for resource sharing and the effective implementation of technological solutions. The SMEs suggested forming working groups and establishing governance structures to facilitate collaboration. The SMEs also underscored the necessity of robust data governance frameworks and quality control measures to ensure accurate and timely crime data. With our findings, we aim to guide PSP sites in developing evidence-based, technology-driven strategies tailored to their unique needs, ultimately enhancing their capacity to address serious violent crime.

These findings will help us execute technology assessments and provide TTA to PSP sites. The findings in this report can also provide topics for potential training, workshops, and facilitated discussions on common challenges PSP sites face. The findings also identify potential priorities for program-wide PSP strategy development.

# APPENDIX A: APPROACH AND METHODOLOGY

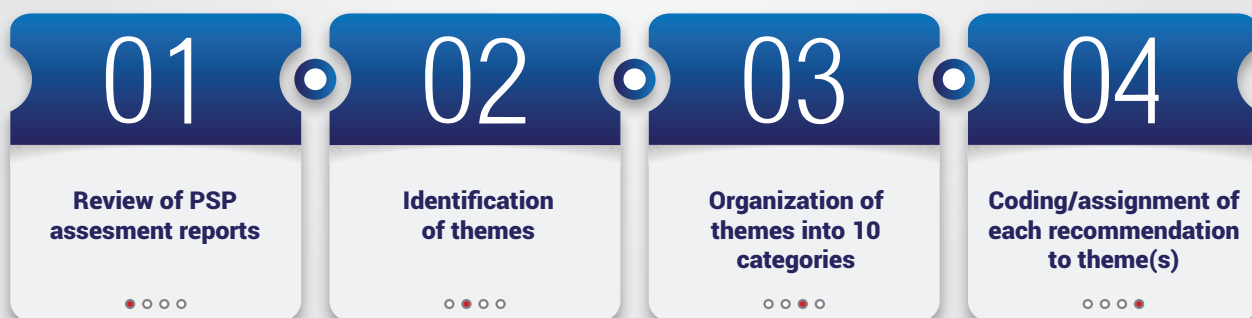
The PSP evaluation team reviewed all PSP assessment reports covering various topics to identify common themes, such as “records management,” “data sharing,” and “peer agencies” (see Appendix B for a full list with definitions). We also included themes that we did not find in the reviewed assessment reports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

Figure 3. Assessment theme categories



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

Figure 4. Recommendation coding process



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

# APPENDIX B: THEME DEFINITIONS

Table 4. Theme definitions

Theme	Definition
<b>Community stakeholders</b>	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
<b>Crime prevention</b>	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
<b>Data and analysis</b>	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
<b>Funding</b>	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
<b>Governance and policy</b>	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
<b>Interagency partnerships</b>	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
<b>Investigations</b>	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
<b>Personnel</b>	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
<b>Planning</b>	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
<b>Technology</b>	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
<b>Community stakeholders</b>	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
<b>Crime prevention</b>	35
Drug crime prevention	2
Gang crime prevention	2
Gun violence prevention	6
Policing strategies	16
Treatment and social services	2
Youth	11
<b>Data and analysis</b>	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
<b>Funding</b>	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
<b>Governance and policy</b>	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
<b>Interagency partnerships</b>	<b>137</b>
Criminal justice system	56
Federal partnerships	10
Local partnerships	61
New partnerships	14
Peer agencies	13
State partnerships	7
Strengthen partnerships	12
<b>Investigations</b>	<b>425</b>
Case management	81
Cold cases	0
Evidence	18
Feedback	2
Gangs	3
Homicide	23
Procedures and policies	283
Social media	0
Witnesses	38
<b>Personnel</b>	<b>435</b>
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
<b>Planning</b>	<b>91</b>
Strategic planning	56
Sustainability	1
Working group	27
<b>Technology</b>	<b>106</b>
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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