**Training and Technical Assistance Catalog**

Project Safe Neighborhoods (PSN) Training and Technical Assistance (TTA)

The Department of Justice (DOJ) Project Safe Neighborhoods (PSN) is a nationwide initiative that brings together federal, state, local, and tribal law enforcement officials, prosecutors, and community leaders to identify the most pressing violent crime problems in a community and develop comprehensive solutions to address them. DOJ now supports PSN with enhanced training and technical assistance (TTA) resources from leading national organizations—Michigan State University (MSU), the CNA Institute for Public Research (CNA), and the National Center for Victims of Crime (NCVC). TTA assists PSN task forces, local and state law enforcement, criminal justice agencies, and communities with planning, implementing, and assessing their violence reduction PSN strategies.

The Bureau of Justice Assistance (BJA) can support the provision of TTA in a variety of formats, including on-site training. This catalog describes training currently available to PSN districts, including the following:

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**Overview of TTA Logistics: Requesting, Planning for, and Receiving Assistance**

* Requesting TTA
	+ Discuss your TTA needs with the National PSN TTA team:
		- Through your regional TTA team
		- Through Kate McNamee, Catherine.McNamee@usdoj.gov, 202-598-5248
	+ Complete the online PSN TTA Request Form
		- Ideally, the PSN Coordinator submits this form after a Task Force/Team discussion, including agreement by the US Attorney’s Office (USAO); see the link to the Request Form below.
* Planning for TTA
	+ BJA and the National PSN TTA team will review all TTA requests and determine the most suitable and effective form of assistance.
	+ The TTA team will work with you to ensure that the TTA is tailored to your needs and that appropriate stakeholders from your PSN team are involved in your TTA engagement.
	+ If requesting onsite TTA, you will be asked to provide a training venue suitable for the planned attendees. The TTA team will provide logistical coordination for the event and subject matter expert (SME) trainers or assessors.
* Receiving TTA
	+ Following on-site TTA, the PSN Task Force will provide feedback on the delivery and impacts of the TTA via a *PSN TTA Feedback Form.*

To learn more about PSN training go to: <https://psntta.org/tta-resources/training/>

To make a training request, go to: <https://psntta.org/tta-request-form/>

For additional questions, send an email to:psnttateam@psntta.org.

# Characteristics of Armed Gunmen Training

The Characteristics of Armed Gunmen Training provides attendees with the skills and abilities needed to recognize and discern observable characteristics and traits common to street-level criminal gunmen and develop constitutionally based, reasonable, articulate suspicion supporting justifiable enforcement actions leading to safe crime gun recoveries and successful criminal prosecutions.

 **Goals and** **Objectives**

* Review the skills and abilities needed to identify characteristics and traits of street-level gunmen.
* Develop skills to articulate suspicion supporting law enforcement actions and successful prosecutions.
* Provide an overview of successful firearm case preparation and vehicle stops and searches.

**Intended Audience:** Street-level officers, detectives, law enforcement command staff, and assistant district attorneys should attend this training. To participate in the comprehensive tracing procedures of this training, an Assistant US Attorney and/or State District Attorney and a qualified active or retired Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) agent must be present.

**Length:** This training can span one or two days depending on the option selected.

**Agenda**

* Training Day One
	+ Distinctions between criminal gunmen and actual shooters
	+ Characteristics of armed gunmen
	+ Street-level enforcement activities
	+ Vehicle stops and searches
	+ Firearm case preparation
* Training Day Two (optional):
	+ Report writing exercises
	+ Moot court suppression hearing exercises
	+ Developing investigative leads through firearms identification
	+ Comprehensive tracing procedures (Assistant US Attorney and/or State District Attorney and a qualified active or retired ATF agent participation required)

A more detailed agenda can be found online at: <https://psntta.org/tta-resources/training/characteristics-of-armed-gunmen-training/>

**SME/Trainer:** Mr. Richard Hobson retired as a lieutenant with the Metropolitan Police Department (MPD), Washington, DC, after 25 years of service, including assignments in patrol operations; crime scene investigation; criminal investigations; tactical and undercover operations (including undercover FBI sting operation); training operations; curriculum development; and task force development, operations and management. As commander of Operation Ceasefire, he designed and directed the daily activities of a nationally recognized anti-gun violence task force, which has ****been credited as the first and most successful of its type to specifically target gun-related violence through proactive street-level firearms interdiction and investigation, recovering over 1,300 illegally possessed firearms and making 3,500 arrests. He is a graduate of the University of Maryland, the American University Institute on Juvenile Justice in Britain and America, the Drug Enforcement Administration’s Drug Unit Commander’s Academy, and several professional development and specialized training courses throughout his career. He is a two-time US Attorney’s Office Meritorious Service Award recipient and has received numerous MPD Commendations and Meritorious Service awards.

Mr. Hobson has developed and provided innovative operational and officer safety training to over 100,000 law enforcement officers, agents, and prosecutors at hundreds of local, state, and federal law enforcement venues throughout North America. He has served as a principal component to many of the DOJ’s premier program initiatives, including: the Youth Crime Gun Interdiction Initiative; Guns First; Weed and Seed: Gun Recovery and Gang Enforcement Initiative PSN; Violence Against Law Enforcement Officers Resilience and Survivability; and the Violence Reduction Network /National Public Safety Partnership.

# Crime Analysis and Violence Reduction Strategies Training

PSN seeks to address violent crime by linking research and crime analysis to violence reduction strategies. This training demonstrates how crime analysis can help pinpoint the drivers of violent crime in a particular jurisdiction. It includes both strategic and tactical intelligence. Based on this analysis, local decision-makers can consider a range of evidence-based and evidence-informed violence reduction strategies. A model for considering various strategies is provided to assist decision-making. A review of potential strategies is then provided. The session includes interactive sessions to facilitate discussion and planning at the local level.

**Goal and Objectives**

* Understand the role of crime analysis and research in identifying the drivers of violent crime.
* Understand the concepts of evidence-based and evidence-informed violence reduction strategies.
* Support strategic planning in the development of local violence reduction strategies.

**Intended Audience:**Federal, state, and local law enforcement, prosecution, probation/parole, community and business leaders.

**Length:** The training is typically a half-day but can be adapted for individual communities. Typically, this includes pre-training consultation to customize for local context.

**Agenda**

* Basics of crime prevention
* Crime analysis to identify high-risk people, groups, places, and contexts
* Principles of evidence-based and evidence-informed strategies
* Linking analysis and strategies
* Sources of information and decision-making protocols
* Facilitated teamwork

**SMEs/Trainers:** SMEs/trainers are available and can be identified based on specific community needs. Trainers include law enforcement, prosecution, crime analysis, and research leaders experienced in the PSN model. Previous trainers include John Klofas, Rochester Institute of Technology; Robert Hood, Association of Prosecuting Attorneys; Trisha Stein, Detroit Police Department; Julie Wartell, (crime analysis); Shila Hawk, Applied Research Services; Bryanna Fox, Tampa Police Department, Ed McGarrell, MSU; and Heather Perez, MSU.

# Crime Analysis Capacity Assessment

PSN SMEs can conduct the following activities as part of their crime analysis capacity assessment:

* Conduct a needs assessment to determine analytical gaps and needs.
* Develop and present recommendations for addressing the identified gaps and needs, including any specific programs or policies that can be targeted for TTA.
* Document how the recommended TTA would promote organizational change, help reduce crime and enhance public safety, and identify data sources and elements that will be used to support these conclusions.
* Outline technical solutions that enable real-time sharing of crime data and analytical products on a local, regional, and statewide basis, including examples of best practices that involve distance-learning tools and communications to address crime needs.

**Goal**

Identify analytical gaps in TTA resources for crime analysts and law enforcement personnel to enhance their capabilities to analyze and use data to make informed decisions, respond effectively, and prevent crime.

**Intended Audience**

* Chief of police and command staff
* Research and planning manager (or equivalent office)
* Police department crime analysis unit and analysts
* City crime analysis/mapping or geographic information system (GIS) staff members
* Users of analytic products (officers, investigators)

**Length (estimated time to completion)**

* Two-day site visit.
* SMEs will deliver an assessment report approximately one month after the site visit.

**Agenda**

* Meetings with the above local personnel
* Weekly shooting review and/or CompStat meeting
* Ride-along

**SMEs:** An expert will be identified based on need or as suggested/recommended by the requester.

# Detective Function Assessment

PSN SMEs will conduct a site visit to meet with personnel from appropriate agencies to assess and review existing policies, procedures, and practices. During the assessment, SMEs will:

* Make general observations about the overall detective function and processes, including reviewing and evaluating the effectiveness of the current detective function, operations, case management approach, and leadership structure.
* Collect relevant data and information on the above processes through interviews and obtaining department policies or procedures.
* Identify weaknesses in the criminal case management process.
* Develop recommendations and feedback related to criminal case management processes and procedures.

The SMEs will produce a formal assessment report, which will be released only to the site and PSN team, detailing their observations and recommendations.

**Goal:** Review and assess criminal case management and detective functions of local law enforcement.

**Intended Audience (local personnel to participate in the assessment)**

* Chief of police and designated command staff
* Detective supervisors
* Detectives and investigators
* Case management personnel

**Length (estimated time to completion)**

* Two- to four-day site visit.
* The SMEs will deliver an assessment report approximately one month after the site visit.

**Agenda**

* Meetings with the above local personnel
* Tour of police department facilities
* Review of an active investigation case file
* Case briefing meeting and observation of internal briefings
* Review of crime data, policies, procedures, and other documents related to the management and operations of detective functions

**SMEs:** An expert will be identified based on need or as suggested/recommended by the requester.

# Developing and Supporting Trauma-Informed Policing Approaches Training

As first responders, police officers are frequently the first criminal justice officials on the scene of traumatic events, where they encounter victims, witnesses to violence, and children and family members exposed to violence. In addition, suspected perpetrators of crimes may also have a history of exposure to violence, which can affect how they respond to law enforcement. As a result, police officers may experience immediate, persistent, and/or delayed physiological and psychological effects and responses to trauma exposure on a regular basis.

How law enforcement identifies and responds to trauma can go a long way in helping individuals, communities, and officers recover from traumatic events, build resiliency, increase collaboration, and experience healthier outcomes. This training will explain to participants how trauma affects many aspects of police work and the lives of officers and community residents and how trauma affects the behavior of individuals who come into contact with police officers. It will provide concrete information regarding how several jurisdictions respond effectively to trauma-related issues. Training topics include:

* Understanding the impact of trauma on officers and communities
* Integrating trauma-informed care into a police organization
* Supporting officer mental health and self-care
* Developing and sustaining trauma-informed approaches within the agency

**Goal and Objectives**

* Learn about the importance and power of trauma: what it means, how it plays out in people’s lives and in their communities, and the science underlying trauma-informed care.
* Demonstrate how police agencies can integrate trauma-informed approaches into their organizations and programs to improve community engagement and prevent violence.
* Identify and discuss challenges and promising practices in responding to crime victims and witnesses of violence, addressing community-level trauma, and promoting resiliency.

**Intended Audience:** Twenty to30 participants, including officers, victim advocates, and partner organizations that support officers and communities affected by trauma.

**Length:** This training is one-day long and can be adapted to a community’s needs.

**SMEs/Trainers:** SMEs/trainers are available and can be identified based on specific community needs. Trainers include law enforcement, prosecution, community, and research leaders experienced in trauma-informed policing approaches. BJA’s Strategies for Policing Innovation program and CNA will support the trainers. CNA is a nationally recognized not-for-profit research organization with more than 15 years of experience providing TTA to law enforcement, correctional departments, and other criminal justice agencies. CNA uses a network of more than 300 subject experts from across the country to tailor trainings to the specific needs of an agency or organization.

# Domestic Violence Victimization Training

This training provides attendees with an in-depth understanding of domestic violence and the resulting trauma it places on victims and their families. It includes data on victim populations and insight on how they are affected by domestic violence, special considerations for victim safety and protection, best practices for law enforcement interaction with victims of domestic violence, and types of cost-effective, practical community coordinated responses, programs, and services for reducing domestic violence.

**Goal and Objectives**

* Understand the various types of domestic violence (psychological, physical, financial) and their resulting trauma.
* Provide a law enforcement toolkit for safety planning and appropriate measures necessary for domestic violence service calls.
* Outline successful domestic violence prosecution strategies.
* Provide a practical guide on the role of community coordinated responses, programming, and services and their implementation.

**Intended Audience:**Law enforcement, US Attorneys, federal partners, victim services providers, legal advocates, and other PSN team members

**Length:** This training is intended to last one day but can be customized to include an additional half to full day that covers other PSN team-specific topics, such as intimate partner violence, teen dating violence, and using child-sensitive parental arrests.

**Agenda** (includes breaks and lunch)

* Introduction: What is domestic violence? (20 min)
* Identifying domestic violence and its contributing factors (40 min)
* Traumatic responses to domestic violence (60 min)
* Victim safety and protection (20 min)
* Domestic violence prosecution strategies (40 min)
* Community coordinated responses and partnerships (60 min)
* Domestic violence services and resources (30 min)
* Ray Rice case study and discussion (60 min)
* Quiz and certification (30 min)

**SME/Trainer:** Mark Kurkowski is a 25-year veteran of the St. Louis Metropolitan Police Department. He has 21 years of experience investigating incidents of intimate partner violence, stalking, and sexual assault while he was assigned to the Domestic Abuse Response Team, the Grants to Encourage Arrest Program, and the St. Louis Regional Domestic Violence Prevention Team. Mr. Kurkowski has nine years of experience as an investigator and supervisor on the Greater St. Louis Major Case Squad, a multijurisdictional investigative unit focused on homicide investigations.

# Drug Market Intervention Training

Drug Market Intervention (DMI) is a strategic problem-solving initiative aimed at disrupting and eliminating open-air drug markets and the associated crime, violence, and disorder that for decades has proven challenging for communities and law enforcement to address. The focused deterrence strategy focuses on small, geographic-based drug markets and the drug dealers in those areas. The most violent offenders are identified, detained, and prosecuted to demonstrate the consequences for selling drugs persistently and committing serious crimes. The strategy then stages an intervention with the low-level offenders, their families, people who are influential in the offender’s life, and community members. Law enforcement mobilizes community residents, leaders, and family members of low-level drug dealers to voice their intolerance for this criminal behavior and to create opportunity and support for these offenders in changing their behavior. With law enforcement backing, offenders are given a choice to stop dealing drugs or face the maximum penalties allowed. This ultimatum is coupled with support services such as job training, housing, transportation, and health care. The DMI team commits to aggressive enforcement if drug selling and violence persist and support for those who seek services.

**Goal and Objectives**

* Eliminate open-air drug markets.
* Reduce crime and disorder.
* Improve public safety and a community quality of life.
* Return the neighborhood to the residents.

**Intended Audience:**Federal, state, and local representatives of law enforcement, prosecution, probation/parole; community and business leaders; and social service providers.

**Length:** The DMI training is typically a day and a half but can be adapted for individual communities. Typically, the DMI training includes pre- and post-training consultation.

**Agenda:** The DMI follows a nine-step process that supports the effective implementation of this [evidence-based model](https://www.crimesolutions.gov/ProgramDetails.aspx?ID=361) of violence reduction. Trainers will provide an understanding of the DMI nine-step model and assist the site with working through essential decisions such as team selection, community engagement, and timelines. The agenda includes an overall orientation to the DMI strategy, instructions on how to get started, awareness of critical issues that may arise during the implementation process, and advice on sustainability.

**SMEs/Trainers:** SMEs/trainers are available and can be identified based on specific community needs. Trainers include law enforcement, prosecution, community, and research leaders experienced in the DMI model. Previous trainers include Marty Sumner (retired chief, High Point, North Carolina); Robert Hood, Association of Prosecuting Attorneys; Reverend Kenneth Copeland, community leader, Rockford, Illinois; Ed McGarrell, MSU; and Heather Perez, MSU.

# Focused Deterrence Training: Developing, Implementing, Evaluating, and Sustaining an Effective Approach

Focused Deterrence is an evidence-based, proactive collaborative approach for reducing violent crime. As with any crime reduction strategy, proper development, application, and modifications over time are critical for focused deterrence to be effective and sustained. Successful focused deterrence approaches have reduced violent crime and victimization and enhanced community trust and engagement. This training is customizable depending on an agency’s interest in focused deterrence (exploratory vs ready to establish vs enhancing), and other needs and capacities specific to the requesting agency and partners. The Focused Deterrence training covers:

* Introduction to Focused Deterrence
* Development and implementation considerations
* Identification and collaboration with stakeholders
* Importance of internal and external communication
* Establishment of clear roles and responsibilities by leadership
* Engagement with community
* Offender identification
* Intelligence sharing
* Development of messaging
* Establishment of follow-up procedures (support and accountability)
* Evaluation of program effectiveness
* Assessment and modification of a current Focused Deterrence approach
* Sustainability of program

**Goal and Objectives**

* Establish a clear understanding of Focused Deterrence.
* Understand key Focused Deterrence components and development considerations.
* Recognize the importance of collaboration with mutually agreed upon roles and responsibilities.
* Understand the evaluation and sustainment of a Focused Deterrence approach.
* Adjust or reinvigorate a Focused Deterrence model.

**Intended Audience:**This training can be delivered to up to 50 attendees from the following agencies:

* Local police department (leadership and operational staff)
* US Attorney’s Office
* Local prosecutor’s office
* Probation and parole offices
* Federal law enforcement partners
* Community advocate partners

**Length:** This training can range from a half-day to a full-day depending on the agency’s focus.

**SME/Trainer:** Tom Woodmansee has 27 years of experience in law enforcement and criminal justice training, technical assistance, and research. He was a sworn police officer for the Madison, Wisconsin, Police Department (MPD), which is recognized as a national leader in community-oriented and problem-oriented policing. During his 25-year career at MPD, Mr. Woodmansee held numerous roles and ranks, including as a patrol officer, an undercover narcotics officer, 13 years as a detective, 15 years on a SWAT team, and 5 years as a commander. He has been involved in training police officers for more than 20 years at local, state, and national levels. His areas of expertise in training include police tactics, interview and interrogation, domestic abuse investigations, violent crime investigations, hostage negotiations, narcotics and gangs, police lineups, background investigations, search warrants, courtroom testifying, and community policing.

He was the director of the Madison Police Academy for two years and oversaw the recruit/hiring process, along with academy and in-service trainings. He also designed and implemented MPD’s focused deterrence unit, which was established to address prolific, violent offenders and reduce violent crime in Madison. He was in charge of the MPD intelligence division, which included the Gang and Crime Analyst units. While still a sworn officer, Mr. Woodmansee became a consultant for CNA and Booz Allen Hamilton. During this time, he provided technical assistance and training as a SME on strategies to reduce violent crime and on other police operations. Upon retiring as a police officer in 2016, he was hired by CNA as a senior advisor. He has written several articles and worked on numerous projects with police departments throughout the country.

Mr. Woodmansee has made more than 110 presentations on focused deterrence, including for the International Problem Oriented Policing Conference, the Illinois Criminal Justice Information Authority, and the 2018 Criminology Symposium in Stockholm, Sweden. He has also conducted multiple on-site focused deterrence implementation projects and assessments for agencies currently using the approach.

# Foundations of Crime Analysis Training

This training focuses on definitions, practical examples, and application of crime analysis for strategic crime reduction. It includes exercises, discussion, fieldwork, and application to the problems of individual jurisdictions.

**Goal and Objectives**

* Understand crime analysis for crime reductions.
* Develop practical skills for conducting crime analysis.

**Intended Audience:**Ideally a team that includes analysts and officers/detectives; law enforcement managers and those from prosecution and community corrections would also benefit.

**Length:** This is a two-day course.

**Agenda:** The course covers the following areas:

* Day 1
	+ Introductions and class participant crime problems
	+ Problem-solving and the importance of analysis
	+ Understanding problems
	+ Analyst as researcher
	+ Collecting data
	+ Analyzing data
* Day 2
	+ Analyzing data, continued
	+ Creating strategies
	+ Evaluating a problem solving effort
	+ Presenting all of the info
	+ Moving forward/next steps

**SME/Trainer:** Julie Wartell is an advisor on public safety issues relating to crime analysis, problem-solving, and justice systems. Ms. Wartell has held a variety of positions that include crime analyst coordinator for the San Diego, California, District Attorney’s Office, project director of the East Valley Community Mapping, Planning, and Analysis for Safety Strategies (COMPASS) Initiative (a regional analysis effort), crime analyst for the San Diego Police Department, researcher for the Institute for Law and Justice and the Police Executive Research Forum, and fellow at the National Institute of Justice Crime Mapping Research Center. Ms. Wartell has performed a wide range of research on and analysis of various crime problems and police-related issues, worked on strategic planning efforts, and coordinated the development of a series of crime-mapping training modules. She has provided extensive training and made presentations to officers and analysts throughout the country on topics relating to crime analysis and problem-oriented policing, has edited or authored numerous publications, and currently teaches GIS in Urban Studies at the University of California – San Diego. She has a master’s degree in public administration with an emphasis on criminal justice administration.

# Grants Landscape Review

PSN sites will gain direct assistance in creating a strategy for seeking, applying for, and managing grants. The grant strategist/SME will:

* Gather information on the site’s grant process from grant identification to grant award administration and implementation.
	+ Current and pending grant information on grantor, grant project description, grant award date, grant end date, and total grant award.
	+ Department goals, priorities, public/private funding, current technology, and crime reduction/prevention strategies.
* Create an initial “wish list” as the foundation of the site’s grant strategy.
* Develop a complete grant strategy.
* Identify future funding opportunities from traditional DOJ agencies, other federal resources, and state and private funding opportunities.

After the assessment is complete, the grant strategist/SME will provide continuing, direct TTA through remote and on-site assistance, including strategic guidance to law enforcement executives and technical guidance to grant managers and writers.

**Goal:** Develop a method to enhance private, state, and federal funding using a grant strategy planning process and identify future TTA opportunities.

**Intended Audience (local personnel to participate in the assessment):**

* Chief of police and designated command staff
* Grants manager/equivalent personnel
* Strategic development personnel
* Police foundation representative
* City grants manager

**Length**

* One-day site visit.
* The SME will deliver an assessment report approximately one month after the site visit.

**Agenda**

* Meetings with local personnel

**SMEs:** An expert will be identified based on need or as suggested/recommended by the requester.

# Homicide Investigations and Prosecution Assessment

SMEs will conduct a site visit to meet with personnel from appropriate agencies to assess and review existing policies, procedures, and practices. During the assessment, SMEs will:

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

**Goal:** Assist local efforts to reduce violent crime, conduct high-quality investigations, and produce successful prosecutions for homicide cases by identifying strengths, gaps, and areas for growth across the homicide investigations process.

**Intended Audience (local personnel to participate in the assessment):**

* Executive command staff
* Commanders, supervisors, detectives, and investigators
* Senior prosecutors and homicide trial prosecutors
* Federal counterparts involved in homicide investigations and prosecutions

**Length**

* Two- to three-day site visit.
* The SMEs will deliver an assessment report approximately one month after the site visit.

**Agenda**

* Meetings with the above local personnel
* Tour of police department facilities
* Review of an active homicide investigation case file
* Case briefing meeting and observation of internal briefings
* Review of crime data, policies, procedures, and other documents related to the management and operations of homicide investigative functions

**SMEs:** An expert will be identified based on need or as suggested/recommended by the requester.

# Prosecution Assessment

PSN SMEs will gather data, communicate with prosecutors remotely, and conduct a site visit to complete the following activities:

* **Review the business processes to address violent crime:** Includes addressing collaboration and coordination, particularly with other criminal justice components, reviewing policies and procedures, and reviewing past prosecutions of violent crime and gun cases.
* **Review approaches to gun crime:** Includes current practices and protocols for coordinating with US Attorney’s Office, Police Department, Parole, Probation, Juvenile Services, etc.
* **Assess and review advanced concepts, as appropriate:** Includes assessing advanced models or practices in use and those appropriate to implement in the prosecutor’s office.

**Goals and Objectives**

* Assess capacity to prosecute violent crime using federal and state law.
* Identify strengths, gaps, and enhancements needed in violent crime prosecutions.
* Identify local and national resources to improve successful prosecution results.

**Audience (local personnel to participate in the assessment):**

* Elected prosecutor, first assistant, and managers of prosecution units
* Prosecutors assigned to these cases from intake through sentencing
* Lead prosecutors for technology in the office for trial and from law enforcement
* Prosecutor staff who provide victim/witness services in these cases
* Investigators and crime analysts in the prosecutor’s office
* Federal counterparts in the US Attorney’s Office or federal law enforcement
* Law enforcement personnel identified by prosecutors as critical to the process

**Length**

* Two days of preparation and a two- to three-day site visit
* One virtual meeting with the prosecutors for clarifications and feedback.
* One month after the site visit, the SME will deliver an assessment report.

The SMEs will deliver a formal written assessment identifying challenges and solutions for prosecutors to implement effective violent crime prosecutions using state and federal resources approximately one month after the site visit.

**Agenda**

* Meetings with the above local personnel
* Homicide or gun case review meetings, if applicable

**SMEs:** An expert will be identified based on need or as suggested/recommended by the requester.

# Strategic Messaging Assessment

PSN SMEs will conduct the following activities as part of the strategic messaging assessment:

* Assess current communication practices.
* Review communication policies such as media relations, social media, and any other policy affecting external communication.
* Develop recommendations for strengthening and coordinating external and internal communications to focus on the agency’s overarching key messages.
* Develop recommendations for establishing a consistent, agency-wide approach to the districts’ digital community engagement efforts.

**Goals and Objectives**

* Assess current communication practices and provide recommendations for strengthening and coordinating internal and external communications.
* Identify current agency approaches to strategic messaging and provide recommendations for establishing a consistent, agency-wide social media team approach.

**Intended Audience (local personnel to participate in the assessment):**

* Chief of police and command staff
* Public information officer and staff
* Social media personnel
* Other personnel involved in internal and external communications

**Length**

* Two-day site visit.
* The SMEs will deliver an assessment report approximately two months after the site visit.

**Agenda**

* Meetings with the above local personnel
* Collection of relevant policies

**SMEs:** An expert will be identified based on need or as suggested/recommended by the requester.

# Technology Assessment

To assess local technology capacities, PSN SMEs will conduct the following activities:

* Examine areas such as dispatch software, records management software, the mobile environment, case management, crime analysis, IT support, and other related technologies.
* Perform an initial assessment to identify gaps and needs.
* Produce a report detailing the department’s technical gaps.
* Provide a recommendation for future TTA opportunities.

**Goal:** Provide the local site with insight in planning and implementing future initiatives focused on the agency’s technical resources and abilities. SMEs will provide recommendations to further the site’s technology-driven justice initiatives.

**Intended Audience (local personnel to participate in the assessment):**

* Chief information officers
* Technologists
* Records department staff
* Crime analyst/statisticians/CompStat report generators (headquarters and in precincts)
* Detectives in charge/lead detectives
* Computer-aided dispatch /records management system/jail/mobile solutions
* Body-worn cameras/closed-circuit TVs /license plate readers, as applicable
* Case management

**Length**

* Two-day site visit.
* The SMEs will deliver an assessment report approximately two months after the site visit.

**Agenda**

* Meetings with the above local personnel (smaller conversations with four to five people)
* CompStat meeting
* Viewing any technologies the department might have, including whether they share systems or networks between the county or city

**SMEs:** An expert will be identified based on need or as suggested/recommended by the requester.

# Top Offender List Training

This training session will discuss the use and value of developing a top offender list. It will also cover the logistical aspects of the process for selecting offenders, and how to maintain, validate, and sustain a list. Trainers will also share practical examples of how other departments have incorporated such lists into their crime control initiatives as well as suggestions on maintaining the target offender strategy once it is initiated.

**Goal and Objectives**

* Establish a clear understanding of developing and maintaining offender lists.
* Understand key components and development considerations.
* Learn ways to use offender lists.
* Recognize the importance of collaboration with mutually agreed upon roles and responsibilities.
* Understand the evaluation and sustainment offender lists.

**Intended Audience:**This training can be delivered to up to 50 attendees from the following agencies:

* Local police department (leadership and operational staff)
* US Attorney’s Office
* Local prosecutor’s office
* Probation and parole offices
* Federal law enforcement partners

**Length:** This training can range from a half-day to a full-day depending on the agency’s focus.

**Agenda:**

* What is offender targeting?
* Who is targeted?
* How are they targeted?
* Developing the list and selection criteria
* Process considerations for the selection process
* Maintaining the validity of the list
* Using the list
* Evaluating and sustaining offender lists
* Examples of agencies using offender lists

**SMEs/Trainers:** Tom Woodmansee has 27 years of experience in law enforcement and criminal justice training, technical assistance, and research. He was a sworn police officer for the Madison, Wisconsin, Police Department (MPD), which is recognized as a national leader in community-oriented and problem-oriented policing. During his 25-year career at MPD, he was involved in training police officers for over 20 years at local, state, and national levels. His areas of expertise in training include police tactics, interview and interrogation, domestic abuse investigations, violent crime investigations, hostage negotiations, narcotics and gangs, police lineups, background investigations, search warrants, courtroom testifying, and community policing. Scott H. Decker is a Foundation Professor of criminology and criminal justice at Arizona State University (ASU). The American Society of Criminology awarded Dr. Decker the title of "Fellow" in 2012 for his scholarly contribution to the intellectual life of the discipline and his substantial role in the career development of other criminologists. Prior to becoming the inaugural director of the ASU School of Criminology and Criminal Justice (2006–2013), he was professor of criminology and criminal justice at University of Missouri-St. Louis, where he received the Chancellor's Award for Excellence in Research in 1989, and in 2001 was named Curators' Professor. He was named a Fellow of the Academy of Criminal Justice Sciences in 2007, and was the Hindelang Lecturer at the University at Albany in 2009. In March 2011, he won the Bruce Smith Award from the Academy of Criminal Justice Sciences. Dr. Decker is the author of 15 books, more than 150 articles and chapters, and more than 100 presentations in the US, Canada, Europe, and Central America. His research has been funded by the Harry Frank Guggenheim Foundation, the National Science Foundation, DOJ, the Department of Health and Human Services, and the National Institute on Drug Abuse.

# Victim Services Assessment

The Victim Services Assessment (VSA) is intended for PSN teams interested in building a victim service response infrastructure, enhancing existing victim service programs/partnerships, and/or supplementing existing victim services by focusing on a particular service provider system or forms of violent crime.

**Goals and Objectives**

* Understand victim service providers and agencies available in your local community.
* Understand how to incorporate victim services and programming in your PSN strategy.
* Identify how to better access and use Victims of Crime Act funding.
* Improve knowledge and understanding of trauma-informed approaches to reducing violent crime.

**Intended Audience:**Includes, but is not limited to, law enforcement, victim service providers, legal advocates, prosecutors, and other criminal justice professionals.

**Length of Training:** The VSA will be tailored to the participating PSN team’s needs; length will vary but will likely be two full days.

**VSA Steps:**

* Complete a pre-assessment questionnaire via phone (two hours).
* Participate in one to two pre-site visit planning calls (one hour each).
* Participate in a site visit with PSN TTA team members, including NCVC and CNA (two days).
	+ Assess current state of the site’s victim services and determine strength and areas of improvement (full day).
	+ Conduct individual and small group interviews with PSN TTA team members and relevant victim service providers (full day).
* PSN TTA team members review interview results and provide participating PSN team with actionable recommendations for improving its victim services and programming.
* Engage with PSN TTA team on recommended TTA based on VSA results.

**SMEs:** An expert will be identified based on need or as suggested/recommended by the requester.

# Violence Analysis Assessment

PSN SMEs will gather data by communicating with department personnel and conducting a site visit to accomplish the following:

* Assess calls for service and crime statistics related to homicides, robberies, and shootings to identify violent crime patterns and to identify and map hot spots.
* Conduct social network analysis to identify the most central people and groups within the identified networks based on degree, closeness, and betweenness.
* Map geographic locations related to the most violent networks and the most central people within those networks.

**Goal:** Understand the scope and nature of violence in the participating city to inform recommendations for the police department to design a comprehensive response to violence, including prevention, intervention, and suppression strategies.

**Intended Audience (local personnel to participate in the assessment)**

* Crime analysis unit
* Gang unit
* Detectives and investigators of homicides, robberies, and shootings

**Length**

* One- to two-day site visit.
* The SMEs will deliver an assessment report approximately two months after the site visit.

**Agenda**

* Meetings with the above local personnel
* Observation of internal briefings
* Tour of police department facilities
* Review of crime data, policies, procedures, and other documents related to homicides, robberies, and shootings

**SMEs:** An expert will be identified based on need or as suggested/recommended by the requester.