PROJECT SAFE NEIGHBORHOODS (PSN)
BLUEPRINT FOR SUCCESS
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INTRODUCTION TO PROJECT SAFE NEIGHBORHOODS

The Department of Justice (DOJ) Project Safe Neighborhoods (PSN) program is a nationwide initiative that brings together federal, state, local, and tribal law enforcement officials, prosecutors, community leaders, and other stakeholders to identify the most pressing violent crime problems in a community and develop comprehensive solutions to address them. PSN is led by the U.S. Attorneys’ Offices (USAOs) in the 94 federal judicial districts throughout the 50 states and U.S. territories.

PSN is customized to account for local violent crime problems and resources. Across all districts, PSN follows five key design elements of successful violent crime reduction initiatives: leadership, partnerships, targeted and prioritized enforcement, prevention, and accountability. A major goal of PSN is to incorporate research and data analysis to inform its decision-making on the most effective violence reduction strategies.

Historical Development

PSN was conceptualized by DOJ in 2001 and launched in 2002. The initial PSN program, PSN 1.0, was a national program that built upon evidence-based violence reduction initiatives developed in the 1990s to address serious gun crime. These initiatives included Boston Ceasefire, Richmond Exile, and a 10-city DOJ initiative known as the Strategic Approaches to Community Safety Initiative (SACSI). PSN 1.0 promoted the development and implementation of comprehensive, collaborative violent crime reduction strategies and included formula grant funding to a local fiscal agent identified by the USAOs. PSN supported the development of partnerships, targeted and prioritized enforcement, and prevention and accountability techniques. A unique feature of the program was that the grant included funding for a research partner to conduct analyses of the local violent crime problem, support and assess implementation, and, when possible, conduct an evaluation. Research played a central role in PSN 1.0, both in understanding the violent crime problem and monitoring the implementation of a strategy and its impact on violent crime. The key phrase for this program was “outcomes, not outputs.”

PSN 1.0 also included extensive training on modeling and sharing best practices across USAO districts. Four interventions seemed to garner support from the field: chronic violent offender programs, gun case joint prosecution screening, focused deterrence and offender notification, and crime incident reviews. In 2012, funding for PSN strategies became limited when the grant process moved to a competitive funding model through which applicant agencies were selected based on a peer review process. This model led to fewer grants being awarded.

to PSN districts. However, the grant awards were higher. A number of districts remained engaged with PSN, despite not receiving PSN grant funding. However, those that received funding produced valuable findings and approaches for other USAOs to consider as they updated their own violent crime reduction strategies.

In fiscal year (FY) 2018, DOJ leadership reprioritized violent crime reduction efforts, strengthened PSN, and provided USAO districts with funding to implement violent crime reduction strategies. PSN grant funding returned to a formula model through which each district receives an allotment to implement portions of its strategy. This change in approach is often referred to as PSN 2.0; it strengthened policy guidance to districts and once again provided funding to local fiscal agents organized by the 94 districts. This document supports the development, implementation, and sustainability of PSN 2.0 by providing a blueprint for PSN implementation that is based on years of PSN experience.

Research Summary PSN 1.0

A team of researchers at Michigan State University (MSU) conducted a rigorous evaluation of PSN 1.0 in 2010 and revealed overall reductions in violent crime, with effective implementation related to significant reductions. The evaluation consisted of systematic case studies conducted in 10 U.S. cities and a nationwide assessment of violent crime trends comparing PSN target cities with non-target cities. Overall, the evidence showed that PSN target cities experienced reduced levels of violence compared to non-PSN target cities and compared to PSN target cities in PSN districts with lower levels of implementation. Controlling for socioeconomic factors that may affect crime rates, the researchers conservatively estimated a 4 percent reduction in violent crime attributable to PSN. These findings were reinforced by a supplemental analysis of gun homicides that found that cities with PSN teams with strong partnerships and high levels of federal prosecution of gun crimes experienced a 10.5 percent reduction in gun homicides when other cities were experiencing increases in gun homicides.

PSN RESEARCH AND IMPACTS

(1) In U.S. cities with populations greater than 100,000, a high rate of PSN prosecutions was associated with a 13.1 percent decrease in violent crime. In contrast, cities with a low rate of PSN prosecutions experienced a 7.8 percent increase in violent crime during the same period. (2) The 10 cities that were included as case studies experienced declines ranging from 10 to 42 percent on measures such as homicides, firearm homicides, and total gun crimes. (3) “The overall pattern was clear in both the PSN and CAGI evaluations. Where effectively implemented, the strategy was associated with significant declines in violent crime.”

—Edmund McGarrell, lead researcher of the PSN and CAGI evaluations

The research also indicated that effective implementation of PSN was a key factor in reducing violent crime across the 94 districts. Key factors in implementation included strong leadership, effective project management, and partnerships; targeted and prioritized enforcement; and accountability. These factors and related lessons learned formed the basis for the Five Design Elements of PSN 2.0. Indeed, the findings regarding the importance of effective implementation for violence reduction serve as a foundation for the Five Design Elements.

BUILDING A STRONG PSN INITIATIVE
Engagement Timeline
Strategic Planning

Strategic plans are a critical component of high-functioning teams as they help to focus efforts and aid in implementation and evaluation. A strong strategic plan identifies goals that teams seek to accomplish, and provides a systematic plan for how they will accomplish their goals. Such plans will support the PSN team over the “life cycle” of PSN, including but not limited to grant-funded projects. That is, a strategic plan should outline activities and responsible persons from initial stages of forming the team and establishing partnerships, through analyzing\(^3\) the violent crime problem, selecting target enforcement areas and strategies, implementing strategies and interventions, and assessing and evaluating impact. Ultimately, the plan should build capacity for violence reduction and public safety that can be sustained if resources diminish.

A Strategic Action Plan (SAP) can be a useful tool to help PSN teams think through, develop, and implement their violent crime reduction strategies. A SAP template was developed specifically for PSN and conforms to PSN’s Five Design Elements. It covers the following components:

- Goals
- Partnerships
- Crime drivers
- Targeted enforcement areas
- Law enforcement, intervention, prevention, and reentry strategies
- Project management and accountability plan

Although the SAP was developed from a PSN grant requirement, it serves as a roadmap and can be a useful tool for any agency looking to develop a violent crime reduction plan. Equally important to the strategic plan is a regular review and assessment to determine whether strategy refinements and adjustments are necessary. For instance, the Grant Action Plan (GAP), which was also developed from a PSN grant requirement, can help districts refine existing strategies. The PSN SAP and GAP are available as templates to support strategic planning and ongoing assessment.

PSN team members are encouraged to be involved in the creation and assessment of the strategic plan. Such input is especially important as new team members and partners come on board because it can help create shared understanding of the goals and purpose of the PSN strategy. Having all partners understand the “why” behind the PSN strategy is an essential step in gaining commitment and, ultimately, in effective implementation. This collaboration can be organized by PSN’s Five Design Elements.

FIVE DESIGN ELEMENTS

Leadership

Leadership and project management are critical for effective implementation and, ultimately, for violence reduction. This is true not only at the top level of key partnering organizations involved in PSN but also throughout the levels of the organizations. Given the national reach of the PSN program, there is no “one size fits all” model for organizing the PSN initiative, but there are common themes of essential leadership for a PSN team.

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\(^3\) PSN 2.0 recommends but does not require a research partner.
Federal, State, and Local Leaders
At the executive level, the leadership of the U.S. Attorney and local law enforcement executives is critical to successful implementation of the PSN strategy. Such implementation is characterized by a U.S. Attorney who makes a strong commitment to reducing violent crime and ensures that the USAO and federal law enforcement are dedicated to PSN. Corresponding to this commitment is the critical leadership role of the local law enforcement executive(s) responsible for public safety in the target law enforcement areas.

With the clear leadership of the U.S. Attorney and the chief local level executive(s), it is typically the case that leaders from other partner agencies (e.g., prosecutor’s office, probation and parole, state police and corrections), as well as key federal partners (Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF); Drug Enforcement Administration; Federal Bureau of Investigation; and the U.S. Marshals Service), will also express their commitment to PSN.

PSN Coordinator
A project manager or “PSN Coordinator” is critical to an effective PSN initiative, particularly for managing the multiagency partnerships involved in PSN. There is no one actor with authority over all the partnering agencies and community partners, making it critically important to have a PSN Coordinator who communicates and coordinates well with other agencies. An Assistant U.S. Attorney (AUSA) is typically the designated PSN Coordinator and often works with the Law Enforcement Coordinator (LEC) to provide project management. The AUSA and LEC may work with a project manager from the local law enforcement agency to coordinate the PSN initiative.

The PSN Coordinator has multiple responsibilities, including overall leadership and day-to-day project management. Working with the PSN executive leaders, the PSN Coordinator should develop a team structure (see discussion below) and implementation process. This includes completing the SAP and/or GAP, scheduling team meetings, and ensuring that strategies are implemented, communicated, and coordinated with other key partners.

The PSN Coordinator will typically work with several additional key partners who often assume leadership roles.

Fiscal Agent, Research Partner, Victim-Witness Specialist
PSN teams include a fiscal agent, and often a research partner and victim-witness specialist. As the title implies, the fiscal agent is responsible for managing the grant funds. The fiscal agent works closely with the Bureau of Justice Assistance (BJA) to accept the award formally, develop and manage an accounting system for tracking expenses and expenditures, answer fiscal questions from the partners, and ensure fiscal and performance reporting to BJA.

Many PSN teams contract with a Research Partner (RP). The RP should take an action research approach in which he or she helps analyze the local violent crime problem, suggests potential evidence-based and evidence-
informed strategies for consideration by the full PSN team, assists in tracking performance metrics, provides ongoing assessment and feedback, and, ideally, conducts an evaluation. RPs typically come from local universities, private or public research organizations, or local or state agencies such as the State Statistical Analysis Center. Local or state law enforcement agencies may have crime analysts who can provide some of these functions, and ideally RPs will work closely with law enforcement agency analysts. However, successful documentation and evaluation of PSN initiatives typically require more than reliance on existing crime analysis resources.

PSN 2.0 also encourages PSN teams to incorporate victim-centered programs when developing strategies, as partnering with available victim services organizations is crucial to reducing violent crime. A good start is partnering with the victim-witness specialist in the USAO (including, in many jurisdictions, a victim-witness unit or office), as well as victim assistance specialists in local, county, and state law enforcement and prosecutor’s offices. Doing so brings expertise on such issues as fostering cooperative, trust-building relationships with victims and the larger community; understanding the effects of victimization and trauma on families, officers and prosecutors, and communities; understanding specific types of violent crime, such as domestic violence and sexual assault; intervening to prevent retaliation; and related issues.

**Partnerships**

Much of the strength of the PSN team comes from established partnerships, which bring additional resources to address violent crime that are not available in any single organization. These include tangible resources such as personnel, funding, training, broader and street-level perspectives, and intelligence.

At a minimum, PSN teams include partnerships between federal, state, and local, law enforcement partners and federal and local prosecutors. Probation and parole agencies are also valuable partners. The state department of corrections, local (county) jails and pretrial services, the juvenile justice system (courts, detention, probation, corrections), and federal probation are important partners in many PSN teams. Depending on the local context, tribal law enforcement can be an important partner. Some PSN teams have included the defense bar, and many make efforts to brief the judiciary on the PSN team and strategies.

Community engagement produces additional key partnerships. PSN community engagement efforts typically build upon the efforts of local law enforcement to establish and sustain relationships with neighborhood associations, block groups, schools, the faith community, and a variety of social service organizations and other community partners. Examples include youth outreach and school-
based prevention, community participation in call-in meetings, community celebrations, peace walks, and reentry initiatives. Several PSN teams, including local law enforcement and ATF agents, engage the community as they collect ballistics evidence following shootings. As another example, law enforcement agencies in some jurisdictions organize support groups for the surviving relatives of homicide victims.

The partnerships should relate to the strategic focus of the PSN team. For example, a focus on domestic violence will benefit from partnerships with family justice centers, domestic violence shelters, and victim services. Addressing the issue of retaliatory violence may include partnerships with a local trauma center and community outreach workers who seek to identify and intervene in ongoing street disputes. Mental health providers may be a key component for working with repeat violent offenders.

Community partners bring valuable perspectives and resources to the PSN effort. Engaging the community will help local residents understand law enforcement’s efforts to address violent crime and enhance public safety, help the community heal after experiencing trauma associated with violent crime, and ultimately build trust with the community. Numerous community stakeholders can support PSN, including representatives from schools, social services, community health centers, prevention programs, reentry and transitional housing programs, local government, employers, neighborhood associations, and the faith community.

Partnering with victim services, both within criminal justice agencies and in the community, is crucial to any violent crime reduction strategy. This involves working with local organizations that can help PSN teams address the traumatic effects after a violent crime has been committed, as doing so is an equally effective violent crime preventive measure, similar to other methods such as improved prosecution and law enforcement investigation techniques. Examples of such organizations include statewide and local domestic violence and/or sexual assault coalitions; grief, loss, healing, and/or trauma centers; family justice centers; population-specific centers (e.g., LGBT+, immigrant, or formerly incarcerated); mental health centers; holistic, restorative justice programs; and any local organizations serving underserved and/or at-risk populations. The PSN Training and Technical Assistance (TTA) team (see below) can help PSN teams identify and partner with such victim services organizations.

Finally, many PSN teams engage a research partner to assist with problem analysis, performance metric tracking, identification of evidence-based strategies, and ongoing assessment and evaluation. This can also include ongoing assessment of the partnerships themselves. Indeed, one role for the research partner may be to develop metrics and provide reports on the “organizational efficacy” of the PSN partnerships. Having partners believe that they are working together to address key community problems and ultimately contributing to community health will help ensure the sustainability of the PSN initiative.

Once partnerships are established, it is important to devote time and resources to maintaining and nurturing them. Having an idea about what various partners can bring to the PSN initiative is as important as being open to new ideas that partners may bring. Communication is a key element of building partnerships. Thus, meetings with partners should impart a clear purpose and agenda, with tasks assigned, meaningful roles for all participants, and updates on progress.

TAKING ADVANTAGE OF TECHNOLOGY

One of the lessons of the COVID-19 pandemic has been recognition of the role of technology in fostering communication and collaboration. Harnessing technology for virtual communication offers opportunities for efficient project updates as well as training that can reach large numbers of stakeholders involved in PSN.
Targeted and Prioritized Enforcement

To address violent crime, PSN initiatives often focus targeted and prioritized enforcement on problem people or places. Violent crime is often driven by a small group of prolific offenders; they are often involved in gangs, neighborhood crews, and violent street groups, and are typically concentrated in hot spots and “micro-places” (e.g., a street segment with abandoned homes; a problem bar, gas station, or convenience store; or an open-air drug market). Critical elements of targeted and prioritized enforcement include understanding your crime problem, leveraging technology and analytics, developing and implementing enforcement strategies and intervention, and educating the local community and stakeholders about the focused initiative.

Understanding the Problem

Targeted and prioritized enforcement begins with analysis of the local violent crime problem. The problem analysis can help pinpoint crime drivers and assess the extent to which local violent crime is associated with factors such as domestic violence, youth or adult offenders, gangs, reentry, street disputes, and illegal drug markets. The initial problem analysis should be complemented by community input and ongoing strategic and tactical intelligence to equip law enforcement to respond to emerging violent crime issues. This is an area where research partners and crime analysts can support law enforcement.

Leveraging Technology and Analytics

PSN teams improve their enforcement strategies by increasing their reliance on emerging technologies. For example, CGICs and ATF’s National Integrated Ballistics Information Network (NIBIN) technology can enhance investigations and collection of intelligence on gun-related crimes. NIBIN can link ballistics evidence across gun crime incidents to support investigation, prosecution, and proactive enforcement and prevention. That said, such analysis is complicated and requires experienced and engaged analysts. Additionally, many law enforcement use camera technology and license plate readers (LPRs) for both investigative and deterrent purposes. For example, the use

DISTRICT: LA-M
REGION: SOUTH CENTRAL
PSN PILLAR: TARGETED AND PRIORITIZED ENFORCEMENT

In FY20, the Middle District of Louisiana has continued to have tremendous success with its Crime Gun Intelligence Center (“CGIC”) initiative, which started in 2019 and is led by the ATF. The CGIC includes state and local law enforcement, the District Attorney’s Office, the District Attorney’s Office Crime Strategies Unit, and the USAO. The CGIC partnership is responsible for the referral of 30 gun cases to the USAO this year. In collaboration with Baton Rouge’s engagement in the BJA National Public Safety Partnership (PSP) initiative, the district has identified two law enforcement sub-zones that are worthy of targeted and prioritized enforcement because of shootings and gang activity: Baton Rouge City Police zone 2D1 and East Baton Rouge Sheriff’s Office zone 7B15. The District Attorney’s Office Crime Strategies Unit is tracking crime activity in these two areas, specifically shootings and fires. The USAO is identifying and seeking federal referrals of cases related to these two sub-zones.

To date, the USAO has opened three federal cases related to 2D1. One is a gang investigation being led by ATF that has the potential to result in Racketeer Influenced and Corrupt Organizations charges. The USAO has opened three cases this year related to 7B15. The USAO continues to lead the district’s Violent Crime Strike Force, a collaboration of state, local, and federal partners. The goal of the Violent Crime Strike Force is to identify the most serious trigger-pullers in the district through data and law enforcement intelligence. Those individuals are added to a Priority Offender List. The USAO and district attorney are notified of bookings so that decisions can be made quickly regarding prosecution in federal or state court. The Priority Offender List, as well as statistics regarding Violent Crime Strike Force defendant prosecutions in state and federal court, is being updated. Violent Crime Strike Force investigations have led to 11 convictions in federal court of some of the district’s most violent trigger-pullers. Another Strike Force priority offender is the target of a lengthy and ongoing narcotics, violent crime, and financial crime investigation. In addition, the Violent Crime Strike Force is seeking and obtaining referrals for the Priority Offender List that are relevant to the two sub-zones discussed above that are the focus of the PSP initiative.
of LPRs in high-crime neighborhoods can identify stolen cars used by prolific offenders to move drugs and guns.

Advanced analytics can also support targeted and prioritized enforcement, such as risk assessments, as part of chronic violent offender programs, and social network analysis (including NIBIN information) to help identify violent street groups at highest risk for being involved in future shootings. Techniques such as Risk Terrain Modeling can help assess the micro-places in a community at highest risk for shootings and robberies.

**Enforcement Strategies**

Once the factors driving violent crime in any particular PSN target enforcement area are identified, the task force can consider various evidence-based and evidence-informed strategies to reduce them.⁴

These strategies include chronic violent offender programs supported by federal-local joint prosecution screening, focused deterrence, and targeting of repeat violent crime locations. Targeted interventions with victims can interrupt patterns of retaliation and repeat victimization. Violent crime is dynamic and patterns can shift over time, but having processes for ongoing problem analysis, data tracking, and intelligence sharing is necessary to consider whether strategies should be revised.

**Prevention**

While targeted and prioritized enforcement is essential for disrupting patterns of violent crime, sustaining the violent crime reductions depends on prevention strategies. Knocking down rates of violence without a prevention strategy will likely see those crimes resurface and possibly increase. Effective prevention strategies can be as focused as street outreach to high-risk individuals and offering victim services to shooting victims and victims of intimate partner violence, or as broad as youth sports programs or neighborhood revitalization. Reentry programs, particularly those targeting violent offenders, can be an important prevention strategy as individuals returning from prison offend at high rates. Indeed, research consistently shows that two-thirds of offenders return to prison within three years. This places a premium on crafting successful reentry programs.

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We just received feedback on this icons from our clients via the one-pager that you developed for Vivian. They essentially would like for us to have two sets of icons. Could you create an icon of the DOJ seal? This icon would only be used in specific circumstances, so we want to make sure that we have your original icon idea as well.

Fortunately, there are principles and best practices for sustainability to build upon; some are described below.

**Accountability**

PSN represents a major investment of funding, technical assistance resources, human capital, and other resources at both the national and local levels. Ultimately, PSN partners seek to reduce overall rates of violent crime. Similarly, community leaders and stakeholders want safe communities where individuals, families, schools, and businesses can thrive. Capturing performance metrics and analyzing the effects of the PSN initiative are essential for sustaining successful strategies and strengthening public safety.

Performance metrics play an important role throughout the PSN initiative. They help assess how well the PSN strategies are being implemented, identify gaps, and allow for mid-course corrections. The PSN team, working with the research partner and/or crime analysts, is encouraged to view performance metrics, including those required through the grant, as a valuable source of information for building and sustaining highly effective PSN teams.

**The Critical Role of Implementation & Sustainability**

As noted in the introduction, PSN effectiveness relies heavily on effective implementation. In turn, effective implementation and documentation of impact is key to sustaining impact over time. The PSN team is encouraged to plan for long-term sustainability. It is necessary to plan for sustainability from the early stages of a PSN project.

Fortunately, there are principles and best practices for sustainability to build upon; some are described below.

- **The Research Partner** can play an important initial role in this process by documenting the nature of the violent crime problem in a district, as well as the ongoing, emergent nature of the violent crime problem. A final evaluation that identifies program strengths and areas for improvement will also support long-term sustainability.

- **Training** is an important component of sustainability as it ensures that the core principles of interventions are broadly understood and can be implemented by a large number of individuals. PSN sites should integrate training about PSN, and about the specific prevention and intervention strategies, in police recruit academies, roll call and in-service trainings, training for new prosecutors and defense attorneys, and training for community members and stakeholders, as a few examples.
• Often, PSN sites develop a series of **multilevel and multiagency working groups** that focus on specific problems such as reentry, drug rehabilitation, and coordination with other non-criminal justice system partners. Such groups assist sustainability efforts through building collaborative relationships and cooperative working routines. They also contribute to the routinization of efforts and expectations.

• **Communication** is essential to PSN success and PSN sustainability. Although it is common for a jurisdiction to understand that it has a “violent crime problem,” the specific dimensions of that problem may not be well understood. For this reason regular communication about violent crime in the district (“homicide notifications” to all members about the basic facts of each homicide almost in real time, for example) are important both to focus attention on the problem and also to make partners aware of the major facts of each case. It is also important to focus communication internally; not only should a PSN task force communicate to the public about its goals, objectives, methods, research, and impacts, it should communicate this information at multiple levels within the police agency, prosecutor’s agency, and within other partnership agencies and organizations, so that everyone is informed continually of what PSN is doing and why.

**ACCOUNTABILITY THROUGH PERFORMANCE METRICS**

Performance metrics can include “process” metrics that focus on how the team is functioning, “output” metrics that focus on activities, and “outcome” measures that relate to the ultimate goals of the PSN team. PSN grantees submit performance metrics to BJA on a quarterly basis. Many of these metrics can be used to assess how the PSN team is functioning. For example, how involved are key partnering agencies? Output measures can include indicators such as violent crime related arrests and prosecutions, referrals for federal prosecution, and adjudication. They can also include prevention output metrics such as the number of youth involved in a prevention program and the frequency and duration of the youth involvement. Outcome measures typically involve violent crime incidents, perhaps the number of fatal and nonfatal shootings. If one of our goals is to strengthen community collaboration, a research partner can help create metrics to assess progress. Periodic review of these metrics can help the PSN team assess whether all the key partners are involved and whether the level of involvement is satisfactory. The output metrics help address the question of whether we are doing what we said would do (e.g., is the initiative targeted and with adequate dosage to have an impact on public safety?). Assuming strong partnerships and an adequate level of outputs, we can ask if we are having our intended impact on violent crime. If the answer is yes, this can be important feedback to support long-term sustainability. If he answer is no, we may need to reassess our strategy or the level of intensity.

Typically, funded projects treat sustainability as a “given,” assuming their efforts will continue, without devoting specific attention to how to ensure that the efforts continue. When PSN teams treat sustainability as a desired outcome, similar to violence reduction outcomes, they are much more likely to devote focused planning efforts and resources to sustainability, and they are more likely to achieve desired long-term impacts.

**THE PSN TEAM**

As noted above, PSN builds upon a number of strategic partnerships. The PSN leadership team should consider how to structure the PSN team and the frequency of meetings that will occur for planning and decision-making. As with other aspects of PSN, the approach will vary based on local factors such as the geographic focus of the PSN initiative, available resources, and the nature of the local violent crime problem. There is no one “PSN team model.” Some components of successful PSN teams include:
• Executive Leadership Group
As the name implies, the Executive Leadership Group consists typically of the U.S. Attorney and the other chief executives at the federal, state, and local levels, and, where applicable, tribal law enforcement, prosecution, and corrections partners. This group may meet on a monthly or quarterly basis to share progress updates, assess strengths and gaps, allocate resources, and make other strategic decisions to support the PSN program. This group will “motivate” the troops and set the policy focus for what is to be accomplished.

• Working Group
The Working Group is typically led by the PSN Coordinator and consists of key leaders from partnering organizations. The Working Group may meet on a weekly, bi-weekly, monthly, or quarterly basis. The Working Group will monitor crime patterns in the target enforcement area(s), develop and revise strategies, assess implementation, and manage strategic and tactical responses to violent crime. The Working Group may be directly responsible for reentry, intervention, victim services, and prevention strategies, or it may coordinate with appropriate partners providing such services. These are the people active in the specific interventions to reduce violent crime.

The Working Group may include some of the following subcommittees or teams:

• Street Enforcement Team
The Street Enforcement team may include violent crime response teams from the lead local enforcement agency, federal-state-local task forces, and/or specialized units such as a gang or narcotics unit. The Street Enforcement team is typically an ongoing team engaged in daily crime-fighting activities.

• Joint Prosecution Team
A Joint Prosecution team typically involves representatives from the USAO working with local prosecutors to screen gun crime cases to determine the appropriate prosecution venue for a particular defendant. Depending on the size of the jurisdiction and the number of gun- and gang-related arrests, the Joint Prosecution team may meet daily, several times per week, or weekly.

• Shooting Review Team
This team typically involves street-level officers, investigators, federal agents, prosecutors, and, in many jurisdictions, probation and parole officers. The Shooting Review team analyzes violent crime incidents to determine patterns (e.g., is it gangs/groups, drug markets, retaliatory violence, youths, domestic violence, chronic repeat offenders, or problem places driving violence?). The information gained from the reviews provides both strategic (i.e., overall violence reduction strategies) and tactical intelligence, which provides information on specific offenders to target and considerations for specific strategies to interrupt crime, such as retaliatory shootings. Again, depending on the frequency of violent, gun, and gang crime, the Shooting Review team may meet several times a week, weekly, bi-weekly, or monthly. The Shooting Review team could be combined with a strategy team from the Working Group in a single regular meeting. Alternatively, the results from the Shooting Review team could provide valuable information to a strategy team.

• NIBIN Team
PSN teams increasingly rely upon timely intelligence from the ATF NIBIN. NIBIN intelligence should inform the other teams described above. In some jurisdictions, regular NIBIN meetings share intelligence such as
gun crime incidents that are linked through ballistics and support prosecution efforts and strategic and tactical responses to violent crime. This group reviews the characteristics of gun cases on a regular basis and should meet often, perhaps weekly. Where available, this will include the resources of a CGIC.

• Chronic Violent Offender Team
Many PSN initiatives include a Chronic Violent Offender strategy. Such a strategy typically involves a systematic approach to identifying repeat violent offenders who may be subject to proactive investigation or reactive prioritization at the time of arrest and prosecution. The Chronic Violent Offender team may be subsumed into one of the above teams and it may also be part of a regular review process such as Gunstat review teams that “score” offenders on their criminal histories, typically based on violent crime histories, gang affiliation, and indicators of recent criminal activity. Such offenders are then subject to a variety of interventions that range from arrest to service provision.

• Victim Services
Victim Outreach and Services may be integrated in some of the other teams or may be organized as its own team. The focus typically ranges from improving services to all crime victims, addressing victim trauma, working with individuals experiencing repeat victimization, intervening with violent crime victims in trauma centers, and working with victims to enhance victim cooperation with police and prosecutors, among a variety of victim-related services.

• Community Outreach and Engagement
The Community Outreach team often focuses on building and enhancing community engagement. This may include outreach to neighborhood associations, schools, the faith community, businesses, and similar community stakeholders. As noted above, these partnerships should be driven by goals and strategies and may include domestic violence service providers, public health and mental health providers, local trauma centers, and neighborhood associations in targeted hotspots. In some PSN teams, street outreach workers work with high-risk individuals through mentorship, linkage to services, and intervention to de-escalate disputes and prevent retaliation. Community outreach may also include efforts to revitalize neighborhoods or eliminate or reduce crime attractors through place-based strategies. Community engagement is likely to be ongoing and may build upon existing or new community partnerships.

This is in many ways the most complex of the relationships. Sharing information with the community can be difficult and may lead to different tiers of group membership. Research suggests the effort is worthwhile. Effective community engagement and partnerships can build what researchers call “collective efficacy.” This refers to neighbors looking out for one another and for the good of the neighborhood. Communities with high collective efficacy have low levels of crime. Through community engagement and police-community trust, collective efficacy can be strengthened and the public safety gains achieved through PSN targeted enforcement can be sustained.
As noted above, there is no one structure of PSN committees that applies across all PSN teams. Examples of varying committee structures are included in the Appendix.

**PSN TRAINING AND TECHNICAL ASSISTANCE**

BJA supports PSN teams through a robust TTA program. The national PSN TTA program provides assistance to PSN teams on a wide variety of topics related to the Five Design Elements. For example, PSN TTA may address issues such as how to find and engage a research partner, how to develop a victim services strategy, or using innovations in police-prosecution collaboration. PSN TTA may involve facilitated peer-to-peer exchanges. Examples include exchanging information on topics such as developing a chronic violent offender program, implementing focused deterrence call-in meetings and custom notifications, applying innovative community engagement strategies, or developing and sustaining innovative PSN strategies in addressing intimate partner violence.

The PSN TTA team is led by three organizations working collaboratively with BJA.

**MSU’s** School of Criminal Justice has nearly two decades of experience with PSN and provides TTA related to strategic problem solving and site coordination.

**CNA** builds on its extensive experience providing TTA to hundreds of law enforcement agencies on various aspects of innovation, violent crime reduction, utilization of technology, and community engagement, as well as on its partnership with the Major Cities Chiefs Association and National District Attorneys Association, to provide specialized TTA around law enforcement and prosecution strategies in support of local PSN goals.

The **National Center for Victims of Crime (NCVC)** brings decades of experience in support of victims’ rights and development of victims’ services on a national scale. NCVC brings new TTA expertise around victims’ issues and services to PSN.
Regional TTA Teams

PSN TTA is organized into seven regional teams (Northeast, Southeast, South Central, Mountain Plains, Mid-Atlantic, Mid-West, and Pacific) that serve as central and consistent points of contact for PSN task forces, which assist with the effective request and delivery of TTA from all three PSN TTA providers. Each regional team consists of a DOJ Support Team Member, TTA Liaison, Analyst, and Victim Services Liaison.
The TTA team’s mission is to work with DOJ, BJA, and the PSN TTA providers to ensure that the assigned region receives strategically focused TTA that is consistent with—and complementary to—each region’s, and accompanying district’s, violence reduction efforts and target enforcement area. In addition, the regional TTA teams help develop a network of peers among the PSN regions so that all participants have the opportunity to learn from and mutually support one another. Accomplishing this mission will require the TTA Liaison to serve in a facilitating and intermediary role, ensuring that federal TTA providers understand and meet local and regional needs.

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

The national PSN TTA team will work closely with your organization once you make a request to ensure that the TTA meets the needs and desires of you and your partners. Below we outline key activities for requesting, planning for, and receiving TTA.

- **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 team discussion, including agreement by the USAO.
    - To make a request, go to: [https://psntta.org/tta-request-form/](https://psntta.org/tta-request-form/).

- **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 trainers or assessors.

- **Receiving TTA**
  - Following onsite TTA, the PSN team will provide feedback on the delivery and impacts of the TTA via a *PSN TTA Feedback Form*. 

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The Manchester Police Department requested assistance through PSN with strengthening its abilities to conduct social network analysis (SNA) to boost its crime-reduction efforts. The PSN TTA team matched the sergeant at the Manchester Police Department with experienced social network analysts at the Milwaukee Police Department to provide peer learning support. The Manchester and Milwaukee police departments met three times over WebEx between March and July. During the first meeting, the Milwaukee Police Department presented on how it uses SNA to support crime-reduction efforts. Subsequently, the Milwaukee analysts presented on integration of NIBIN data into SNA. Finally, the Manchester Police Department presented its work on SNA and received feedback from the Milwaukee team on both the approach to analysis and how it could be presented to executive staff members. Simultaneous to this peer learning effort, the sergeant from Manchester attended virtual SNA training through the Naval Postgraduate School.
PSN TTA Resources
The national PSN TTA team works in partnership with DOJ to customize TTA to the local capacities and needs of requesting PSN districts. TTA offerings focus on all five PSN pillars: leadership, partnerships, targeted and prioritized enforcement, prevention, and accountability. Our PSN TTA Overview describes example support in each of these areas (https://psntta.org/wp-content/uploads/2019/04/PSN-TTA-Overview-FINAL.pdf).

PSN TTA can be delivered in a variety of formats, including onsite training, customized assistance, and assessments; virtual learning such as webinars and consultation; peer-to-peer exchanges; and website resources and exchanges.

Contact Us
For additional questions, send an email to: psnttateam@psntta.org or contact us through our website at: https://psntta.org/contact/.
APPENDIX

PSN teams have created varying committee structures based on the goals, strategies, target areas, and the local context of the district. One factor that may influence these committee structures is the size of the district and the nature of the target enforcement area. Below are several examples based on committee structures observed across different PSN teams.

**PSN COMMITTEE STRUCTURE**

**SMALL DISTRICT WITH TARGET ENFORCEMENT AREAS IN MULTIPLE CITIES**

- **PSN Executive Committee**
  - **City A**
    - Street Enforcement Team
    - Joint Prosecution Team
    - Community Outreach & Youth Engagement
  - **City B**
    - Street Enforcement Team
    - Joint Prosecution Team
    - Victim Services Team

**PSN COMMITTEE STRUCTURE**

**MEDIUM DISTRICT WITH TARGET ENFORCEMENT AREAS IN ONE CITY**

- **PSN Executive Committee**
  - **Working Group**
    - Street Enforcement Team
    - Joint Prosecution Team
    - Shooting Review Team
  - **Community Engagement & Prevention Team**
    - Reentry Team
    - Street Outreach Team
    - Victim Services Team

**PSN COMMITTEE STRUCTURE**

**LARGE DISTRICT WITH TARGET ENFORCEMENT AREAS IN ONE CITY**

- **PSN Executive Committee**
  - **Working Group**
    - Street Enforcement Team
    - Joint Prosecution Team
    - Shooting Review Team
  - **Community Engagement & Prevention Team**
    - Reentry Team
    - Street Outreach Team
    - Victim Services Team
    - CGIC/NIBIN Team
    - Youth Based Prevention Team
PSN COMMITTEE STRUCTURE
LARGE DISTRICT WITH TARGET ENFORCEMENT AREAS IN MULTIPLE CITIES

PSN Executive Committee

City A

Working Group

City B

Working Group

City C

Working Group

Street Enforcement Team
Joint Prosecution Team
Shooting Review Team

Community Outreach & Engagement Team

Reentry Team
Street Outreach Team
Victim Services Team

Street Enforcement Team
Joint Prosecution Team
Shooting Review Team

CGIC/NIBIN Team

Youth Based Prevention Team

Repeat for each city