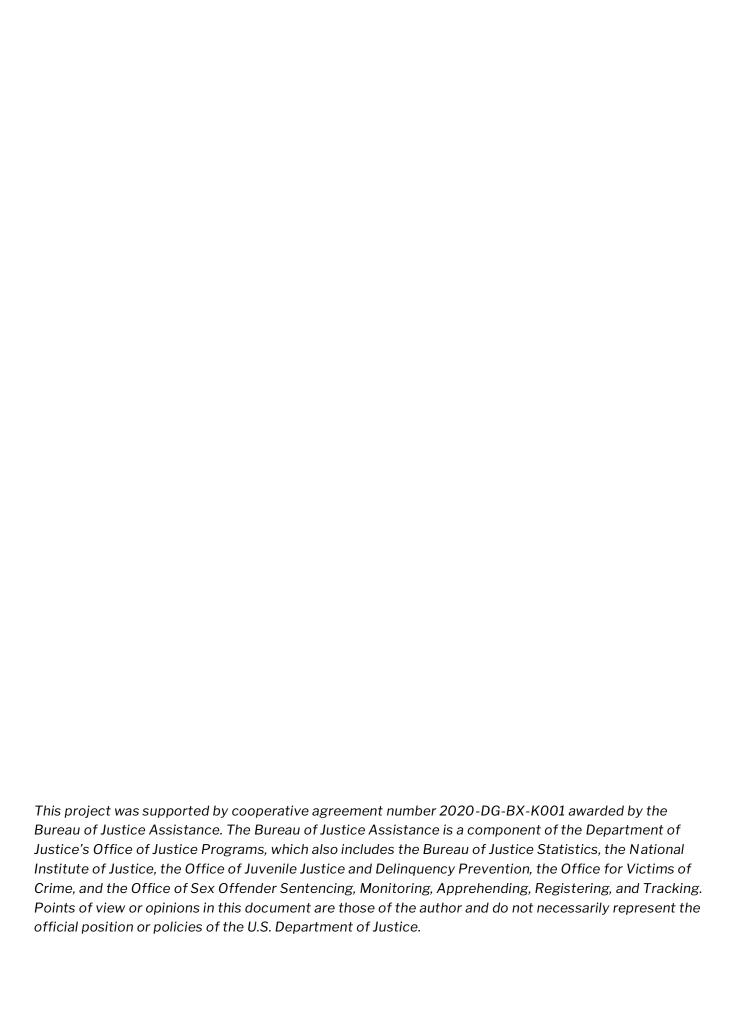
A project of the National Resource and Technical Assistance Center for Improving Law Enforcement Investigations

# Crime Gun Intelligence Center Feedback Toolkit

**Generating Buy-In and Ensuring Sustainability** 



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# The Importance of Feedback in a CGIC

The Crime Gun Intelligence Center (CGIC) model is a seven-step process designed to identify prolific shooters, disrupt criminal activity, and prevent future gun crime. CGICs rely on the use of crime gun intelligence generated through the National Integrated Ballistic Information Network (NIBIN) to identify prolific shooters and remove them from the communities they harm. Each step of the process involves various stakeholders who must work in coordination to accomplish the ultimate goal of reducing violent gun crime. The final step of this model involves providing feedback to CGIC's internal and external participants. This feedback is crucial to the cyclical nature of the CGIC workflow as it motivates stakeholders to participate in the CGIC process.

All personnel involved in the CGIC process should routinely receive feedback to reinforce the importance of the CGIC program and the critical role that each person or unit plays in its success. Feedback can be provided in various ways and should include the community in addition to law enforcement, prosecution partners, and other CGIC stakeholders. The community should be provided with feedback regarding the CGIC's successes and the work that is being done to combat violent crime. In turn, the community could provide law enforcement with information about crimes that are happening in their neighborhoods. Feedback helps generate awareness of the violent crime impact that the CGIC can have, which promotes buy-in and program sustainability.

Figure 1: CGIC Workflow



### **Core Components**

There are four main components for a successful CGIC feedback mechanism: internal feedback, distributing success stories, community feedback and outreach, and public information campaigns. Each feedback method serves different audiences to gain buy-in from all relevant CGIC stakeholders. The following sections will highlight feedback components examples with templates that agencies can adopt as their own.

## **Internal Feedback**

Internal feedback occurs when the work of individuals who leveraged the CGIC process to investigate and prosecute cases is acknowledged and appreciated. Stakeholders should establish protocols for communicating NIBIN-related successes to all involved individuals. This includes patrol officers or crime scene technicians who collected cartridge casings or recovered a firearm, evidence technicians or forensic lab personnel who ensured the evidence was entered into NIBIN promptly to generate actionable leads, analysts who added valuable context to the NIBIN leads, investigators involved in the case, the attorneys who prosecuted the case, and any other personnel who contributed to a successful CGIC investigation or prosecution.

Internal feedback can be as simple as recognizing individuals at a roll call or meeting, awarding challenge coins, or issuing formal commendations. It is crucial to develop a system that works best for each agency, based on what its members will respond to most effectively. This approach provides positive reinforcement and emphasizes the importance of the CGIC as a collaborative process dependent on the contributions of many individuals. Internal feedback fosters a positive culture within the CGIC and supports program sustainability by highlighting each participant's commitment to the program's success. For example, when patrol officers or deputies receive feedback that the casings they collected or the gun they recovered led to a significant arrest, they are more likely to continue the comprehensive collection of cartridge casings and crime guns.

### **Agency Awards & Challenge Coins**

To motivate agency members, many agencies have implemented awards and recognition programs for patrol officers or deputies, investigators, and analysts who have contributed to successful CGIC cases. These agencies use various methods to reward individuals, ranging from creating and distributing challenge coins or championship belts or providing formal recognition from executive leadership. Even small acknowledgments, like giving a challenge coin to an officer or deputy for recovering a firearm that

#### **Crime Gun Intelligence Center Feedback Toolkit**

helped solve a homicide, demonstrate to other members of the department that these small efforts matter and that their work will not go unnoticed.

Figure 2: Chattanooga, Tennessee, Police Department CGIC Awards







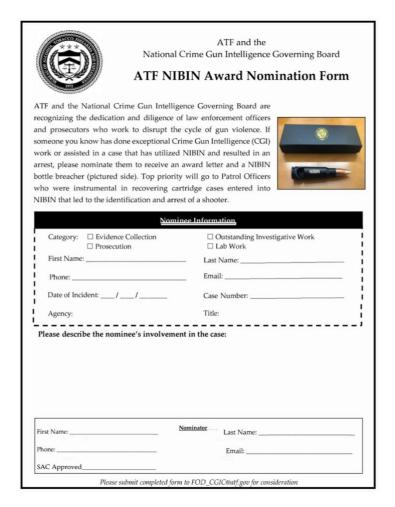


"Gaining buy-in for any program can be challenging but acknowledging the great work officers do every day shouldn't be. When we clearly communicate the why—such as the importance of collecting shell casings, recovering crime guns, and properly documenting both—we're not just reinforcing the mission; we're also building trust and accountability. By recognizing the dedication and diligence of our officers and giving them direct feedback on the impact of their efforts, we foster ownership and pride in the process. This kind of reinforcement creates the buy-in that is essential for a successful Crime Gun Intelligence Center (CGIC) program." — Joshua May, Sergeant, Chattanooga Police Department

#### **ATF NIBIN Award**

The Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) has a program to recognize the dedication and diligence of CGIC stakeholders who work to disrupt gun crime. Law enforcement agencies and state and federal prosecutors can nominate someone who has gone above and beyond in a case resulting in an arrest using NIBIN. Awardees receive an award letter from ATF thanking them for their contributions.

**Figure 3: ATF NIBIN Award Nomination Form** 

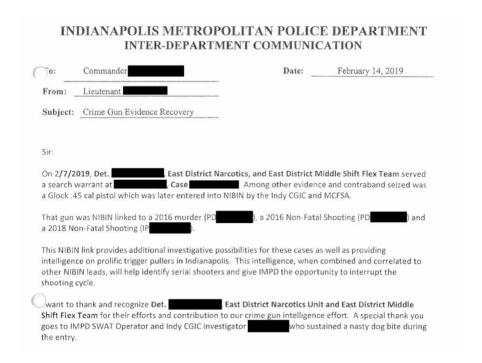


### **Commendation Letters**

In some agencies, it may be appropriate to send interdepartmental communications to recognize the work of patrol personnel, investigators, or analysts involved in CGIC cases. These letters are intended to be distributed as memos to the entire department, but they could also be placed in the officer's or deputy's personnel file. Such communications could thank and acknowledge the patrol officers or

deputies who picked up casings, recovered a firearm with significant NIBIN leads, or recognize investigators and analysts who connected multiple leads to a single suspect. These letters provide those involved with official recognition and highlight their work to agency leadership.

Figure 4: Indianapolis, Indiana, Metropolitan Police Department Commendation Letter



# **Distributing Success Stories**

Law enforcement agencies, ATF, and state and federal prosecutors should compile examples of cases resulting in violent offenders being investigated, arrested, and prosecuted based on NIBIN leads. This feedback informs the agency, leadership, and community about the work being done to combat gun violence. These successes should be distributed to all CGIC participants. Many local CGICs make a one-page success storyboard for successful NIBIN cases, highlighting the link from the shooting incident to the arrest of the suspect(s).

Success stories should be shared with each participating agency's executive leadership and public information officers (PIOs). Sharing successes with executive leadership emphasizes the significance of the CGIC's work and can assist in securing continued program support. A redacted version of these successes may also be communicated to community partners to foster support for the initiative and the participating agencies. Gaining support from executive leaders and the community can ensure the program's sustainability by fostering a culture and expectations around solving violent gun crime.

## **Storyboards**

Storyboards are a way to visualize a successful NIBIN case, especially cases that involve multiple leads and/or suspects. The storyboard highlights all the linked events and investigative work conducted. Storyboards have been displayed around NIBIN terminals or CGIC units to show agency members the impact of CGIC cases. These boards could help inspire more people to get involved and participate in the CGIC. ATF field divisions and the <a href="mailto:BrassTrax machines">BrassTrax machines</a> manufacturer can work with agencies to create storyboards.

Figure 5: Milwaukee, Wisconsin, Police Department (MPD) CGIC Storyboard



"This case involved a retaliatory shooting that resulted in a 3-year-old child being shot. With the help of NIBIN, linking multiple guns to the suspects, MPD made 10 arrests and filed 23 felony charges against them. The storyboard for this case was displayed in the lobby of the district station where the shootings occurred. This allowed MPD to showcase their success in solving the case and demonstrated to other officers how it was solved, so they might apply that knowledge in future investigations. It also gave the public a sense of closure to a high-profile case they remember affecting their neighborhood." — Kevin Armbruster (Ret.), Lieutenant, Milwaukee Police Department

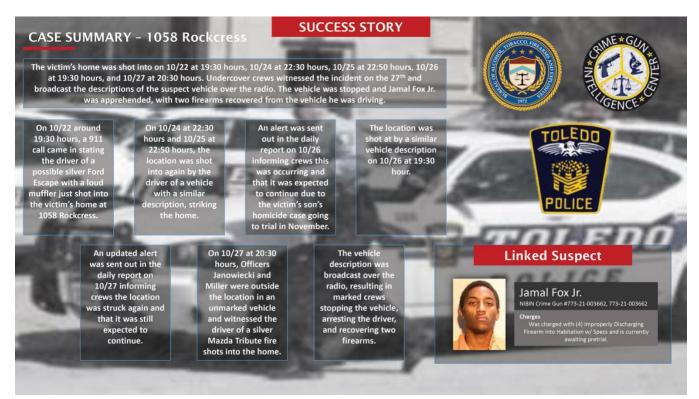


Figure 6: Toledo, Ohio, Police Department CGIC Storyboard

# **Community Feedback & Outreach**

All CGIC stakeholders, including law enforcement agencies, ATF, and state and federal prosecutors, should develop a unified community outreach strategy explaining the CGIC's role and it's successes to the public. The strategy should highlight cases where individuals associated with multiple shootings or violent crimes were identified, arrested, and prosecuted to ultimately make the community safer. This could be done in a variety of settings, including community meetings, social media posts, and local news stories. The goal of the community outreach strategy is to highlight the success of the CGIC and increase the transparency and trust between law enforcement and the communities they serve.

When developing a community outreach strategy, it is vitally important to ensure that all CGIC stakeholders agree on how much detail will be shared with the public. While some agencies choose to share the details of CGIC and NIBIN operations, others feel that they may be giving too much information about how gun crimes are investigated to the offenders. Every community is different, therefore, the outreach strategy should reflect the community it is serving.

### **Door Hangers**

After a shooting event or a shots-fired call for service, law enforcement typically canvas for potential witnesses and cartridge casings. In many cases, witnesses may not want to come forward for fear of retaliation. To encourage witnesses to provide feedback to law enforcement, door hangers can be left behind. This allows them to come forward without anyone seeing them speaking with law enforcement. The door hangers explain where and when the event occurred and provide contact information that community members can use to contact law enforcement anonymously.

Figure 7: Miami, Florida, Police Department Door Hanger

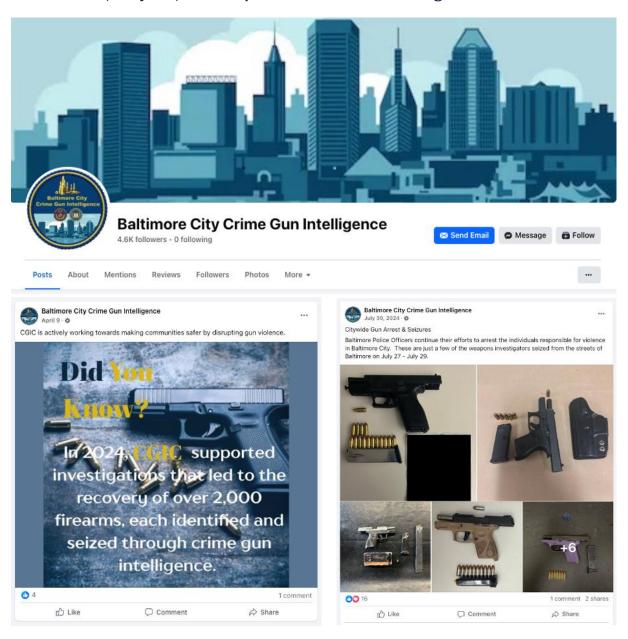


"On many occasions, thanks to the door hanger initiative, we have been alerted to NIBIN evidence that has led to the identification of suspects. It is my belief that without this initiative, we would lose the opportunity to recover valuable NIBIN evidence required for the investigative intelligence products created by MPD CGID. The door hangers provide citizens with an outlet and the anonymity to contact our agency and provide valuable intelligence. This has resulted in the successful apprehension of prohibited persons or suspects in violent crimes who might otherwise remain undetected and continue to threaten the community." — Detective Robert Thompson, City of Miami Police Department

#### **Social Media**

With most people having smart cell phones today, social media can be a great way to reach the community, especially younger audiences. Law enforcement and other CGIC stakeholders can use social media to keep the community informed and provide them with feedback about the CGIC's work and successes. This can strengthen community relationships because people can interact with the posts and see the action law enforcement is taking to combat violent gun crime in their neighborhoods.

Figure 8: Baltimore, Maryland, Police Department CGIC Facebook Page



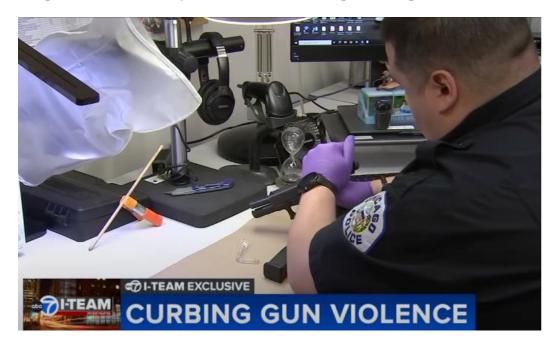
# **Public Information Campaigns**

Public information campaigns can enhance community outreach strategies and encourage residents to contact law enforcement when they hear shots fired. These campaigns should emphasize the CGIC's fair and impartial policing strategies and the use of science and technology to disrupt the cycle of violent gun crime. Additionally, campaigns could highlight the CGIC's focus on identifying the most prolific and active trigger pullers in the community to remove them from the streets and prosecute them for their crimes. Public information campaigns can also help address gun theft issues within jurisdictions. This can be achieved by raising awareness about gun theft, particularly in vehicles, and providing the community with practical solutions to prevent them from becoming victims of crime.

#### **Local News Stories**

Local news stories can be an effective way to reach a broad audience and inform the community about the CGIC's work. This could be in the form of sharing arrests on gun offenses or taking an in-depth look at the CGIC's operations. As stated previously, it is crucial to ensure that all CGIC stakeholders agree on the amount of information shared with journalists and the community.

Figure 9: Chicago, Illinois, Police Department - ABC 7 Chicago Coverage



### **Save-A-Casing Programs**

The Save-A-Casing program originated in Wichita, Kansas as a way for responsible gun owners to help law enforcement combat gun crime. The program encourages gun owners to collect and keep spent cartridge casings in an envelope with the make, model, and serial number of the firearm. If the gun is stolen, they can turn those shell casings over to law enforcement to be entered into NIBIN. This allows law enforcement to know if the stolen gun was used in a crime or recovered. That could lead to the recovery of the gun for the owner, at the discretion of the law enforcement agency. The program has also had secondary effects of increasing awareness of gun thefts. Some agencies have also provided gun safes and locks to residents as a part of this program.





"We launched the Save-A-Casing program to give our community a simple, yet impactful, way to support gun crime investigations. By holding onto a spent casing, citizens help our **Crime Gun Intelligence Center link stolen firearms to violent crimes – getting investigators** the answers they need, faster." — Brian Ramirez, Deputy Chief of Police, Casa Grande **Police Department** 

# **Building a Successful Feedback Process**

When properly implemented, feedback mechanisms can enhance communication and collaboration among CGIC stakeholders. A strong feedback process promotes buy-in for the CGIC within the law enforcement agency, with external agencies and stakeholders, and with the community. Internal and external support for a CGIC program allows the CGIC to be effective in removing prolific shooters from the streets and helps solidify program sustainability. Agencies interested in improving their CGIC feedback process should:

- Develop a mechanism for delivering feedback internally to all parties involved in a successful CGIC case.
- Explore ways to distribute success stories highlighting NIBIN and the CGIC process.
- Convene all CGIC stakeholders and reach a consensus on the amount of information and detail to share with the public.
- Launch a community outreach effort to foster support and trust in gun crime investigations.
- Implement a public information campaign that will benefit the CGIC by encouraging law enforcement participation in the program and educating the community on its purpose.

## **Additional Resources**

- CGIC Implementation Checklist. National Policing Institute
- CGIC Successes. National Policing Institute
- Operation Save-A-Casing, Solve a Case. Casa Grande, Arizona, Police Department

### **About the Author**

The National Resource and Technical Assistance Center for Improving Investigations (NRTAC)

The <u>NRTAC</u> is a training and technical assistance (TTA) center, created by the National Policing Institute (NPI) in collaboration with the Bureau of Justice Assistance (BJA), to improve law enforcement investigations at the local level through the development of resources on new tools and methodologies; assessment of current practices and recommendations on innovative investigative policies and practices; assessment of departmental investigatory functions and practices; and issue related recommendations for investigative practice improvement.

Since 2016, the NRTAC has supported BJA's local law enforcement CGIC integration initiative as the main TTA provider, assisting over 50 agencies in implementing the CGIC model in their jurisdictions.



Sarah Verin joined NPI in January 2021 as a Project Associate with the Training and Technical Assistance Team. Currently, Mrs. Verin works on the NRTAC and CGIC TTA program, assisting agencies in implementing the CGIC models within their jurisdictions. Additionally, she works on the COPS Office Law Enforcement Accreditation program, providing resources to agencies seeking accreditation. Since joining NPI, Mrs. Verin has also worked on the training and technical assistance project, CS360, with law enforcement departments across the United States with the goal of enhancing officer safety and wellness and police-community relations through data-driven

strategies. Before joining NPI, she worked as an analyst at the National Center for Missing and Exploited Children (NCMEC), focusing on internet crimes against children, including online enticement and child sexual abuse material. At NCMEC, Mrs. Verin worked with law enforcement, survivors, and electronic service providers to remove images from various webpages being hosted all over the globe and assisted law enforcement in relevant investigations. She holds a Master of Arts degree in Forensic and Legal Psychology from Marymount University and a Bachelor of Science degree in Psychology with a minor in Administration of Justice from the University of Pittsburgh.



# ATF and the National Crime Gun Intelligence Governing Board

## **ATF NIBIN Award Nomination Form**

ATF and the National Crime Gun Intelligence Governing Board are recognizing the dedication and diligence of law enforcement officers and prosecutors who work to disrupt the cycle of gun violence. If someone you know has done exceptional Crime Gun Intelligence (CGI) work or assisted in a case that has utilized NIBIN and resulted in an arrest, please nominate them to receive an award letter and a NIBIN bottle breacher (pictured side). Top priority will go to Patrol Officers who were instrumental in recovering cartridge cases entered into NIBIN that led to the identification and arrest of a shooter.



<u>No</u>	minee Information
Category:   Evidence Collection  Prosecution	<ul><li>☐ Outstanding Investigative Work</li><li>☐ Lab Work</li></ul>
First Name:	Last Name:
Phone:	Email:
Date of Incident://	Case Number:
Agency:	Title:
First Name:	Nominator Last Name:
Phone:	Email:
SAC Approved	

Please submit completed form to FOD\_CGIC@atf.gov for consideration

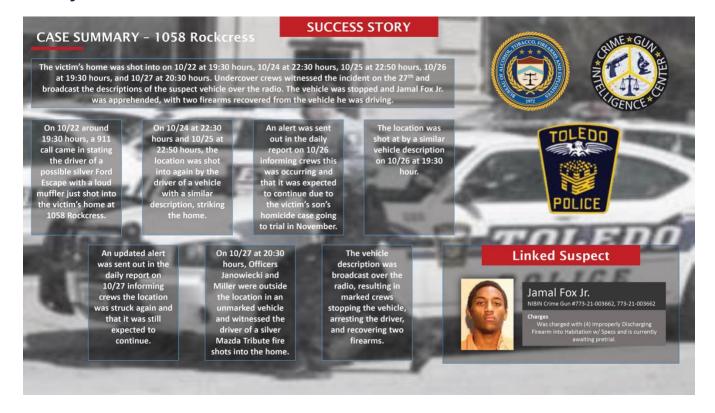
# Appendix B: Indianapolis, Indiana, Metropolitan Police Department Commendation Letter

### INDIANAPOLIS METROPOLITAN POLICE DEPARTMENT INTER-DEPARTMENT COMMUNICATION February 14, 2019 Commander From: Lieutenant Subject: Crime Gun Evidence Recovery Sir: East District Narcotics, and East District Middle Shift Flex Team served , Case Among other evidence and contraband seized was a search warrant at a Glock .45 cal pistol which was later entered into NIBIN by the Indy CGIC and MCFSA. That gun was NIBIN linked to a 2016 murder (PD), a 2016 Non-Fatal Shooting (PD) a 2018 Non-Fatal Shooting (IP This NIBIN link provides additional investigative possibilities for these cases as well as providing intelligence on prolific trigger pullers in Indianapolis. This intelligence, when combined and correlated to other NIBIN leads, will help identify serial shooters and give IMPD the opportunity to interrupt the shooting cycle. want to thank and recognize Det. East District Narcotics Unit and East District Middle Shift Flex Team for their efforts and contribution to our crime gun intelligence effort. A special thank you goes to IMPD SWAT Operator and Indy CGIC Investigator who sustained a nasty dog bite during the entry. \*\*These cases are active investigations so this information is not releasable to the public and is Law **Enforcement Sensitive.** No additional action is requested from these officers. Respectfully submitted, Signature age 1 of 1 Ident. No. IPD Form No. 1-1-3R1 (MSW) Rank Lieutenant

# **Appendix C: Milwaukee, Wisconsin, Police Department CGIC Storyboard**



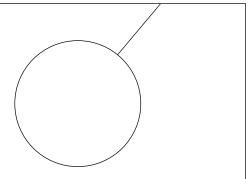
# **Appendix D: Toledo, Ohio, Police Department CGIC Storyboard**



# Appendix E: Miami, Florida, Police Department Door Hanger Example & Template







Dear residents of

A gunfire incident was reported in your neighborhood on at AM/PM.

If you have any information regarding this incident, please contact

Anonymous tips can be made by calling the CrimeStoppers hotline.

#### **Important Contact Information:**

CrimeStoppers Hotline:

Homicide Investigations:

Gang Investigations:

Facebook:

Twitter:

Instagram:

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**DIAL 9-1-1 for Emergencies** 

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# Appendix F: Building a Successful Feedback Process Checklist

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