Addressing Crime through Innovative Technology

Las Vegas Metropolitan Police Department Fusion Watch

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COPS

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Introduction

Technology in public safety has advanced to a level where agencies are able to use citywide camera systems to identify and monitor crime in real time. Agencies use such camera systems as additional tools to standard patrol and investigations for combating crimes, as police response no longer depends solely on someone reporting them. For instance, camera systems can help identify and investigate crimes that were not reported—whether because no one was aware of the crime or no one decided to report it. Further, national shortages in law enforcement staffing, worsened since the COVID-19 pandemic, may have limited agencies' ability to cover all areas of their jurisdiction at all times, creating gaps in patrol and weakening the deterrent effect of police presence. Here, too, a robust camera system can account for such gaps, allowing police agencies to visually scan for crime across the city without requiring on-the-ground resources to do so. One law enforcement agency that is using camera networks in these ways is the Las Vegas (Nevada) Metropolitan Police Department (LVMPD).

Las Vegas is home to more than 100 casinos, convention and conference centers, multiple major sports teams, and other tourist attractions that bring millions of visitors to the city each year.

The LVMPD serves the city of Las Vegas, Nevada, as well as surrounding areas, with a jurisdictional population of 1,697,448 residents spread across 7,560 square miles, according to department data. The LVMPD is staffed with 3,387 sworn officers and 1,320 civilian staff spread over 10 area commands (Bolden, Convention Center, Downtown, Enterprise, Northeast, Northwest, South Central, Southeast, Spring Valley, Summerlin), the Harry Reid Airport Bureau, and the nearby town of Laughlin.[1] Las Vegas is home to more than 100 casinos, convention and conference centers, multiple major sports teams, and other tourist attractions that bring millions of visitors to the city each year. According to the Las Vegas Convention and Visitors Authority report on the city's historic tourism statistics, convention attendance in the city exceeded a yearly average of 6.3 million attendees in the five years before the onset of the COVID-19 pandemic in 2020.[2] Therefore, in addition to the common challenges of policing a large metropolitan community, the LVMPD faces the unique public safety challenges of serving a city sometimes referred to as "Sin City" because of high levels of tourism, gambling, and nightlife entertainment.

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1. "Find Your Station," Las Vegas Metropolitan Police Department, accessed September 20, 2024, https://www.lvmpd.com/about/find-your-station.

2. *Las Vegas Historic Tourism Statistics*, Las Vegas Convention and Visitors Authority (Las Vegas, NV: Las Vegas Convention and Visitors Authority, 2023), https://www.lvcva.com/research/visitor-statistics/.

The LVMPD has responded to these challenges by implementing a system of public safety cameras (including access to private cameras), automatic license plate readers (ALPR), and gunshot detection (ShotSpotter), as well as using cutting-edge computer software and advanced training for facial recognition, drone detection, house arrest monitoring, and crime pattern monitoring. Monitoring these systems in the LVMPD and the Southern Nevada Counter Terrorism Center (SNCTC) is the 24/7 situational awareness and real time crime center known as Fusion Watch, whose staff can proactively observe real-time video footage, receive automated alerts (e.g., from ALPRs or ShotSpotter), and provide real-time updates to officers. The technologies used by Fusion Watch staff are designed to work together, providing a layered effect and allowing for an integrated crime control solution.

To learn more about the LVMPD's approach, members of the CNA research team conducted a two-day site visit to Las Vegas in November 2022. During the visit, the team met with the executive members of the LVMPD to learn how the Fusion Watch Unit contributes to the department's overall crime control approach. We also participated in ride-alongs with officers from the LVMPD Convention Center Area Command and the Downtown Area Command to better understand how Fusion Watch has impacted patrol officers' day-to-day duties. Finally, the team received a full-day presentation from Fusion Watch leadership, hearing about the history of the unit, its overall operation, privacy safeguards, training and recruitment, and community involvement in the unit's development and observing the operation of the unit in real time.

What is Fusion Watch?

Fusion Watch was established in 2017. Three years earlier, the first LVMPD camera was installed at the intersection of 15th Street and Fremont Street, where disorderly crime was exceptionally problematic at the time; before Fusion Watch was established, a light-duty officer was responsible for observing the camera feed. Since the first camera installation, the LVMPD has expanded its systems to include approximately 250 public safety cameras, 15 camera trailers, 125 ALPRs, 24.5 square miles of ShotSpotter coverage, and 235 facility cameras. The LVMPD has also partnered with the community to identify interested community partners (both business and residential) willing to share private historical video evidence for investigations through the department's Vegas SafeCam program, which assists LVMPD and the community in helping solve crimes via video evidence that would traditionally be difficult to obtain. Cameras are strategically placed throughout the Las Vegas Strip, other tourist corridors, and vulnerable communities, allowing the LVMPD to place a heavier focus on crime control and public safety both proactively (through real-time viewing of cameras) and reactively (through immediate access to video after a crime has been identified).

Fusion Watch itself is housed in the Technical Operations Section at LVMPD headquarters, where it is equipped with a wall of more than 20 monitors displaying footage in real time for all staff to monitor. Fusion Watch staff members also have several monitors each at their desks, allowing them to monitor footage from any LVMPD camera across the city. The desk monitors are also linked into ShotSpotter and ALPR technologies, allowing staff to verify and share information as necessary. Fusion Watch staff also use police radios to communicate directly with dispatchers and with officers operating in the field.

Fusion Watch work stations

Fusion Watch has 36 staff members, including eight full-time Fusion Watch officers, 21 civilian Fusion Watch specialists, one detective, three sergeants, and one lieutenant. Fusion Watch also supplements its staff with a varying number of light-duty officers. The unit comprises officers with different backgrounds, all of whom have varying tenure with the LVMPD under various capacities ranging from only a few years' to more than 23 years'

worth of experience. Day-to-day staffing depends on availability and needs—on days and times with lower anticipated criminal activity, a minimum of three personnel are working. However, when needed, Fusion Watch's resources can support up to as many as 11 staff members at one time.

Fusion Watch also works in tandem with several local, state, and federal stakeholders, including the following public and private entities:

- Boulder City (Nevada) Department of Public Safety

- City of Las Vegas

- Clark County Fire Department

- Clark County School District (Nevada) Police Department

- Federal Bureau of Investigation

- Henderson (Nevada) Police Department

- Immigration and Customs Enforcement

- Las Vegas Convention and Visitors Authority

- Las Vegas Fire Department

- Moapa Band of Paiutes

- Nevada National Guard

- Nevada State Police Department

- Readiness Resource Group[3]

- Southern Nevada Counter Terrorism Center

- Southern Nevada Health District

- U.S. Air Force

- U.S. Department of Homeland Security

- U.S. Department of Transportation

Fusion Watch and these organizations have information-sharing liaison partnerships, with Fusion Watch providing situational awareness and technical support to the partners.[4]

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3. "Welcome," Readiness Resource Group, accessed April 12, 2024, https://www.readinessresource.net/.

4. "Southern Nevada Counter Terrorism Center (SNCTC)," Las Vegas Metropolitan Police Department, accessed September 20, 2024, https://www.lvmpd.com/about/bureaus/homeland-security/southern-nevada-counter-terrorism-center-snctc.

When hiring, Fusion Watch accepts applications from any qualified individual but prioritizes hiring from within the LVMPD, as internal candidates have a better understanding than external ones of departmental vision, policies, procedures, and call codes. Applicants must meet minimum criteria. For civilian specialists, the minimum qualifications include a high school diploma or general educational development (GED) credential and one year of responsible experience in operations radio, other emergency communications equipment, or surveillance equipment in a law enforcement or security setting. For officers, the minimum qualifications include no prior disciplinary marks on their files and a battery of required tactical training, including advanced officer tactics training, a mandatory eight-hour class that focuses on skills universal to all patrol officers; reality-based training; crisis intervention team (CIT) training; and two four-hour classes focused on team-building and leadership skills. In addition to meeting the minimum requirements, candidates also undergo a series of oral and written tests in which they are evaluated on their suitability for the position, technical job knowledge, decision-making, interpersonal skills, and verbal communication skills. Based on these tests, candidates are then ranked; the highest scoring candidate is selected for the position.
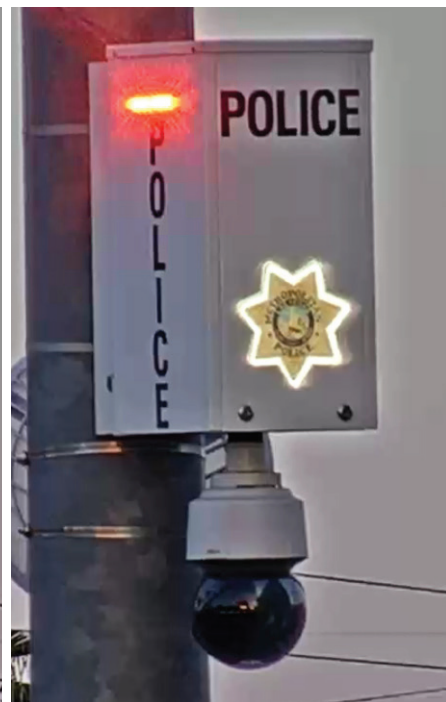
Fusion Watch Technologies

Cameras

Fusion Watch uses several different camera types that provide real-time footage across the city as well as other areas across Southern Nevada. The most common type of camera used by Fusion Watch is the public safety camera box, designed and assembled by the LVMPD's Technical and Surveillance Squad (TASS).[5] The camera boxes are placed in plain sight on major throughfares (not in residential communities), display an LED LVMPD star, are marked "POLICE", and are equipped with red and blue strobe lights when activated, thereby making it clear to all nearby that the camera is being operated. These cameras also have 30x magnification capability, providing Fusion Watch with the ability to zoom in and gather additional details as necessary.

Camera Boxes Help Patrol Officers

The LVMPD camera boxes can also be used to conduct proactive policing. During CNA team ride-alongs, one LVMPD officer requested that Fusion Watch use the cameras to scan sidewalks on the Las Vegas strip to identify potential panhandlers and individuals sleeping on the sidewalks who may not be seen in normal patrol, thereby allowing officers to approach them and offer to connect them with services (after informing them they could not remain on the sidewalk). At all times, officers' communication with the individuals was polite and respectful, designed to clear the sidewalk while maintaining the community members' dignity.

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5.   The TASS provides support for special weapons and tactics (SWAT) / crisis negotiation team (CNT) during tactical situations and criminal investigations with covert/overt surveillance capabilities, technical intelligence collection, mobile crime camera deployments, department facility cameras, technology research and design, and unmanned aerial systems (UAS, sometimes called drones). Fusion Watch works closely and interrelatedly with TASS when training and deploying technology.

LVMPD Camera Boxes

In addition to the camera boxes, Fusion Watch also operates the Vegas SafeCam program, in which a homeowner or business owner in the community may volunteer to register their private video surveillance systems with the LVMPD. Once the system is registered, the LVMPD is able to contact the registrant directly for evidentiary video assistance for official investigations. The Vegas SafeCam program informs the LVMPD of all potential sources of evidence in areas of where a crime occurs, even in locations where the LVMPD has no cameras mounted.

The LVMPD also has mobile camera towers that can be used in a number of different situations. For instance, area commanders may identify a crime hot spot that requires more monitoring than is possible under normal patrol patterns. Rather than stationing one or more officers in the area, the LVMPD can temporarily place a mobile camera tower there, allowing Fusion Watch staff to monitor for criminal activity from their workstations. The mobile camera towers can also be used for large-scale events, including parades, music festivals, protests, or other one-time occasions, allowing the Fusion Watch Unit to better assist with public safety without having to dedicate excessive personnel to the event.

All these cameras can provide real-time footage to Fusion Watch and are designed to (1) facilitate the observation of real-time crime activity, (2) provide a visual deterrent to criminal activity, (3) reduce emergency response times to identified threats and events, (4) enhance situational awareness for public safety, (5) establish an infrastructure into which future technological advancements can be incorporated, and (6) suppress criminal activity and support patrol operations, as reported in the LVMPD policy 10.350 (Public Safety and Other Department Cameras).

ShotSpotter

ShotSpotter is a gunfire detection and location system that helps law enforcement agencies respond more quickly to incidents of gun violence. When a shot is fired, a network of sensors picks up the sound and sends a signal to the ShotSpotter control center. The control center processes the signals to determine the exact location of the shot and sends an alert to the law enforcement agency that includes information about the location (within an 82-foot radius of uncertainty) and the number of shots fired. Fusion Watch staff then verify the validity of the location of the alert and broadcast it directly to patrol officers and police dispatch via police radio for response while simultaneously monitoring cameras and other technologies in the area for potential video evidence and virtual policing support. Officers responding to the location of the ShotSpotter alert can communicate with Fusion Watch to receive visual aid and determine the level of danger still present. This technology has been helpful in reducing officer-involved shootings and increasing officer and community safety as the alerts require a supervisor and a minimum of three officers for each alert and provide a specific location of the shooting incident. ShotSpotter started as a pilot program in 2017 with six square miles of coverage in three area commands. In 2019, the LVMPD expanded it to 23.5 square miles of coverage, and in 2022 to 24.5 square miles, across eight area commands.

ALPRs

ALPRs are mounted in fixed locations around Las Vegas to scan license plates of vehicles coming in and out of the city. In addition, as part of its partnerships with other state and federal stakeholders, Fusion Watch has access to ALPRs outside the city's limits, which can inform the unit when a stolen vehicle may be coming into the city and allow the LVMPD to intercede once the vehicle comes into its jurisdiction. Upon receiving an ALPR alert, staff at the Fusion Watch Unit can work with dispatch to provide a police response and give real-time updates to responding officers on the vehicle's location via the citywide

Fusion Watch in Action

While on a ride-along, the CNA research team observed the Fusion Watch process from start to finish. Fusion Watch received an alert from an ALPR that a stolen vehicle was coming into the city, and the call was dispatched to the patrol units the team was riding with. During the event, the officers received continuous updates about the location of the vehicle and the direction of travel as well as a description of the vehicle and driver. Using the initial information and the updates from Fusion Watch, officers were able to track the stolen vehicle to a gas station, at which point they successfully performed a felony stop on the vehicle and detained the driver. After the event, officers told the team that without Fusion Watch, they would not have known about the vehicle nor been able to track it with such precision.

camera network. Fusion Watch receives alerts for stolen vehicles and license plates, vehicles involved in felony crimes, missing or endangered persons, Amber and silver alerts, and various other nationally recognized vehicles of interest involving public safety.

Facial recognition

Fusion Watch also uses facial recognition technology, with many safeguards incorporated throughout the process given its sensitive nature. First, the investigative process requires a facial recognition request form to be completed by an officer and submitted to Fusion Watch. After Fusion Watch determines that criminal predicate or an articulable public safety concern is present, the request is completed in a three-step process. The first examiner determines whether the probe photo of the suspect is suitable for facial recognition and, using the LVMPD's database of booking photos, identifies a candidate. A second examiner reviews the first examiner's findings and confirms if the first examiner's candidate is a possible match. A third review is performed by the program manager or supervisor, who ultimately returns the investigation results to the requestor. If the findings result in a likely candidate, the requestor is informed; however, the requestor is also clearly informed that findings are not considered probable cause to arrest and that further and additional investigation and other facts or evidence are needed to support probable cause. Further, the arresting officers are expected to document the use of facial recognition in their arrest reports. If anyone in the review process disagrees with the potential match, no match results are sent to requestor.

Other Fusion Watch Operations

Fusion Watch is responsible for all drone detections along the tourist corridor and near critical infrastructure as defined by Nevada Revised Statute 493.020.2* as well as the airspace near the Harry Reid International Airport. Drone detection generates a call for service. Fusion Watch then attempts to locate the drone operator using its cameras and dispatches officers. In 2022, Fusion Watch detected more than 21,500 illegal drone flights.

Fusion Watch assists in the monitoring of homicide suspects from three jurisdictions (Las Vegas, North Las Vegas, and Henderson) using house arrest global positioning system (GPS) bracelets.

The Fusion Watch Unit provides open-source media monitoring, which includes both live and historical social media monitoring, ongoing or upcoming events, major incidents or significant events worldwide, livestreams of crimes in progress, and breaking news at the local and national levels.

* Nevada Revised Statute 493.020.2, Uniform State Law for Aeronautics, Definitions: Critical facility (2017), https://www.leg.state.nv.us/nrs/nrs-493.html#NRS493Sec020.

Maintaining Privacy

The LVMPD prides itself on policies that provide checks and balances on its use of technologies. Technology in law enforcement, particularly camera surveillance, is controversial in nature, giving rise to privacy concerns and requiring a careful and purposeful approach to developing policies that enable officers to achieve legitimate crime control and public safety goals while maintaining the privacy of ordinary community members. The LVMPD—and Fusion Watch specifically—have incorporated several safeguards to achieve these goals while maintaining both transparency with the public and accountability in the department.

Governance board

At an executive level, the department has developed a Business and Technology Governance Board (BTGB) that governs the process for assessing and introducing new technology to the LVMPD. The BTGB is made up of 11 voting members, including the following:

1. Chief technology officer (chair)

2. Chief financial officer (vice chair)

3. General counsel

4. Information Technologies Bureau director

5. Digital Investigations Bureau director

6. Southern Nevada Counter Terrorism Center director

7. Technical Operations Section lieutenant

8. Digital Technology Section lieutenant

9. IT manager

10. Commissioned representative appointed by Investigative Services Division and Patrol Division chiefs

11. Detention Services Division representative

Nonvoting members may include ad hoc members and subject matter experts. The BTGB is responsible for ensuring that the selection and implementation of technology aligns with the LVMPD's strategic vision. LVMPD policy 10.370 (Business and Technology Governance Board) requires that any new technology being considered for review undergo an enterprise technology systems review by the business sponsor requesting the technology. The BTGB then reviews the technology for security concerns, enterprise

integration, record retention, integrity, redaction capability, sustainability, cost model/funding source, and long-term litigation concerns. In speaking with Fusion Watch personnel, the CNA team was informed that the overall BTGB process considers not only operational and budgetary considerations ("Could we?") but also ethical concerns and potential impact on community relations ("Should we?").

Official policies

After a technology is approved but before it is implemented, the department drafts and puts in place official policies to provide further checks and balances on the use of the technology. The LVMPD has strict policies and procedures to avoid the misuse of technology. For instance, LVMPD Policy 10.350 (Public Safety and Other Department Cameras) provides detailed guidance on the use of department cameras, including guidance on the acquisition, management, use, storage, and data and evidence retrieval processes for the various camera technologies the LVMPD uses. Furthermore, Policy 10.350 makes it clear that department members will not use video surveillance to target individuals or monitor areas where there is a reasonable expectation of privacy and where no legitimate law enforcement objective exists. In addition, the physical monitoring of the camera systems throughout the city is centralized to Fusion Watch, limiting access to trained and qualified staff. In addition, Fusion Watch supervisors, a privacy officer, and an intelligence officer conduct internal audits and enforce strict supervisory oversight to ensure acceptable practices and use cases are maintained.

Fusion Watch also abides by federal law (28 CFR Part 23, Criminal Intelligence Systems Operating Policies), which governs multijurisdictional and interjurisdictional criminal intelligence systems because of their status as a "Fusion Center" with the Department of Homeland Security.[6] All officers (not only those in the Fusion Watch Unit) are trained on 28 CFR Part 23, ensuring that they understand the importance of privacy and responsible use of camera systems.

In addition, Fusion Watch makes system-based efforts to maintain compliance with policy. The LVMPD intentionally uses a less intrusive approach to facial recognition (i.e., no live tracking of individuals or sophisticated identification techniques) in an effort to protect public privacy. Notably, facial recognition is subject to policies and procedures (i.e., requiring criminal predicate for use, a limited number of staff with access to the software, and multiple levels of review) that the other technologies (i.e., ShotSpotter, ALPRs, cameras) are not. The LVMPD also leverages digital filters to prevent inadvertent viewing of sensitive areas such as pool decks in hotels that are not in partnership with the LVMPD, residential areas, and other locations where privacy is expected.

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6. 28 CFR part 23 Criminal Intelligence Systems Operating Policies (1993), https://www.ecfr.gov/current/title-28/chapter-I/part-23; Bureau of Justice Assistance, *28 CFR Part 23: A Guide to Criminal Intelligence Policies* (Washington, DC: U.S. Department of Justice, n.d.), https://bja.ojp.gov/sites/g/files/xyckuh186/files/media/document/28-cfr-part-23-overview-brochure_2015.pdf; "Fusion Centers," U.S. Department of Homeland Security, last modified October 17, 2022, https://www.dhs.gov/fusion-centers.

Privacy officer

Fusion Watch employs a full-time privacy officer (a licensed attorney), who is responsible for assisting in the policy development process, creating training on civil rights and civil liberties (including the training on 28 CFR Part 23), and conducting compliance audits on an as-needed basis. The privacy officer verifies the use of the technology and the release of the information, ensuring that it falls within policy and applicable law. The privacy officer performs a cursory visual review of logs completed by Fusion Watch staff to identify information that Fusion Watch released to its partner agencies. The privacy officer ensures that no unnecessary personally identifiable information (PII) is included as part of the release. If PII is included, the privacy officer ensures that the Fusion Watch staff follow proper privacy regulations and guidelines.

Community involvement

The LVMPD also maintains relationships with the community to address privacy concerns. Following the department's overall philosophy of community inclusion, the Fusion Watch Unit conducted extensive outreach when developing its policies related to technology and privacy. For instance, Fusion Watch worked closely with representatives from the National Association for the Advancement of Colored People (NAACP) and the American Civil Liberties Union (ACLU) to ensure that privacy policies were as comprehensive and inclusive as possible. Fusion Watch also offers tours and presentations to a range of community stakeholders, including advocacy groups, elected officials (including county commissioners and state senators), and other interested entities. On June 28, 2022, the LVMPD hosted the rookie class of the Las Vegas Raiders football team, members of which toured Fusion Watch and received the same presentation provided to CNA.

Impact

Fusion Watch has grown rapidly since 2017. In its first five years, it reached the following milestones:

- 721 tactical workups completed

- 1,507 tips and leads processed

- 2,870 general requests processed

- 1,217 incidents captured on video

- 3,306 ShotSpotter alerts processed

- 5,516 ALPR alerts processed

- 1,467 facial recognition requests processed

- 1,347 stolen vehicles recovered

- 1,600 illegal drone flights detected near the strip

Notable success stories demonstrate how each Fusion Watch technology contributes to the unit's overall success. For instance, in 2020, a Fusion Watch officer monitoring public safety camera footage observed the attempted sexual assault of a woman in real time.[7] Patrol officers were subsequently dispatched to the scene and arrested the suspect, who was charged with two counts of attempted sexual assault, first-degree kidnapping, sexually motivated coercion with force, and battery with intent to commit sexual assault; the suspect's federal parole was revoked by the U.S. Marshals Service. In 2021, Fusion Watch officers monitoring public safety cameras observed a suspect approach and fatally punch a victim.[8] The suspect was charged with homicide. Further, investigative findings after a series of ALPR alerts led the LVMPD to identify an auto theft ring, supplementing investigative efforts of the Southern Nevada Auto Theft Task Force and resulting in 28 arrests.[9]

Notable success stories demonstrate how each Fusion Watch technology contributes to the unit's overall success.

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7. Glenn Puit, "Police Video Surveillance Records Woman's Assault," *Las Vegas Review-Journal*, April 16, 2020, https://www.reviewjournal.com/crime/sex-crimes/police-video-surveillance-records-womans-assault-2007940/.

8. Amy Abdelsayed, "Suspected Puncher Offered 'No Explanation' for Deadly Blow, Las Vegas Police Say," ABC KTNV Las Vegas, last modified March 3, 2021, https://www.ktnv.com/news/crime/arrest-report-suspected-puncher-offered-no-explanation-for-deadly-blow-las-vegas-police-say.

9. Ashley Casper, "Guns, Illegal Drugs and VIN-Switched Cars: LVMPD Arrests 28 Suspects Linked to Auto Theft Ring," Fox 5 KVVU-TV Las Vegas, last modified June 21, 2021, https://www.fox5vegas.com/2021/06/21/guns-illegal-drugs-vin-switched-cars-lvmpd-arrests-28-suspects-linked-auto-theft-ring/.

Facial recognition technology has also contributed to the unit's success. For instance, during the CNA site visit, part of the presentation focused on an incident captured on a community member's home security camera involving a suspect who appeared to kidnap a victim. Facial recognition identified a possible match of the suspect, and supplemental open-source media monitoring enabled Fusion Watch to provide detectives with additional evidence—leading, the CNA team learned, to an arrest on charges of kidnapping with a deadly weapon, assault with a deadly weapon, and battery domestic violence.

Fusion Watch has also successfully layered its technologies. For instance, during the site visit, another part of the presentation focused on an event in which ShotSpotter detection alerted the Fusion Watch to gunshots. Fusion Watch officers reviewed public safety cameras and located a vehicle leaving the area. Officers monitored the movement of the vehicle to provide real-time updates to patrol officers and observed a passenger toss a firearm out of the vehicle, a piece of evidence that might otherwise not have been found.

Summary

Overall, Fusion Watch has designed its future plans to complement plans for the Las Vegas area in general. The LVMPD is involved in discussions about new attractions in Las Vegas, ensuring that all public safety concerns are considered. For instance, an expansion of the Russell Corridor (a highway near the airport) offers the potential for 40 new cameras. The new concert venue, the Madison Square Garden Sphere, will use additional cameras in the area, similar to the more than 600 cameras that were installed for Allegiant Stadium. Fusion Watch also has plans to expand the types of technology it uses. For instance, the LVMPD's TASS team is piloting a drone as a first responder program and continues to expand its drone program and deployments to include SWAT callouts, crime scene documentation, and search and rescue missions. The LVMPD drones can also respond to ShotSpotter alerts. The LVMPD is also in the initial phases of a patrol drone program in which drones could respond to calls for service as an additional resource.

Conclusion

Technology use in law enforcement, particularly technology that carries privacy concerns, presents challenges for any organization. Law enforcement agencies must make a concentrated effort to uphold transparency and accountability. CNA observed first-hand how the LVMPD's Fusion Watch navigates these challenges. Through well-designed implementation processes, a robust policy development approach, in-depth training, and a strong oversight system, the LVMPD has ensured that its use of technology can be a crime-fighting aid without violating the privacy of community members. As a result, the LVMPD reports a strong, positive relationship with the residents and visitors of Las Vegas and that members of the public ultimately believe the cameras make them feel safer.

Key takeaways

- The LVMPD has garnered public and political buy-in for the Fusion Watch Unit through its relationships with the community, elected officials, and stakeholders and an internal focus on accountability and transparency.

- Fusion Watch provides an extra sense of security to patrol officers when they respond to calls for service.

- Fusion Watch can detect incidents that typically go unreported, such as gunshots or crimes against vulnerable populations.

- Footage obtained from Fusion Watch provides substantial evidence for investigations and prosecutions.

About CNA

CNA is a not-for-profit organization based in Arlington, Virginia. The organization pioneered the field of operations research and analysis 70 years ago and today applies its efforts to a broad range of national security, defense, and public interest issues, including education, homeland security, public health, and criminal justice. CNA applies a multidisciplinary, field-based approach to helping decision-makers develop sound policies, make better-informed decisions, and lead more effectively. CNA is one of the technical assistance providers for the U.S. Department of Justice's Office of Community Oriented Policing Services' Collaborative Reform Initiative for Technical Assistance.

For more information, visit CNA online at https://www.cna.org.

About the COPS Office

The **Office of Community Oriented Policing Services (COPS Office)** is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

Community policing begins with a commitment to building trust and mutual respect between police and communities. It supports public safety by encouraging all stakeholders to work together to address our nation's crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.

Rather than simply responding to crime, community policing focuses on preventing it through strategic problem-solving approaches based on collaboration. The COPS Office awards grants to hire community policing officers and support the development and testing of innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders, as well as all levels of law enforcement.

Since 1994, the COPS Office has been appropriated more than $20 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing. Other achievements include the following:

- To date, the COPS Office has funded the hiring of approximately 138,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.

- More than 800,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office–funded training organizations and the COPS Training Portal.

- More than 1,000 agencies have received customized advice and peer-led technical assistance through the COPS Office Collaborative Reform Initiative Technical Assistance Center.

- To date, the COPS Office has distributed more than nine million topic-specific publications, training curricula, white papers, and resource CDs and flash drives.

The COPS Office also sponsors conferences, roundtables, and other forums focused on issues critical to law enforcement. COPS Office information resources, covering a wide range of community policing topics such as school and campus safety, violent crime, and officer safety and wellness, can be downloaded via the COPS Office's home page, https://cops.usdoj.gov.

In this series, CNA studies the use of emerging technologies by law enforcement agencies. The Las Vegas (Nevada) Metropolitan Police Department (LVMPD) implemented a number of cameras and monitoring equipment that is managed in a 24/7 real-time crime center named Fusion Watch. Fusion Watch coordinates closed-circuit security cameras, automatic license plate readers, gunshot detection, facial recognition, and crime pattern analysis software into one monitoring location to help make strategic crime reduction decisions. The camera system was designed to help with proactive crime control in high traffic areas and real-time monitoring of public safety issues. This case study also covers some of the policies and procedures regarding privacy issues that are being considered with the use of cameras and automation. Fusion Watch helps the LVMPD with its effectiveness and efficiency in responding to crimes.

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