

DOUGLAS COUNTY SHERIFF'S OFFICE		Policy and Procedures
Specific Policies		P&P-B-158
Strategic Policing & Community Needs Assessments		
Effective Date: 01-05-16 Supersedes: 10-23-12	Approval: Sheriff	Number of Pages: 3
References: P&P B-152	Reevaluation Date: Annually	Standards: CALEA Standard: 15.3.1, 45.2.1, 45.2.3

- I. POLICY:** It is the policy of this Office to consistently evaluate input from the community, consider crime and safety trends, and consider all aspects of public safety, service and staffing when assessing how to best use resources. It is the responsibility of the Patrol Division to coordinate these evaluation efforts with other internal and external stakeholders to meet listed objectives.

- II. PURPOSE:** Strategic Policing & Community Needs Assessments ensure that the Office is working to solve problems and prevent crime with proper community input, with a defined & common strategy. This process will allow the Office to solve problems early and quickly, improve service, and build unity between the community, law enforcement, and agency stakeholders.

While this policy and procedures identifies many core stakeholders, all Sheriff's Office members have a responsibility for providing input deemed valuable to achieving the Office's community involvement objectives. All members will provide input to the Community Resource Unit for follow-up. <45.2.3>

- III. OBJECTIVES**
 - Consistently evaluate and prioritize community needs and make the best use of data and community input. Make improvements where necessary.
 - Promote creative and proactive policing, empower staff to solve problems at the lowest level, and provide a unified problem-oriented Strategy Plan to help prevent and solve crime. <45.2.1f>
 - Use Strategic, Tactical Analysis of Crime and Crashes (S.T.A.C.C.)
 - Emphasize our commitment to problem solving and Service through Excellence.
 - Utilize systems of community feedback via; our website's *Contact Us link; PCR and IA process; Citizen Comment Line; Traffic Tip Line; Major Case Tip Line; Community Resource Unit Citizen Survey's; Neighborhood Watch Program; CSV's; Public Safety Advisory Committee; Input from Community Meeting and/or from Community Leaders; etc...*
 - Show the importance of solving smaller crimes and quality-of-life issues in order to reduce and prevent large crime problems.
 - Efficiently use existing manpower and equipment, identify areas where different uses of staff may be needed, better adapt to changing community problems, and make best use of volunteers and equipment.
 - Validate future manpower and resource needs.

- Identify situations where off-duty deputies may be needed.
- Manage and reduce response times.
- Reduce crashes, address citizen complaints related to traffic enforcement concerns, and ensure that Traffic Unit resources are used effectively.
- Ensure that traffic enforcement is based on need, not on revenue by generally assigning traffic enforcement resources to area of high crashes, legitimate traffic violation areas, or areas related to valid citizen complaints.
- Build community partnerships where appropriate.
- Serve as a tool to help assess proper staffing, identify areas where supervision or resources may be necessary, identify training needs, and aid in the ongoing evaluation of agency structure and operations.

IV. PLANNING STAKEHOLDERS

Stakeholders may include supervisors, deputies, civilians, leadership staff, etc.

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| · Sheriff or designee | · Traffic Unit |
| · Patrol Division | · Professional Standards |
| · Investigations Division (with PCU, SUI, etc.) | · Special Teams as needed |
| · Detention Division | · Deputy Sheriff's Association |
| · Crime Analyst | · Public Safety Advisory Committee (when appropriate) |
| · Community Resources Unit | · Other internal & external partners as needed |
| · Community Safety Volunteers | |

V. PROCEDURES & EVALUATION

- Led by the Patrol Captain, stakeholders will meet during the first quarter of every calendar year after the annual Statistical Summary and Divisional Annual Reports are completed to evaluate appropriate data and issues from the previous year.
- Other data that should be used: *Trend Reports; Call for Service Reports; Triennial Community Survey Report; Accident by Location Reports; Intel reports as appropriate; community feedback options as listed above; creative ideas of the core stakeholders and staff, etc.*
- From that meeting, the Patrol Captain will create a written **Annual Crime & Community Needs Strategy Plan**. This written Strategy Plan will identify a set of prioritized issues to address in that calendar year with an outline of a plan to positively improve them.
- The Strategy Plan will identify specific divisions and/or personnel that will be responsible to create specific Action Plans (and correlating After Action Reports) to solve issues identified in the Strategy Plan.
- Affected stakeholders will implement the annual Strategy Plan down to the line level in writing. This plan will be posted on the Office Intranet site and disseminated to all Sheriff's Office employees.
- Those Action Plans and After Action Reports will be forwarded to the Patrol Captain who will utilize that information for his Quarterly Report & Assessment.

The Patrol Captain will then forward those Action Plans/After Action Reports to the Accreditation Section for archival and CALEA proofs.

- During the end of the second, third, and fourth quarters, involved stakeholders will meet to assess the progress of the Strategy Plan and make updates as needed.
- At the end of the second, third, and fourth quarters, the Patrol Captain will provide a quarterly command-level presentation to the Sheriff and their command staff at a staff meeting on how the Strategy Plan is working and any changes being made for the subsequent quarter. This serves to supplement the efforts of the Crime Analysis Unit and their reports to the Sheriff. A copy of that presentation will be forwarded to the Accreditation Section for archival and CALEA proofs. <15.3.1, b & c>
- In the Patrol year-end annual report, the Patrol Captain will provide a year-end report on the effectiveness of the previous year's Strategy Plan based on issues that were targeted for improvement, to include needs related to training, personnel, scheduling, or resources that were identified. <15.3.1, b & c>