

15.1 PLANNING AND RESEARCH, GOALS AND OBJECTIVES, AND CRIME ANALYSIS

POLICY: It shall be the policy of the Washington County Sheriff's Office to have a planning and research component. Planning and research activities are essential for the continued development of an agency experiencing growing demands. Planning and Research will be on-going. Goals and Objectives will be identified through the planning and research process and will be established annually, will be measurable, able to be documented and reasonable attainable.

PURPOSE: To establish a Planning and Research Function that will present options for future Departmental Operations to the Sheriff.

15.1.1 Planning and Research Functions

The Planning and Research Functions of the Sheriff Office are the responsibility of the members of the Command Staff. They are as follows:

- A. Fiscal activities, including development and management of all Bureau budgets
- B. Preparation of Sheriff's Office "Annual Report".
- C. Grants management
- D. Capital improvement programs
- E. Developing, issuing, and maintaining current and revised Sheriff's Office policies and procedures
- F. Coordination of multi-year planning
- G. Analysis of various statistical data
- H. Conducting research on specific issues as assigned

Operational and Organizational placement of Planning and Research Function

The Planning and Research Functions of the Sheriff's Office are the responsibility of the Sheriff's Office Command Staff. The Command Staff meet and brief the Sheriff on a regular basis.

15.1.2 Planning

- A. The Command Staff is responsible for a current and multi-year plan to include a 5 year plan to be in compliance with the ACA standards, the plan will include:
 - 1. Long-term goals and operational objectives
 - 2. Anticipated workload and population trends

3. Anticipated personnel levels
4. Anticipated capital improvements and equipment needs
5. Review and revision will take place at an Annually Meeting

15.2 Goals and Objectives

15.2.1 Written Goals and Objectives

Annually, between the months of March and May, the command staff and any other members designated by the Sheriff shall participate in a planning session. This planning session will be used to formulate and update the agency's written goals.

Following the adoption of a set of clearly defined written goals, a set of practical and reasonably obtainable objectives will be established for each. There will be a set of goals and objectives to take into account current or future needs for human, physical, and/or capital resources; to include the means by which they may be obtained; the allocation of such resources; identity of funding sources; project implementation; etc.

15.2.2 Evaluation of Goals and Objectives

The plan currently in effect will be reviewed and evaluated on the progress made toward the attainment of established goals and objectives, at least annually. Goals and objectives will establish measurable, documentable outcomes. Command Staff may assign other ranks to act as facilitators toward the implementation and achievement of goals and objectives and to generally monitor and report on such progress as are being made. Reasons should be given for any lack of progress, which in some cases could be very legitimate; e.g., lack of funding or development of higher priorities. This discussion will be taken into consideration and made a part of the updated plan. The plan will be revised as necessary, and extended for another year. The multi-year plan will be made available to all personnel to review on a file share maintained by the Sheriff's Office.

15.3 GIS / Crime Analyst

The objective of the GIS / Crime Analyst will be to analyze available crime data allowing for improved scrutiny of individual criminal operations as well as enhanced criminal pattern recognition.

Responsibilities of the GIS / Crime Analyst will include, but not be limited to:

- A. Collection of crime data
- B. Collation of statistics into a logical, understandable document.
- C. Analysis of data to be used in recommendations for decision making regarding tactical planning and resource deployment.
- D. Dissemination of a Crime Bulletin to the Command Staff and deputies for review. A crime bulletin will be compiled, at a minimum, each month. Bulletins may be compiled on a more frequent basis if ordered by higher authority, or if the GIS / Crime Analyst deems it necessary in order to

address a specific crime problem; i.e., a series of Breaking and Enterings, Robberies, etc.

- E. Coordination of program evaluation and feedback on the level of benefits derived from the analysis of criminal activity statistics.

15.3.1 GIS / Crime Analyst

A. GIS / Crime Analyst Source Documents

1. Data on temporal and geographical criminal activity will be captured from the CAD (Computer Aided Dispatch) System as retrieved from personnel as they are assigned or initiate activities.
2. Data will be obtained from Investigative Reports regarding Modus Operandi, monetary amounts, descriptions, etc.

B. Inter-Departmental Dissemination of Analysis

1. Analysis bulletins will be disseminated to the Sheriff, Chief Deputy, Patrol Commander, and to deputies for general review. Any bulletin with sensitive information will be labeled accordingly and distributed to shift supervisors.

C. Chief Executive Officer Briefing

1. The GIS / Crime Analysis will be responsible for briefing the Sheriff on crime patterns or trends as observed during the analysis of statistical data. Such briefings will keep the Sheriff apprised of departmental activities as well as on the needs of Washington County. Analysis of statistics will allow for strategic planning and development of goals and objectives.

D. Factor to be included in Crime Analysis

1. Analysis of criminal activities serves to:
 - a. Identify similarities among different offenses; establish patterns of criminal behavior both geographically and temporally.
 - b. Assist in isolating possible suspects based on previous known criminal activity.
 - c. Identify a group of specific crimes possibly committed by a single individual or group of individuals.
 - d. Assist in short term tactical planning as well as development of departmental goals, objectives, and requirements.

2 Factors to be considered in the crime analysis include:

- a. Frequency by type of crime
- b. Geographic distribution of crime
- c. Chronological occurrences of crime
- d. Victim and target descriptors
- e. Suspect description
- f. Suspect vehicle description
- g. Modus Operandi factors
- h. Physical evidence information

E. TEMPORAL/GEOGRAPHIC DISTRIBUTION

- 1. The GIS / Crime Analyst will review the temporal and geographic distribution of specified crimes. Such documentation will take the form of computer printouts. The print out will include but not be limited to: Classification of crime by type, time, day of week, along with any other information deemed beneficial by Crime Analysis personnel. Geographic information will include a breakdown of criminal activity by Coverage Area number.

F. DISTRIBUTION OF INFORMATION OUTSIDE THE DEPARTMENT

- 1. Information obtained through analysis of statistics may be distributed to outside concerns as follows:
 - a. Occasionally to the general public, via the news media, to enhance public information and to solicit community assistance and support in addressing a specific crime problem. No information dealing with the operational activities of the department; i.e., tactical planning, will be released without the Sheriff's approval.
 - b. Appropriate information will be released to organized, active neighborhood watch programs regarding criminal activity in the group's area.
 - c. Criminal analysis information may be released to other agencies within the Criminal Justice System excluding any information that might be a violation of the privacy acts to release.
- 2. Requests for information received from allied agencies will be

answered in a timely fashion in line with confidentiality requirements, requirements for the general disclosure of information, and available systems technology. Information requested of allied agencies will be accessed in line with the agencies' disclosure policies and available systems technologies.

G. USE OF ANALYSIS STATISTICS IN PLANNING

1. Information obtained from criminal statistics analysis will be used in planning activities to include:
 - a. Short term tactical planning; i.e., response to a series of crimes involving a stakeout or decoy operations. Shift supervisors are required to coordinate with the analyst.
 - b. Long range planning and strategies in determining future needs of the department and in ascertaining if special operations or assignments continue to be necessary.
 - c. Future budgetary requirements of the department.

H. PROGRAM EVALUATION

1. As with other programs, the effectiveness of criminal analysis will be evaluated. At a minimum, the program will be evaluated annually. The effectiveness of the program can be measured by:
 - a. Ascertaining if crime is being reduced in a specific area as a result of analytical information.
 - b. Ascertaining if the number of arrests within a specific area have increased as a result of the analysis.
 - c. Determining if specific criminal trends/problem areas have been identified through analytical information.

I. FEEDBACK

1. Shift supervisors will solicit feedback from subordinates as to whether the program is effective. Supervisors will use crime analysis information in making assignments and tactical decisions.
2. Any member of the department who is assisted in an investigation or the prevention of a crime by analysis information is requested to advise the GIS / Crime Analyst.

15.4 Detention Center Research Projects

A. Policy

Research projects may be conducted for the purposes of gathering and disseminating statistical information related to penology. Inmates will not be permitted to participate in medically related research.

B. Procedure

1. Research projects will be reviewed and approved by the Sheriff prior to implementation to ensure they conform to all relevant policies and procedures.
2. Persons invited into the Detention Center for the purpose of conducting research may be subject to a criminal background check prior to admittance. Researchers will be issued an ID Badge upon arrival at Central Control, which will be returned to Central Control upon each day's departure. The names and professional affiliation of each researcher will be recorded in the Visitor's Log and in the Central Control Post Log. Researchers will be escorted throughout the facility by staff.
3. Any equipment to be used inside the facility for or by researchers will receive prior approval from the Captain of Operations and such items will be searched and inventoried on arrival and departure at Central Control.
4. Any special accommodations required will be approved in advance and all parties in concern notified.
5. The Sheriff may approve researchers to access statistical information compiled by the facility and interview inmates with their signed written consent. Authorization to disclose statistical information received from facility sources will be given by the Warden in writing. Authorization to disclose information obtained from inmates will be given by the inmates concerned through a signed and dated consent waiver.
6. Inmates may voluntarily participate without reward in research projects, which are non-medical, non--pharmaceutical, and non-cosmetic.
7. Inmates will not be forced to participate in research projects of any kind. Information collected from inmates, which is non-confidential in nature may be accessed and disseminated. Confidential information will only be accessed and disseminated with the signed written consent of the inmate(s) concerned.

8. Research will be conducted in line with professional and scientific ethics and any applicable state and federal guidelines concerning the use and/or dissemination of findings.