

## Planning and Research, Goals and Objectives, and Crime Analysis

### 15.1 PLANNING AND RESEARCH

#### 15.1.1 Planning and Research Function

**Principle:** Planning and research will be accomplished by taskings from the Chief of Police and the Assistant Chief. However, all employees may make suggestions to improve the department's operations.

**Practices:**

- A. Proposals may be brought forward by any member of the Lakewood Police Department. The proposal may address any idea that a member would like to see implemented by the department. Ideas that have no financial impact to the department and would not impact staff outside the specific work unit/section of the person making the proposal may be approved by the appropriate supervisor.
- B. Specific Assignment: The Chief of Police may assign a specific planning and research project to a specific Department member, group, or committee.

#### 15.1.2 Organizational Placement of Planning and Research

**Principle:** The Lakewood Police Department realizes that the planning and research function is a valuable component to the organization. Effective planning and research requires access to necessary information resources and the Department will attempt to provide such resources, as well as encourage members to develop additional resources. Both the proposal method and the Chief's specific assignment of projects provide access to the Chief of Police

#### 15.1.3 Multi-year Plan

**Principle:** The Lakewood Police Department recognizes the need to plan and prepare for future trends in our community, profession, and society. A three-year strategic plan is developed to serve this purpose. The strategic plan is intended to be a guide from which the direction for the department can be established on an annual basis and a long-term basis. As a guide, it will be continually reviewed and revised. The strategic plan includes:

- A. Long term goals and operational objectives
- B. Forecasts of anticipated workload fluctuations and population trends
- C. Forecast of anticipated staffing levels
- D. Anticipated capital improvements, technology, and equipment needs
- E. Provisions for review and revision as needed

### 15.2 GOALS AND OBJECTIVES

**PHILOSOPHY:** The establishment of goals and objectives for the Lakewood Police Department is essential to the accomplishment of its mission. The process of developing goals and objectives attempts to reflect input from the community as well as from the City government.

### 15.2.1 Annual Goals and Objectives

**Principle:** The Lakewood City Council establishes priorities with the formulation of each annual budget. These priorities guide the development of goals for the City Manager and each City Department. Once the Chief of Police has written the annual goals for the Department, each division creates specific objectives for units and sections. The goals and objectives for each organizational component are provided to employees through their chain of command or department notifications.

### 15.2.2 Evaluation of Goal Achievement

**Principle:** The Lakewood Police Department evaluates the progress toward achieving established goals on a regular basis at Command Staff meetings. Information regarding the accomplishment of goals and objectives are included in the annual reports prepared by units and sections.

## 15.3 CRIME ANALYSIS

**PHILOSOPHY:** The Crime Analysis section utilizes information collected from various sources to assist in the prevention of crime and the apprehension of criminals. The Crime Analysis section supports department personnel by providing information and data to be used in the development of operational plans, crime prevention, COMPSTAT (computer statistics and analysis program), and strategic planning.

### 15.3.1 Crime Analysis Procedures

**Principle:** The Crime Analysis section collects, analyzes, and disseminates information in a timely manner. The Crime Analyst operates under the office of the Chief of Police. The department shall evaluate the Crime Analysis section on a biennial basis. This evaluation will include the quantity, quality, and presentation of crime analysis information. This evaluation, along with departmental need, will determine the future direction of the program.

**Practice:** The Crime Analysis section performs the following functions:

- A. Collect all intra and inter-agency crime data from any recognized, authoritative source. Examples of sources include:
  - Incident/Arrest reports
  - Criminal History information
  - Citations and infractions
  - Crime Information Bulletins from other agencies
  - CAD reports/analysis
  - Sex Offender notifications/registrations
  - Intelligence information
- B. Collate analysis and data into a logical system of information.
- C. Analyze the data for commonality of incidents, suspects, methods, time frames, geographic distribution, suspect vehicles, victims, physical evidence, problem oriented or community policing strategies, etc.; applicability to past criminal activity; and relevance to future trends. The Crime Analysis section will prepare the following reports whenever circumstances require:
  - Crime Analysis Bulletins
  - Suspect Information Bulletins

- Analysis of Current Crime Trends
  - Monthly summaries of current activity (per crime or patrol district)
  - Monthly aggravated assault review
  - Monthly Crime and Incident reporting
  - Hotspot evaluation
  - Court/evidence preparation
  - Quarterly Bar/Motel/Western State Hospital reports
  - Washington State Patrol Uniform Crime Reports
- D. Disseminate the resulting analyzed information in whatever form is most communicative, e.g., written, graphic, both intra and inter-agency. Information should be analyzed so that it is disseminated to all applicable criminal justice agencies and personnel.
1. Each document that has been approved by the section supervisor for release to law enforcement agencies shall include a "Confidential-Law Enforcement Use Only" statement, along with a statement or agreement of disposition, i.e., that all such documents must be disposed of by shredding.
  2. Specific criminal information can be disseminated to the public to enhance public information and generate community support. However, this should always be carefully screened so as not to give away investigative leads, cause community hysteria, or violate privacy laws. Information released to the public must be screened and approved by the CIU Lieutenant or his/her designee.
- E. Seek and obtain feedback from users. Information will be reviewed and may be incorporated depending on necessity and usefulness.
- F. The Chief of Police shall be kept informed of all crime trends and patterns identified through the chain of command. This can be done through written communication or, if significant, the Crime Analyst and/or CIU Lieutenant should brief the Chief of Police in person.
- G. Analyze the compatibility of departmental forms, data systems, and software programs to ensure efficient analysis. In addition, provide training to department employees on systems to allow individuals to perform simple crime analysis.