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Introduction

Few public servants are called upon more than the police to respond to trouble and emergencies, and to secure community safety across a variety of daily problems and situations. To their credit, they respond admirably, effectively, and conscientiously day in and day out. At the same time, police leaders work in dynamic environments. They face persistent, endemic problems, as well as emerging challenges that require solid evidence to help them to identify “what works” programmatically, procedurally, and administratively. Ideally, police leaders compile this solid evidence-base through research, planning, and analysis (R/P/A), but most police agencies do not have strong capacities in these areas.

In response, the Bureau of Justice Assistance (BJA), in partnership with CNA and a planning group of policing experts, is working to improve and enhance the R/P/A capacities of police agencies through a project called Law Enforcement Organization of Planning and Research Directors (LEOPRD).

Despite current fiscal pressure to reduce or eliminate research, planning, and analysis capacities, agencies rely on R/P/A to help navigate and adapt to ever-changing crime-related challenges (e.g., political, organizational, social, and economic challenges). By building R/P/A capacities, agencies can improve decision-making and organizational outcomes, including crime reduction, enhanced collaboration, cost effectiveness, better utilization of technology, increased agency financial resources, and fewer complaints and lawsuits.

LEOPRD Project

In 2012, BJA convened a planning panel composed of law enforcement executives and research and planning experts (see Appendix A–LEOPRD Panel) to identify effective approaches to better support R/P/A functions within law enforcement organizations of all sizes. This panel has three major courses of action:

1. Develop a tool for agencies to assess their R/P/A capacity.
2. Develop organizational case studies and models.
3. Provide resources and support to agencies desiring to enhance their R/P/A capacity.
Introduction

Document Overview

This document fulfills the third goal of the LEOPRD panel. The panel conducted a literature search and review for current resources available to assist police departments in building their R/P/A capacities.

This guide is separated into six sections, which are focused on the six critical R/P/A functions listed below (see Appendix B–Glossary for detailed definitions).

1. Allocation/Deployment/Staffing Analysis
2. Crime Analysis
3. Planning and Strategy
4. Policy Development
5. Project Management
6. Research and Projects

The LEOPRD panel selected these functions from a list of 49 functions identified in LEOPRD’s “A Guide to Planning and Research Performance Indictors – September 2011” (see Appendix C–LEOPRD R/P/A Functions), as these functions effectively reflect an agency’s overall capacity for research, planning, and analysis.

Within each critical function section, resources contain the following elements of information:

- Title
- Source, author, and year
- Online website link, if applicable\(^1\)
- Abstract, if applicable
- Color-coded tags describing the resource’s applicability to a(n) department's/agency's capacity level and size, using the following metrics:

  o Capacity Level

<table>
<thead>
<tr>
<th>Tag</th>
<th>Capacity Level</th>
<th>Capacity Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Limited Capacity</td>
<td>The agency lacks personnel and/or skills for R/P/A.</td>
</tr>
</tbody>
</table>

\(^1\) All website links included in this guide were active upon finalization of this guide on January 31, 2014. Changes to website links by resource owners after January 31, 2014 will not be reflected in this guide.
LEOPRD: Research, Planning, and Analysis Resource Guide

Introduction

- Moderate Capacity
  - The agency has some personnel and/or skills for R/P/A, which are currently insufficient.

- Strong Capacity
  - The agency has sufficient personnel and/or skills for R/P/A.

○ Department/Agency Size:

<table>
<thead>
<tr>
<th>Tag</th>
<th>Department/Agency Size</th>
<th>Size Description</th>
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<tbody>
<tr>
<td>S</td>
<td>Small</td>
<td>1-49 Sworn Officers</td>
</tr>
<tr>
<td>M</td>
<td>Medium</td>
<td>50-499 Sworn Officers</td>
</tr>
<tr>
<td>L</td>
<td>Large</td>
<td>Over 500 Sworn Officers</td>
</tr>
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Readers will benefit from these information resources by identifying guides and tools on strategies, best practices, and lessons learned for enhancing research, planning, and analysis as they relate to their department’s current capacity and size.
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Section 1: Allocation/Deployment/Staffing Analysis

Definition: Allocation/Deployment/Staffing Analysis refers to data collection and analysis that aids decision-making regarding personnel allocation, deployment, scheduling, and productivity studies. This type of analysis often results in findings that help upgrade the effectiveness and productivity of personnel operations and intensify accountability.  

Developing Effective Police Workforces: The Importance of Staffing Structures

National Institute of Justice (NIJ) Conference (Jeremy Wilson, 2010).  

This resource provides a general description of the importance of understanding department profiles and how service cohorts can affect management styles. This resource is most beneficial for small agencies with a limited to moderate capacity who are looking to gain a basic understanding of staffing structures.

Abstract: This video features Jeremy Wilson describing the national survey of recruitment retention. He notes the variance in service cohorts and describes how this can create management problems. The overall goal of his presentation is to get agencies and managers to think about the number of officers they need and what their department profiles look like; establish goals for officers; and proactively manage these officers over time, as opposed to responding to officers’ issues and concerns during crisis.

Evidence-Based Academy Curriculum: Crime Analysis for Operations

Center for Evidence-Based Crime Policy (CEBCP)  

This video training, beneficial to all-sized agencies with a limited or moderate capacity, contains a 15-minute chapter on how crime analysis can be used to support and maximize resource allocation.

Abstract: This 1-hour training module on crime analysis is brought to you by the Center for Evidence-Based Crime Policy at George Mason University, and is part of the CEBCP’s Matrix Demonstration Project, sponsored by the Bureau of Justice Assistance. It consists of four chapters, approximately 15 minutes each in length, delivered by Jamie Roush, top U.S. crime analyst from Jacksonville Sheriff’s Office and an Evidence-Based Policing Hall of Fame member. More information about the Matrix Demonstration Projects and the CEBCP can be found at www.cebcp.org

2 Adapted from the International Association of Chiefs of Police’s Patrol Staffing and Development Study (undated).
How Many Police Officers Do You Need? A Performance-Based Approach to Police Staffing and Allocation


This resource, most beneficial for small to medium agencies with a limited capacity, provides a brief summary of how to assess staffing needs, identifies the steps in conducting a workload-based assessment, and notes alternative systems that agencies can use to determine resource allocation.

Abstract: How many police officers does an agency need? This question is difficult to answer in the best of times. It has become more so in recent years, as an economic downturn has caused police agencies to consider hiring freezes, furloughs, layoffs, salary and benefit cutbacks, and retirement incentives.

Making Policing More Affordable: Managing Costs and Measuring Value in Policing


This paper is most beneficial to medium to large agencies with at least a moderate capacity, and it discusses the impact of costs on policing, staffing, and resource allocation.

Abstract: This paper tries to create space for a careful conversation about the challenge of paying for policing. It starts by asking key questions. First, what is driving up police expenditures? Are police departments growing and providing more services to more people, are the costs of providing these same services simply going up, or are other factors responsible for the increase? Second, what have cities and their residents received in return for their investment in policing?

Management Publications


This resource provides a list of policy and administrative guidance, as well as police-allocation manuals for purchase. It is most beneficial to agencies of all sizes with at least a moderate capacity to develop and examine staffing models.
Patrol Staffing and Development Study

International Association of Chiefs of Police (IACP).
http://www.theiacp.org/

This resource applies to agencies of all sizes with at least a moderate capacity that have interest in studying their department’s staffing allocation and deployment strategies.

Abstract: This document outlines IACP resources and serves to guide jurisdictions on conducting patrol staffing and deployment studies by providing assistance in developing the policies, plans, and training.

Police Organization and Management Issues for the Next Decade

George Mason University, Center for Justice Leadership and Management (Stephen D. Mastrofski, 2006).
www.ncjrs.gov/pdffiles1/nij/grants/218584.pdf

This paper is most beneficial to agencies of all sizes with at least a moderate capacity. This paper reviews how police agencies are using their resources and how to staff and structure an organization.

Abstract: This paper examines issues of police organization and management that researchers and the NIJ should attend to in the next 5–10 years. In particular, it examines how to staff, structure, direct, and equip public (local) police organizations. It also covers topics of recruitment, training, structure and organization, management and leadership, technology and information use, and community policing.

Predictive Policing: The Future of Law Enforcement?

National Institute of Justice Journal (Beth Pearsall, 2010).
http://www.nij.gov/nij/journals/266/predictive.htm

This article discusses how law enforcement, particularly larger agencies with strong capacity, can anticipate and prevent crime, through “predictive policing.”

Abstract: Police can use a similar data analysis to help make their work more efficient. This idea is called "predictive policing," and some in the field believe it has the potential to transform law enforcement by enabling police to anticipate and prevent crime instead of simply responding to it.

Preserving Community-Oriented Policing in a Recession

This article provides general background information about the impacts of an economic downturn on police budgets and staff reductions. This article is most beneficial for small to medium agencies with a limited capacity who are seeking to learn more about these impacts and ways to mitigate them.

**Abstract:** Widespread budget cuts have forced governments and law enforcement agencies to do more with less. Many police departments have had to lay off officers, and some have eliminated all prevention and education programs. During such tough periods, officials often find it easy to go after programs that consume time and resources—even if they yield tangible results. Yet, even with a need to slash budgets, an important question remains. Can law enforcement agencies really afford to cut community-oriented policing programs? For the Santa Cruz (CA) Police Department, which has less than 100 sworn officers in a town of 56,000 residents, an established community-policing program saved the agency from having to lay off officers for the first time in over 140 years.

**The Shift Length Experiment: What We Know About 8-, 10-, 12-Hour Shifts in Policing**


While the findings presented in this report might be of interest to smaller agencies with limited capacity, reduced budgets and inadequate staffing levels often restrict the ability for these agencies to implement the report’s recommendations. This report is helpful to medium to large agencies that are making decisions in resource allocation and staffing deployment and that are seeking to understand the impact of shift schedules and compressed workweek schedules on officers safety, health, and wellness. A video presentation by Dr. Amendola accompanies the study, which can be viewed at:  
[http://www.youtube.com/watch?v=QGxKUYBANOA&feature=youtu.be](http://www.youtube.com/watch?v=QGxKUYBANOA&feature=youtu.be)

**Abstract:** In an effort to comprehensively address the many potential effects of compressed workweek schedules in policing in a systematic way, the Police Foundation conducted an experiment in which officers were randomly assigned to 8-, 10-, and 12-hour shifts. This experiment examined the independent effects of shift length, taking into consideration the time of day worked and the variations associated with specific agencies. Because past studies have tended to focus on a limited number of potentially important managerial and individual considerations, this experiment also examined a broad array of outcomes important to the officers and to the organizations, including: officer stress, sleep, fatigue, health, and quality of life; off-duty employment and overtime; and a variety of performance and safety measures. This report also examines cross-industry research on compressed workweeks, including that from policing and its connection to our findings.
Workforce Development for Big-City Law Enforcement Agencies

RAND Corporation (Nelson Lim, Carl F. Matthies, and Kirsten M. Keller; 2012).
http://www.rand.org/content/dam/rand/pubs/occasional_papers/2012/RAND_OP357.pdf

This paper targets large agencies with a strong capacity who are interested in understanding how workforce development and staffing allocation play a role in departmental efficiencies and effective organizational performance.

Abstract: Commanders, chiefs, and other leaders in the nation’s largest law enforcement agencies must be able to call on the capabilities of their workforces to respond to emergencies, gather intelligence, investigate criminal activities, and promote safety at any time and in any situation. However, the readiness of any police workforce, especially major metropolitan departments with thousands of officers, requires careful and consistent workforce development, including managing so that skills and knowledge are recognized, appropriately utilized, and fostered.
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Section 2: Crime Analysis

Definition: “Crime Analysis” 1) the routine, formal, and systematic study of crime and disorder problems (versus less formal, ad hoc crime analysis work); and (2) the systematic study of other police-related issues (including socio-demographic, spatial, and temporal factors), in order to assist the police in criminal apprehension, crime/disorder reduction, and crime prevention.3 While other versions of this definition also include evaluation research, we distinguish evaluation research as a research activity separate from Crime Analysis (see definition of Research and Projects below).

Association of Chief Police Officers (ACPO) Reducing Bureaucracy Programme Understanding Crime Recording


This resource, which provides agencies with information on crime recording, is most relevant for medium to large agencies with at least a moderate capacity.

Abstract: The ACPO Reducing Bureaucracy Programme Board and the ACPO Performance Management Business Area commissioned the NPIA Research, Analysis, and Information Unit to undertake exploratory research on crime recording. The purpose of the research was to help identify and explain sources of potential unnecessary work relating to the crime-recording process and to inform the development of force initiatives intended to improve the process. Findings are based on opinions of frontline officers and of officers and staff involved in the management of crime, as well as on an audit of the crime-recording process.

Analyst Foundation Module


This introductory training on analysis in law enforcement is most beneficial to medium to large agencies with a moderate to strong capacity.

Abstract: This module targets newly recruited analysts engaged in analytical support to police. The objective of this course is to enable the student to provide analytical support to police activity to prevent, reduce, and detect crime using standard, nationally defined analytical processes, tools, and techniques.

Analyzing Crime Displacement and Diffusion

Center for Problem-Oriented Policing (Rob Gurette, 2009).
http://www.popcenter.org/tools/displacement/

This guide serves as an introduction to crime displacement, describing the concept, the extent to which it occurs, and why it may or may not happen.

**Abstract:** This guide discusses the nature of displacement and its varieties, including where displaced crime is most likely to go and what it might look like. This guide then describes ways to manage displaced crime to ensure a project's success. Finally, it describes methods for measuring and analyzing displacement that can be used to determine overall effectiveness of problem-oriented policing projects. The guide is intended to assist those engaged in problem-solving activities including line officers, crime analysts, police executives, and community development professionals.

Assessing Responses to Problems

Center for Problem-Oriented Policing (John Eck, 2002).
http://www.popcenter.org/tools/assessing_responses/

This guide, written on the assumption that agencies have no outside assistance, is valuable to agencies with a limited capacity. It targets those who are responsible for evaluating the effectiveness of responses to problems and who have a basic understanding of problem-oriented policing and the problem-solving process. This guide assumes a basic understanding of the SARA (Scanning, Analysis, Response, and Assessment) model, but it requires little or no experience with assessing solutions.

**Abstract:** The purpose of assessing a problem-solving effort is to help agencies make better decisions by answering two specific questions. First, did the problem decline? Answering this question helps to decide whether to end the problem-solving effort and focus resources on other problems. Second, if the problem did decline, did the response cause the decline? Answering this question helps to decide whether to apply the response to similar problems.

Commentary: Improving Crime Reporting and Analysis

Justice Research and Policy (D. Bibel, 2010).

This article, most beneficial to medium-sized agencies with a limited to moderate capacity, presents an interesting and important “first step” in helping move the analysis of crime data a few steps forward from where it has been for the last 50 years.

**Abstract:** This article describes crime analysis and display at three different levels of detail, each with its own potential strengths and weaknesses: (1) At the national level, the FBI is able to produce annual and long-term national trends; (2) At the state level, a more detailed analysis can be made, incorporating state specific data elements that go beyond the FBI’s minimum data set; (3) At the local level, law enforcement has a much richer data set available and, therefore, has the potential to produce more robust analyses and interpretations.
Evidence-Based Academy Curriculum: Evidence-Based Policing: The Basics

Center for Evidence-Based Crime Policy.

This video training, beneficial to agencies with a limited capacity, provides foundational knowledge on evidence-based policing and how it can be used to effectively control crime.

Abstract: The Matrix Demonstration Project developed this four-chapter module (each 12 minutes in length) for law enforcement academies as a basic introduction to evidence-based policing. Module 1 introduces evidence-based policing, Module 2 reviews and summarizes what the research says regarding the effectiveness of police crime-control activities, Module 3 provides ideas on how new officers can use this knowledge in patrol, and Module 4 presents some challenges that officers might face when implementing evidence-based approaches. More information and the study guide and assessment questions for this module can be found on the Matrix Demonstration Project website at: http://gemini.gmu.edu/cebcp/MatrixDemo.html.

Evidence-Based Academy Curriculum: Crime Analysis for Commanders

Center for Evidence-Based Crime Policy.

This video training, beneficial to agencies with a limited or moderate capacity, provides an overview of why commanders should use crime analysis, what crime analysis is, how to conduct such analysis, and what makes it a success.

Abstract: This 1-hour training module on crime analysis is part of the CEBCP's Matrix Demonstration Project, sponsored by the Bureau of Justice Assistance. It consists of four chapters, approximately 15 minutes each in length, delivered by Jamie Roush, top U.S. crime analyst from Jacksonville Sheriff's Office and an Evidence-Based Policing Hall of Fame member. More information about the Matrix Demonstration Projects and the CEBCP can be found at www.cebcp.org.

Evidence-Based Academy Curriculum: Crime Analysis for Operations

Center for Evidence-Based Crime Policy.

This video training, beneficial to agencies with a limited or moderate capacity, provides an overview of crime analysis for operations, expanding patrol operations, supporting operations, and maximizing resource allocation.

Abstract: This 1-hour training module on crime analysis is part of the CEBCP's Matrix Demonstration Project, sponsored by the Bureau of Justice Assistance. It consists of four chapters, approximately 15 minutes each in length, delivered by Jamie Roush, the top U.S. crime analyst from Jacksonville Sheriff's Office and an Evidence-Based Policing Hall of Fame member. More information about the Matrix Demonstration Projects and the CEBCP can be found at www.cebcp.org.
Compstat and Organizational Change in the Lowell Police Department: Challenges and Opportunities


Law enforcement agencies use Compstat to track and assist agencies in analyzing crime trends. This document is most beneficial to small to medium agencies with a limited to moderate capacity.

Abstract: This report examines the special challenges and opportunities that arise when small departments try to institute a program of organizational change that originated in much larger agencies. The report serves three purposes: (1) to provide a detailed description of Lowell’s Compstat program that should interest police chiefs and other police personnel who are curious about Compstat; (2) to explain the benefits and challenges of implementing the various key elements of Compstat; and (3) to use Lowell as an example to provide insights into Compstat’s future in law enforcement.

Crime Analysis Case Studies


This publication from the Police Foundation’s Crime Mapping and Problem Analysis Laboratory provides practical examples from four different communities that showcase the utility of crime analysts and the type of analyses that can be achieved given the proper training, skills, and leadership. This document is most beneficial to medium to large agencies with at least a moderate capacity to conduct crime analysis.

Abstract: Crime analysis has gained significant momentum within the law enforcement community in the past decade. Many agencies have employed highly skilled analysts who contribute to the apprehension of criminal offenders and identification of important crime patterns and trends. Agencies have also benefited by the increased efficiency and effectiveness of analytical support in areas such as robbery, homicide, and burglary. With sustained support from leadership, crime analysts can provide useful and informative products that enhance police operations.

Crime Analysis in America: Findings and Recommendations


This document, most beneficial to agencies of all sizes with at least a moderate capacity, reviews how police departments around the county use and implement crime analysis.

Abstract: While crime analysts have traditionally emphasized tactical analysis activities like identifying offenders, community policing encourages more focus on strategic and problem analysis functions. This includes identifying the underlying conditions that give rise to community problems, developing responses to them that are linked to these analyses, assessing the effectiveness of respons-
Crime Analysis

Crime Analysis for Problem Solvers in 60 steps

Center for Problem-Oriented Policing (Ronald V. Clarke and John E. Eck, 2013).  
http://www.popcenter.org/learning/60steps/

This guide, most appropriate for agencies with a moderate capacity, discusses how crime analysis can solve crime problems.

Abstract: In 60 simple steps, readers can learn how to generate, collect, use, and analyze data to solve everyday crime and disorder problems. This guide is meant for more experienced analysts and provides them with a basic knowledge of problem-oriented policing and the related fields of environmental criminology and situational crime prevention.

Crime Analysis with Crime Mapping


This informational publication is most beneficial to small and medium agencies with a limited to moderate capacity.

Abstract: Crime Analysis with Crime Mapping, one of the first texts to introduce crime analysis and crime mapping to an undergraduate audience, is enriched by author Rachel Boba’s unique perspective as a current professor and former crime analyst. The book offers a thorough introduction to the field, as well as guidelines for its practice, making it a useful asset for current and future crime analysts and police practitioners, as well as for students.

Crime Mapping Readiness Self-Assessment

Institute for Law and Justice (J. Wartell, E. Groff, and D. Thomas; 2003).  

The material is designed primarily for those who know little or nothing about mapping crime and who are motivated to learn more. This document is most beneficial to agencies with a limited to moderate capacity in conducting crime analysis.

Abstract: This guide introduces the science of crime mapping to police officers, crime analysts, and other people interested in visualizing crime data through maps. Presumably, most readers will be working in law enforcement agencies, broadly interpreted to include police departments, courts, corrections, the military police, and federal agencies—such as the FBI; U.S. Bureau of Alcohol, Tobacco,
Enhancing the Problem-solving Capacity of Crime Analysis Units

Center for Problem-Oriented Policing (Matthew White, 2008).
http://www.popcenter.org/tools/enhancing_capacity/

Abstract: The theoretical framework of problem-oriented policing has evolved steadily over the past few decades, and it has become increasingly clear how much the approach's success depends on the careful analysis of data about crime problems. Indeed, problem-oriented policing and data analysis are highly interdependent. A framework for problem-oriented policing is of little use if good data are not available, and, similarly, complex data about crime problems require a meaningful framework for analysis. Computerized crime data and geographic information systems are just two examples.

Attracted by these developments, a cadre of young, well-trained analysts has been recruited into policing. Police managers who wish to benefit from these developments and implement a program of problem-oriented policing must ensure that their crime analysts are properly inducted into the police environment and that their analytical work is fully integrated into departmental operations. They will then be able to take their proper role as central members of the team in solving problems.

Evaluation and Measuring Performance

International Association of Crime Analysts.
http://iaca.net/dc_evaluation.asp

Abstract: Measuring and evaluating the work of a crime analyst can be a difficult task. Unlike patrol officers, analysts do not have clearly defined performance metrics, such as citations, directed patrols, or arrests. The guidelines are intended to provide ideas about how to develop an evaluation program for crime analysts.

Exploring Crime Analysis

International Association of Crime Analysts (IACA) (Samantha L. Gwinn, Christopher Bruce, Julie P. Cooper, and Steven Hick; 2008).
http://www.iaca.net/ExploringCA/2Ed/exploringca_frontmatter.pdf

Abstract: Exploring Crime Analysis features 425 pages of research, knowledge, instruction, and advice from 20 of the foremost minds in the crime analysis field. Each covers an essential crime analysis skill or knowledge set, as defined by the IACA's certification process. Exploring Crime Analysis focuses on both tactical crime analysis and the tenets of analysis for problem-oriented policing.
Frequently Asked Questions of Crime Analysis and Mapping


This resource is most useful for agencies with a moderate to strong capacity to conduct crime analysis.

Abstract: These frequently asked questions, developed by the COPS Office and the Police Foundation, address several common themes identified by crime analysis and mapping professionals. The answers include links to other crime analysis and mapping resources, such as publications and webpages that provide useful and comprehensive information about particular topics.

Fundamentals Of Crime Mapping

International Association of Crime Analysts (Rebecca Paynich, Ph.D. and Bryan Hill, 2009).

This accessible text explains the day-to-day practical application of using analysis for crime mapping. This resource is most beneficial to medium to large agencies with at least a moderate capacity.

Abstract: Written by a Criminal Justice academic (Paynich) and a well-known crime analyst (Hill), Fundamentals of Crime Mapping walks readers through the research, theories, and history of geographic information systems in law enforcement. Factual data from real crime analysis is included to reflect crime patterns, trends, series, and what officers or analysts can expect to see when they sit down to analyze and apply concepts learned. Special topics discussed include: an up-to-date discussion of the current crime trends in rural and urban areas, the major ecological theories of crime, the notion of geographic profiling, empirical research using crime-mapping tools, basic mapping terminology, and more.

Integrated Intelligence And Crime Analysis: Enhanced Information Management For Law Enforcement Leaders

Police Foundation (Jerry H. Ratcliffe, 2007).

This resource discusses the disconnect between crime analysis and intelligence analysis and is most beneficial to medium to large agencies with a strong capacity to conduct crime analysis.

Abstract: Data and information about the criminal environment and criminal activity abound: the challenge is to corral this wealth of data into knowledge that can enhance decision-making, improve strategies to combat crime, and increase the benefits of crime prevention. In other words, the aim is to convert data and
Crime Analysis

information into actionable intelligence. This report is designed to identify the key
challenges limiting criminal intelligence sharing, the aims of the integrated
analysis model, and the way that all police departments—big or small—can work
individually and collectively toward the new intelligence-led policing paradigm of
modern policing.

The Integration of Crime Analysis into Patrol Work: A Guidebook

DOJ Office of Community Oriented Policing Services (Bruce Taylor and
Rachel Boba, with Sergeant Jeff Egge; 2004).
http://www.cops.usdoj.gov/Publications/e061120376_Integrating-Crime-Analysis-
508.pdf

This resource is most beneficial to medium to large agencies with at least a
moderate capacity to integrate crime analysis into their patrol work.

Abstract: The purpose of this document is to offer guidance to law enforcement
agencies on integrating data collection and crime analysis into regular
patrol work within a community-policing context. In particular, this guidebook explores
the data and analysis needs of patrol officers and the importance of analysis
throughout the police organization, as well as: the current state of the field as it
relates to the use of crime analysis and analytical products, the needs of the po-
lice organization, and best practices in crime analysis and data collection as they
relate to patrol work. The guidebook also illustrates the work of a select group of
agencies that successfully integrated crime analysis into patrol services and pro-
vides helpful examples of crime analysis products.

Introduction to Crime Analysis: Basic Resources For Criminal Justice Practice

International Association of Crime Analysts (Deborah Osborne and Susan
Wernicke, 2003).
http://www.amazon.com/Introduction-Crime-Analysis-Resources-
Criminal/dp/0789018683

This resource is most beneficial for small to medium agencies with a limited
capacity to implement crime analysis strategies and techniques.

Abstract: This book is a practical resource guide for the development of crime
analysis in local law enforcement. The tragedy of September 11, 2001 has
raised awareness on how crucial it is to analyze information and intelligence.
Smaller agencies that cannot financially justify hiring a full-time analyst will find
strategies and techniques to teach officers the methods of analysis. The book
also provides basic tools and step-by-step directions that will improve the skills
and knowledge of new crime analysts.
Introductory Criminal Analysis: Crime Prevention And Intervention Strategies


This resource guide, an introduction to crime analysis, is most beneficial to agencies with a limited to moderate capacity.

Abstract: This book introduces readers to the cutting-edge field of criminal analysis. Its lively, easy-to-read writing style combines theory, case studies, and applications to impart the necessary skills for preventing crime in the future. The book brings together coverage of criminal analysis, GIS crime mapping, and emerging technologies to show readers how to utilize these tools to help create strategies to suppress and prevent crime.

Introductory Guide to Crime Analysis and Mapping

Police Foundation (Rachel Boba, Ph.D., 2001).  

This resource, most beneficial to agencies with a limited to moderate capacity, is not intended to be a comprehensive document on crime analysis, crime mapping, and problem solving, but rather a “starter” guidebook for someone just entering the field or a reference manual for current crime analysts or other law enforcement analysts.

Abstract: The following guide was developed from the curriculum for the “Introduction to Crime Analysis Mapping and Problem Solving” training course conducted by members of the Police Foundation’s Crime Mapping Laboratory in 2001 and funded by the COPS Office. The purpose of this document is to convert the information presented in the training into a succinct and readable report that makes it available to a larger audience than was reached through the training sessions.

Law Enforcement Analytic Standards


www.it.ojp.gov/docdownloader.aspx?ddid=1151

These resources provide analytic standards and are most beneficial to agencies with a strong capacity.

1st Edition Abstract: The Global Justice Information Sharing Initiative (Global) Intelligence Working Group requested the International Association of Law Enforcement Intelligence Analysts to develop analyst standards on its behalf, as
Crime Analysis

stated in the National Criminal Intelligence Sharing Plan.

2nd Edition Abstract: Publication of Law Enforcement Analytic Standards (2004) provided the foundation for the development of professional standards for analysts. As a result of a review of subsequent publications on analytical standards since 2004, this 2012 version was published, which reflects current progress toward institutionalizing the role of the analyst. In its entirety, this version describes management's role in shaping the analyst's environment—from hiring and supervising through producing professional products for investigators and decision-makers.

Law Enforcement Intelligence Training (Free and Online)

International Association of Crime Analysts (Michael E. Chesbro, 2009).
http://www.iaca.net/Resources/Articles/analysts_9_steps.pdf

This resource lists the benefits of including an analytical function within a law enforcement agency and is most beneficial to agencies with a limited capacity.

Abstract: For individuals newly assigned to law enforcement intelligence units and for more experienced analysts wanting to review basic skills, the authors have found a number of free, online courses that, when taken in total, provide good analytic and intelligence familiarization.

Predictive Policing: Geographic Analysis


This resource reviews the impact of conducting crime analysis on policing strategies and is most beneficial to agencies with at least a moderate capacity.

Abstract: This issue highlights a developing field of study in policing and analysis, Predictive Policing. This issue will discuss the inaugural Predictive Policing Symposium, which brought together researchers and practitioners to discuss the concepts involved in predictive policing. Included, is a discussion of NIJ's Geospatial Technical Working Group and experimenting with hot spots analysis using prediction in Minneapolis.

Problem Analysis Module (PAM)

Center for Problem-Oriented Policing (2004).
http://www.popcenter.org/learning/pam/

This tool provides agencies with a limited capacity with a framework for analyzing specific crime problems specific to their agency and community.

Abstract: PAM provides a framework for analyzing any persistent crime and public safety problem. PAM asks users to input information concerning every aspect of the problem and then suggests the kinds of responses you could try. The tool asks specific questions to assist police problem-solving; these questions come from research into a set of powerful theories within the field of Environmental Criminology, particularly Routine Activity Theory, Situational Crime
LEOPRD: Research, Planning, and Analysis Resource Guide

Crime Analysis

Prevention, and Crime Pattern Theory.

**Problem Analysis In Policing**

*International Association of Crime Analysts (Rachel Boba, 2003).*

http://www.cops.usdoj.gov/Publications/Problem_Analysis_in_Policing.pdf

This resource is most beneficial to agencies with a limited capacity in conducting crime problem analysis.

**Abstract:** This report introduces and defines problem analysis and provides guidance on how it can be integrated and institutionalized into modern policing practices. This report is not a “how to” guide on conducting problem analysis, but rather, it is a summary of ideas and recommendations about what problem analysis is; what skills and knowledge are necessary to conduct it; and how it can be advanced by the police community, academia, the federal government, and other institutions.

The ideas and recommendations in this report come primarily from a two-day forum conducted in February 2002 by the Police Foundation and the DOJ COPS Office, in which a group of academics, practitioners, and policymakers came together to discuss problem analysis and make recommendations for its progress. This report is a culmination of the concepts and ideas discussed and includes specific, relevant statements made by participants.

**Sample Work Request Forms**

*International Association of Crime Analysts.*

http://iaca.net/dc_request_forms.asp

The Work Request Form samples are examples of what agencies are using when submitting requests to Crime Analysis Units (CAUs). They can help an organization starting a CAU get an idea of the type of information to include in their own Work Request Form. This template is most useful for agencies with at least a moderate capacity to conduct crime analysis.

**Abstract:** Agencies need a consistent process for personnel to request work products from the CAU. The process can be as informal as an officer contacting a Crime Analyst at her desk or as formal as requiring the requestor to fill out a Work Request Form and turn it in to the CAU supervisor. The supervisor will then filter the request to the proper analyst. A Work Request Form can be a paper form that is filled out by the requestor or one that is completed online via the department’s intranet website. Work Request Forms provide the benefit of allowing the unit to track workload for resource allocation and future staffing. They also help agency personnel understand the types of work the unit can perform, as well as what kind of information the CAU needs to fulfill the request.
Crime Analysis

**Standard Operating Procedures (SOPs)**

*International Association of Crime Analysts.*
http://iac.a.net/dc_sops.asp

The SOPs presented are actual department documents, posted with the permission of the agency. They are intended to help an organization starting a Crime Analysis Unit understand the type of information that belongs in an SOP. This resource is most beneficial to agencies with at least a moderate capacity to start a CAU.

**Abstract:** SOPs provide the framework for the CAU and how its members interact with the rest of the department and outside agencies. They give personnel in other units an overview of how the CAU operates and the type of work that analysts are expected to perform for the organization. They set forth the crime analysis mission and function, and establish procedures for the work that analysts perform in the organization.

**Systematic Pattern Response Strategy Protecting the Beehive**

*FBI Law Enforcement Bulletin* (Roberto Santos, M.S., 2011).

This resource describes how agencies can identify crime patterns and implement strategies to resolve these problems. This resource is most beneficial to agencies seeking to better understand this concept and who have a limited to moderate capacity to employ such strategies.

**Abstract:** With the limited and shrinking resources that police executives face today, it is more necessary than ever for organizations to employ systematic crime-reduction efforts to become more efficient and effective.

**Why Law Enforcement Agencies Need An Analytical Function**

http://www.iaca.net/Resources/Articles/analysts_9_steps.pdf

This resource presents nine fundamental steps regarding the use and value of analysis in law enforcement. This resource is most beneficial to agencies with at least a moderate capacity to implement an analytical function.

**Abstract:** Analysis is an integral part of every major investigation an agency opens. Often, small pieces of information that may appear insignificant can be a major part of a larger picture. The analytical function organizes these critical pieces of data and creates valuable and meaningful products to assist law enforcement in solving cases and prosecuting criminals.
Section 3: Planning and Strategy

Definition: “Planning and Strategy” refers to a process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.\(^4\)

**Avoiding Failures of Implementation: Lessons from Process Evaluations**

Center for Court Innovation (Amanda B. Cissner and Donald J. Farole, Jr., 2009).

https://www.bja.gov/Publications/CCI_Failures.pdf

The purpose of this paper is to identify lessons that will help practitioners and policymakers anticipate, recognize, and resolve problems that may arise when implementing new projects or attempting to replicate existing ones in new settings. This resource is most beneficial to agencies with at least a moderate capacity to conduct research and projects.

**Abstract:** This paper examines failures that occur during the implementation of new initiatives, and it seeks to identify common sources of failure and to develop a basic list of considerations that may help criminal justice reformers avoid future pitfalls.


International Association of Chiefs of Police (Dwayne Orrick, 2006).

http://www.olemiss.edu/ciss/Academics/Research/Police_Chiefs_Desk_Reference/pdf/5%20policy%20&%20procedures.pdf

This guide aims to assist police agencies in smaller communities with a limited capacity on developing and revising their policy-procedure manuals.

**Abstract:** The policy and procedures manual is the foundation for all of a police department’s operations. When properly developed and implemented, a policy-procedure manual provides staff with the information to act decisively, consistently, and legally. It also promotes confidence and professional conduct among staff.


International Association of Chiefs of Police (David L. Kurz, 2006).
http://www.theiACP.org/portals/0/pdfs/BP-StrategicPlanning.pdf

This resource provides small to medium agencies with a limited capacity an example of how a similar agency developed and implemented a strategic plan.

Abstract: When the police department in Durham, New Hampshire, wanted to develop a strategic plan, there was an acknowledgement that the approach must be different from those of larger police agencies. The number of demands upon the department could not legitimately justify even exploring the topic, but the department still needed to establish long-term goals and develop a strategy that would ensure success. The Durham strategic plan project is comprised of three phases: 1) a survey of citizen satisfaction with police services; 2) an internal agency survey of police officer satisfaction; and 3) a one-day planning session attended by police officers and community leaders. Due to the strategic planning process, the agency has an evolving set of goals and corresponding plans to reach them with the renewed support and cooperation of the community it serves.

Better Research for Better Policies

John Jay College of Criminal Justice (Jeffrey A. Butts and John Roman, 2011).
http://johnjayResearch.org/rec/2011/10/20/wiley2011/

This resource describes how research can be used to inform policy and strategies. It is most beneficial to agencies who have a moderate capacity to conduct research, and develop and evaluate policy.

Abstract: To do their jobs effectively, policymakers, professionals, and community partners must be able to access high-quality information about the impact of policies and programs for youth. Recent years have seen an increasing—and appropriate—focus on evidence-based policy. In setting priorities for funding and support, intervention programs demonstrated to be effective and efficient are preferred over programs that are well intentioned but untested by rigorous evaluation. An evidence-based approach is undeniably better than an approach based on faith or anecdotes, but the findings of existing evaluations are not sufficient by themselves as a basis for effective policymaking. Translating research into practice requires more than a review of existing studies. It requires knowledge of the research process and its limitations. How do researchers generate evidence? What choices are involved in designing evaluation studies? Who sponsors research and how do they select one study over another? How do researchers and their funding bodies shape and interpret the results of research? Who disseminates research findings, and how does the manner of presentation color the impact of information? A clear-eyed investigation of the entire evidence-generating process is an invaluable part of evidence-based policy.
LEOPRD: Research, Planning, and Analysis Resource Guide

Planning and Strategy

**Boston Police Department's Strategic Planning Process: Phase One, Final Report**

National Criminal Justice Reference Service, National Institute of Justice (Jack McDevitt, Michael Shively, Susan Bennett, Jennifer Balboni, Michael Buerger; 1999).


This resource provides agencies similar to the Boston Police Department with an example of how that agency implemented a strategic plan.

**Abstract:** In 1995, the Boston Police Department undertook a broad-based strategic planning process to provide a decentralized approach to community policing in neighborhoods, and this process provided a framework for identifying and addressing public safety needs in a local community.

Strategic planning was seen as a vehicle for community policing, and the impact of the community policing on crime and on resident and police officer perceptions was assessed. It was found that crime decreased in Boston as a result of police-community partnerships. Citizens reported a greater sense of security in their homes and neighborhoods, and they were more likely to indicate that crime decreased in their neighborhoods than were residents of other, similar-sized cities. In addition, citizens felt much more confident in the ability of the police to prevent and solve crimes. Police officers viewed crime-prevention and assisting the public as equally important components of their criminal investigation and apprehension work, reported a broad awareness of the tenets of community policing, and supported the joint roles of police and residents in dealing with crime and disorder. Both police officers and residents generally agreed that the best way to reduce violence among young people involved greater youth opportunities and increased educational emphasis.

**The "Bottom Line" of Policing**


This resource provides agencies with a limited capacity for planning and strategy with guidance on defining and developing departmental missions, functions, and strategies.

**Abstract:** Police departments are essential public agencies. They are important in the practical results they try to achieve, the social relations they seek to secure, the specific actions they take as the means to their desired ends, and in the quantity and character of the assets they deploy as they go about their work.
A Chief’s Perspective


This resource documents one agency’s methods and challenges for implementing a planning and research unit within its department. This resource is most beneficial to agencies of all sizes with a limited to moderate capacity.

Abstract: This resource is a presentation by Deputy Chief Ken Miller of the Charlotte-Mecklenburg Police Department, which focuses on key policing issues and what he believes defines a successful planning and research unit.

Evaluation Issues: A Practical Discussion for Small Agencies and Not-for-Profit Organizations

Rochester Institute of Technology, Center for Public Safety Initiatives (John Klofas, Ph.D.; 2012).

The goal of this paper is to help small agencies and not-for-profit organizations as they address issues associated with program evaluation.

Abstract: The Center for Public Safety Initiatives is a unique collaboration between the City of Rochester, the criminal justice agencies of Greater Rochester including the Rochester Police Department and Rochester Institute of Technology. Its purpose is to contribute to criminal justice strategy through research, policy analysis and evaluation. Its educational goals include training graduate and undergraduate students in strategic planning and policy analysis.

An Examination of Strategic Planning in American Law Enforcement Agencies: A National Study

Police Quarterly (Jihong “Solomon” Zhao, Quint C. Thurman, and Ling Ren; 2008). http://pqx.sagepub.com/content/11/1/3.abstract

This resource is useful for agencies with a moderate capacity to implement strategic planning.

Abstract: Strategic planning in police departments represents a significant departure from a traditionally reactive orientation to one that is more proactive in nature. This study followed an inductive reasoning approach to investigate the implementation of strategic planning in American law enforcement agencies and then develop theoretical models that might capture variation across organizations. Based on the initial results from telephone interviews and selective site visits, the authors were able to identify two key dimensions that seemed to differentiate the implementation of strategic planning among these law enforcement agencies. As a consequence, four styles of strategic planning emerged. This article discusses the development of strategic planning in U.S. police agencies and implications for the future.
Planning and Strategy

**Good to Great Policing: Application of Business Management Principles in the Public Sector**

Police Executive Research Forum (PERF) (Chuck Wexler, Mary Ann Wycoff, and Craig Fischer; 2004).
http://www.policeforum.org/library/leadership/GTG%20Deck-topped%20FINAL.pdf

This report includes a discussion of how PERF executives find Jim Collin's management practices (identified in his best-selling book "Good to Great") are applicable to law enforcement. This resource is most beneficial to medium-sized agencies with a limited capacity to develop departmental strategies.

**Abstract:** This publication takes the core principles articulated by Jim Collins in his best-selling book "Good to Great" and applies them to law enforcement. The report is also based on a 1-day executive session, funded by COPS. By reading this document, leaders will learn more about the application of principles that can move their organizations to a higher level of effectiveness.

**Guidelines for Starting and Operating a New Police Department**

Office of Community Oriented Policing Services (Deborah Spence, Barbara Webster, and Edward Connors, 2006).
http://www.cops.usdoj.gov/Publications/e0506066GuidelinesFinal.pdf

The guide is relevant for rural, suburban, and urban communities of all sizes.

**Abstract:** This guide will help public officials and citizens decide whether to start their own police departments, and—if so—to offer guidance on how to do it efficiently and effectively. It is not meant to be a manual for managing and operating all aspects of a police agency, because the decisions and issues discussed require a great deal of additional consideration and work. But, the guide can be a valuable tool to assist communities in thoughtfully considering the major issues involved in starting a police department.

**The Impact of the Economic Downturn on American Police Agencies**


This resource provides medium-sized agencies with a limited capacity with an understanding and general description of the impacts of reduced budgets on departmental strategies and police services.

**Abstract:** The economic downturn of the past several years has devastated local economies and their local law enforcement agencies. Sworn to protect and serve the public, law enforcement faces a bleak outlook. The nation's law enforcement agencies are confronting severe budget cuts and unmanageable layoffs, and they are fundamentally changing how they keep the public safe. COPS compiled data from a number of current surveys and data sets, which show the impact that the current economic climate has had on law enforcement agencies nationwide. This report draws on research done by the National League of Cities and other national organizations, and shows an erosion in police forces and response over the last few years.
Implementing an Agency-Level Measurement System: A Guide for Law Enforcement Executives

Police Executive Research Forum (Stacy Osnick Milligan, Lorie Fridell, and Bruce Taylor; 2006).

This resource provides agencies that have a limited capacity in conducting strategic planning with information on developing agency performance measures. This resource also provides agencies with a case study of how one department implemented a performance measurement system.

Abstract: The PERF, with funding from the NIJ, developed an agency-level Performance Measurement System for the law enforcement community. The PERF measurement system is unique because it focuses law enforcement agencies’ attention on a broader spectrum of activities—ones that have not been measured consistently, but are imperative to understanding what law enforcement agencies produce for their communities. This guide outlines key components of the System, which law enforcement executives can modify and adapt to suit the needs of their individual agencies and communities.

Improving Strategic Planning through Collaborative Bodies

Urban Institute, Justice Policy Center (Justin Archer, S. Rebecca Neusteter, and Pamela Lachman; 2012).
http://www.urban.org/UploadedPDF/412542-Improving-Strategic-Planning-through-Collaborative-Bodies.pdf

This resource is most beneficial to agencies with at least a moderate capacity of engaging in strategic planning.

Abstract: This publication is one of three policy briefs designed to guide local policymakers in undertaking justice reinvestment, a data-driven strategy to identify the drivers of criminal justice system costs and to make more efficient use of resources while maintaining public safety. Using the fictional example of Doe County, the brief details the data that various agencies must share and analyze in order to identify cost and population drivers, and it provides examples of how data analysis findings can be used to formulate policy changes and reinvestment strategies. Additional resources and a "getting started" worksheet are included in an appendix.

Integration Planning and Requirements

http://www.search.org/products/governance/integration/

This resource is most beneficial for small to medium agencies with a limited to moderate capacity to develop strategic plans. This resource provides these agencies with a tool that allows users to follow a simple but powerful methodology, supported by an intuitive software tool, and guided by reference models that represent best practices from across the country.

Abstract: The success of information sharing initiatives usually depends on multiple independent partners, each with their own mission and capabilities, creating a shared vision for their common enterprise. They must build this
shared vision on the basis of well understood, clearly documented requirements. It is the partners' consensus around these requirements that provides a stable foundation for design, implementation, and deployment of information-sharing solutions.

**International Association of Law Enforcement Planners - Law Enforcement Planner Certification**

International Association of Law Enforcement Planners.  
http://www.ialep.org/

This certification course is useful for medium to large agencies with a moderate to strong capacity for integrating planners into their department.

**Abstract:** The International Association of Law Enforcement Planners provides certification of law enforcement planners at two levels: Certified Law Enforcement Planner and Advanced Law Enforcement Planner. Certification has been developed for the following purposes: to recognize the professional abilities and accomplishments of individual law enforcement planners; to promote and encourage professional development by individuals in the field of law enforcement planning; to provide the employers of law enforcement planners a reliable measure of professional competence; and to provide employers of law enforcement planners with a basis on which to establish position descriptions.

**International Association of Law Enforcement Planners - Police Planners Course**

International Association of Law Enforcement Planners.  
http://www.ialep.org/

This resource, most beneficial for small and medium agencies with a limited to moderate capacity. It is an introductory course for police planners that provides additional training and conferences for police planners on various topics.

**Abstract:** If your agency has just hired a new planner, transferred an officer into a planning position, or simply wants to advance the job-knowledge of its existing planning staff, then this training course is important to you and your agency. The Law Enforcement Planner's Course is an intensive and highly interactive one-week workshop designed to give law enforcement personnel the tools they need to tackle complex projects.

Limited to 25 students, this course is intended for sworn and non-sworn employees at all levels of experience who are employed in a planning capacity/function. Past attendees include law enforcement planners, researchers, crime analysts, administrators, supervisors, and managers. Areas of instruction include, but are not limited to: Workload-Based Patrol Allocation and Scheduling; Implementing Agency-Wide Community Policing; Strategic Planning; Applying Risk Management; Tactical, Strategic, and Administrative Crime Analysis; Crime Prevention Through Environmental Design; and Project Management Principle.
Justice Reinvestment at the Local Level - Planning and Implementation Guide


While the intended audience is local county and city managers and their criminal justice leaders, this document is designed to be accessible to a wide audience of local stakeholders.

Abstract: To provide instruction for local leaders aiming to improve cost-efficiency in their criminal justice systems, this guidebook describes the steps involved in the justice reinvestment process, the challenges that may be encountered, and examples of how those challenges can be overcome. This guidebook provides instruction for local leaders aiming to improve the efficiency of their justice systems by managing and allocating scarce resources more cost-effectively and generating savings that can be reinvested in prevention-oriented strategies.

Law Enforcement Planning

Criminal Justice Policy Review (Jeffrey Leigh Sedgwick, 1986). http://cjp.sagepub.com/content/1/1/76.full.pdf+html

This resource is most beneficial to agencies of all sizes with at least a moderate capacity to conduct strategic planning and policy analysis.

Abstract: California Polytechnic State University Professor Sedgwick, a political scientist, explores the efficacy of utilizing an economic model to facilitate crime planning and area-of-policy analysis, which generally has been the domain of sociologists. Interwoven in the narrative are the author's comments on the public interest and the political and philosophical underpinnings of the Republic. In brief, Sedgwick advocates a welfare economics model to replace the sociological models that he maintains have guided policymakers over the past several decades in directing the efforts to combat crime and deviant behavior.

Law Enforcement Planning & Research Survey Results


This resource is a slide presentation on the 2007 Law Enforcement Planning and Research Directors’ Survey findings. This presentation provides agencies of all sizes with a limited capacity with a review of how other departments are incorporating research and planning within their organizations, and of key organizational and planning and research issues.

Abstract: This resource is a slide presentation on the 2007 Law Enforcement Planning and Research Directors’ interim survey findings on planning and research settings, key issues related to organization, and desired changes.
LEOPRD: Research, Planning, and Analysis Resource Guide

Planning and Strategy


This resource, a planning guide for implementing new technologies, is most beneficial for small agencies with a limited to moderate capacity.

*Abstract:* This resource aims to serve as a companion guide to *Law Enforcement Tech Guide: How to plan, purchase and manage technology (successfully!)*. The original Tech Guide was published in 2002 by the DOJ COPS Office and was developed as a step-by-step guide to help law enforcement agencies as they implement new technologies.

**Measuring Police Organizations and their “Life Course”: The National Police Research Platform**


This resource is beneficial for agencies with at least a moderate capacity to conduct studies and research on police organizations.

*Abstract:* This report examines a new methodology for studying police organizations in the 21st century, using online surveys of department employees. By surveying annually with a large and diverse sample of agencies, the methodology can measure the “life course” of these dynamic organizations to document change, provide timely feedback, establish national norms, furnish data series for future research, and foster partnerships between practitioners and researchers.

**Mission Statements**

International Association of Crime Analysts.
http://www.iaca.net/resources.asp?Cat=Book

This resource identifies the importance of developing and implementing mission statements for Crime Analysis Units and is most beneficial to medium to large agencies with at least a moderate capacity in conducting crime analysis.

*Abstract:* A mission statement describes the purpose and vision of an organization. It helps keep the organization focused on its goals by providing a roadmap for the employees. The same is true for a Crime Analysis Unit within a law enforcement agency. The CAU’s mission statement should be consistent with the goals of the whole organization to help guide the analysts to further the mission of the agency. The samples provided are real mission statements from Crime Analysis Units. They are meant to be examples that can be drawn from to develop your own mission statement.
**Pickett Institute Curriculum: Building Capacity for Community-Based Strategic Planning**

Institute for Law and Justice (2002).  
http://www.lij.org/publications/docs/Pickett_Institute_Curriculum_TOC.pdf  

This resource is most beneficial to agencies with a moderate capacity to incorporate research into their department and policing strategies.

**Abstract:** In partnership with the Bureau of Justice Assistance and the Office of Justice Program's Statewide Community Initiative, the Pickett Institute was created to encourage and enable criminal justice practitioners to use research in their planning efforts and directly apply this research to work in the field and to impact local and state strategies.

**Police Leadership Challenges in a Changing World**

https://ncjrs.gov/pdffiles1/nij/238338.pdf  

Although the strategies described in this source requires little to no capacity, they does require buy-in from agency personnel.

**Abstract:** This paper builds on the discussion of forces for change in police organizations. The authors’ central thesis is that policing, like other industries, faces an urgent need for a new way of managing and leading police agencies that is being driven by two interdependent shifts in the world of work: (1) the rise of a “new generation” of police officers; and (2) significant opportunities—and challenges—in the availability of new technology.

**Police Practice: Incorporating Hot-Spots Policing into Your Daily Patrol Plan**

FBI Law Enforcement Bulletin (Gary Hoelzer and Jim Gorman, 2011).  

This resource is most beneficial to agencies with a moderate capacity to examine their policing strategies and incorporate these strategies into departmental policies and plans.

**Abstract:** Ironically, the strategies that fishermen know would fail in the fishing business mirror those employed by some administrators who deploy patrol officers. They expect their officers to catch criminals with only occasional results. If fishermen fished like such officers patrol, they would catch no haul; but, if officers patrolled like fishermen fish, criminals would go to jail, and crime would decrease. You simply fish where the fish live, and you patrol where crimes occur.
Planning and Strategy

**Project Planning Resource Tool Kit**

http://www.search.org/products/

SEARCH is an online resource for justice and public safety decision-makers. This resource provides agencies of all sizes with various resources, manuals, and guides on strategic planning, training, etc.

**Promising Practices**


This resource is most useful for agencies who have a moderate capacity to integrate planning and research into their departments.

**Abstract:** This is a presentation by Jennifer Maconochie, Director of the Office of Strategic Planning and Research at the Boston Police Department, that addresses major innovations in policing, as well as challenges and issues facing planning and research offices.

**Roadmap for Integrated Justice: A Guide for Planning and Management**

SEARCH National Consortium for Justice Information and Statistics (Lawrence P. Webster, 2004).

This is a tool to support state, regional, and local justice integration efforts. It is most beneficial to agencies that have a limited capacity to integrate planning strategies within their organizations.

**Abstract:** This tool was created to help policy leaders of the justice enterprise understand their roles and responsibilities, so that they can provide the strong leadership that is essential for successful project integration. It was created to assist technical and operational managers of justice organizations who will play critical roles in implementing integrated justice. Finally, it was designed to provide resources to integration project team members who will quickly discover that the constitutional, political, policy, legal, organizational, budgetary, management, and operational barriers to justice integration often dwarf the technological issues. Successful integration is a complex and arduous process that requires participation and cooperation from every level of every organization in the justice enterprise, but the rewards of success are distributed in the same manner throughout the entire justice system.
Planning and Strategy

**The Strategic Communication Plan**

FBI Law Enforcement Bulletin (Cris Hoover, 2010).

This resource provides general information on the importance of building a strategic communication plan.

**Abstract:** Strategic communication entails packaging a core message that reflects an agency’s overall strategy, values, purpose, and mission to persuade key stakeholders and enhance positioning. Active, not reactive, it establishes organizational clarity and dissuades freelance endeavors that may serve a few well, but that detract from an organization’s overall direction and purpose. To this end, one important tool—a solid strategic communication plan—should synchronize organizational units and align resources to deliver a common core message.

**Strategic Plan Template**

http://www.search.org/products/governance/planning/

This source is applicable to agencies of all sizes with a limited capacity to develop a departmental strategic plan.

**Abstract:** Having a clear strategy, and aligning operations with that strategy, are hallmarks of successful justice and public safety technology initiatives. At the center of effective strategy is a strategic plan, which helps provide a clear picture of where an agency wants to be within that public safety–technology discipline at a defined point in the future. The strategic plan will identify desired outcomes that can help drive critical decision-making guidance for all the projects undertaken to move a strategy forward.

**Strategic Planning Definition**

http://www.businessdictionary.com/definition/strategic-planning.html

This resource provides a definition of strategic planning.

**Strategic Planning: Managing Your Resources**

Office of the Community Oriented Policing Services (Merle Switzer, 2006).

This resource is most beneficial to agencies with a limited to moderate capacity to conduct strategic planning within their departments.

**Abstract:** This is a workshop presentation from a 2006 COPS Office Conference, which provides conceptual and practical strategic planning models and guidelines that can facilitate strategic planning and benchmarking in law enforcement agencies.
**Strategic Planning as a Perceptual Process**

http://www.rand.org/pubs/papers/P6595.html

This resource is most applicable for agencies with at least a moderate capacity to implement strategic planning as part of their departmental practices.

**Abstract:** Planning is often viewed as a problem-solving activity, as something applied to a series of conceptually distinct problems to yield solutions to those problems. This paper takes a different view of planning as an ongoing perceptual process that helps an organization understand and cope with its environment on a continuing basis. What the planners do, in this view, is not to "solve" the problems they address as much as to come to understand those problems and to communicate that understanding to decision-makers and others in the organizations whose performance can be improved by it. The role of the planners' and decision-makers' nonverbal internal understanding of those problems and of the environment that surrounds them is examined, as well as some of the implications of this view for the conduct and management of strategic planning.

**Strategic Planning: 10 Critical Success Factors and Sure-Fire Ways to Fail!**

SEARCH National Consortium for Justice Information and Statistics (Kelly J. Harris, 2006).
http://www.search.org/conferences/2006symposium/presentations/

This resource provides agencies that have a limited capacity to conduct and develop strategies and planning initiatives with sources of additional information, workshops, and standards.

**Abstract:** Information-sharing initiatives require in-depth understanding of agency business processes, independent but interdependent organizations, user needs, legal requirements, procedural issues, technology, and techniques for aligning all of these elements.

**Toward a New Professionalism in Policing**

National Institute of Justice and Harvard Kennedy School, Program in Criminal Justice Policy and Management (Christopher Stone and Jeremy Travis, 2011).
https://ncjrs.gov/pdffiles1/nij/232359.pdf

This resource provides agencies that have a limited capacity with general observations and information about the changing professionalism in policing, and reviews the importance of policing principles as part of their departmental mission, strategy, and plan.

**Abstract:** Across the United States, police organizations are striving for a new professionalism. Their leaders are committing themselves to stricter accountability for both their effectiveness and their conduct, while they seek to increase legitimacy in the eyes of those they police, as well as to encourage continuous innovation in police practices. The traffic in these ideas, policies, and practices is now so vigorous across the nation that it suggests a fourth element of this new professionalism: its national coherence. These four principles—accountability, legitimacy, innovation, and coherence—are not new
in themselves, but—together—they provide an account of developments in policing during the last 20 years that distinguishes the policing of the present era from that of 30, 50, or 100 years ago.

**What Makes Great Police Leadership? – What Research Can Tell Us About the Effectiveness of Different Leadership Styles, Competencies, and Behaviours**

National Policing Improvement Agency; Research, Analysis, and Information Unit (Isla Campbell and Jenny Kodz, 2011).  

The purpose of this paper is to present a review of the current evidence base on what makes a great police leader in terms of leadership styles, behaviors, and competencies. It is most applicable to agencies with a limited to moderate capacity to examine departmental strategies.

**Abstract:** This resource focuses on internal police leadership for all ranks, from first-line managers (sergeants) to chief executives (chief constables/commissioners), and it summarizes findings from relevant UK and international research studies published in English over the last three decades (1979–2008.) An extensive systematic literature search was conducted to identify relevant research evidence that reported on outcomes and impact of police leadership. Think pieces and research papers that did not report on such outcomes were excluded. The resulting list of 23 research studies have been reviewed by the NPIA research team and their findings are summarized in this paper.
Section 4: Policy Development

Definition: “Policy Development” refers to a course(s) of action adopted and pursued through a formal process (not just a mental exercise). Such actions provide guidance on the implementation of activities and initiatives based on the department’s philosophy on identified issues. Policy Development also refers to the creation and assessment of principles/values that guide the performance of activities directed toward the achievement of agency objectives.5

Benefit-Cost Analysis for Crime Policy

http://www.nij.gov/multimedia/presenter/presenter-ander-ludwig/

Benefit-cost analyses begin with the crucial and often under-appreciated first step of successfully identifying the impact of a policy or program. This resource is most beneficial to agencies that have a strong capacity to conduct cost-benefit analysis for crime policy.

Abstract: How do we decide how to allocate criminal justice resources in a way that minimizes the social harms from crime and from policy efforts to control crime? How, for that matter, do we decide how much to spend on the criminal justice system and on crime control generally, versus other pressing needs? These questions are at the heart of benefit-cost analysis.


International Association of Chiefs of Police (Dwayne Orrick, 2006).

This guide aims to assist police agencies in smaller communities with a limited capacity on developing and revising their policy-procedure manuals.

Abstract: The policy and procedures manual is the foundation for all of a police department’s operations. When properly developed and implemented, a policy-procedure manual provides staff with the information to act decisively, consistently, and legally. It also promotes confidence and professional conduct among staff.

**Budgets, Institutions, and Change: Criminal Justice Policy in America**

Criminal Justice Policy Review (Willard M. Oliver and Nancy E. Marion, 2006).
http://cjp.sagepub.com/content/17/4/451.abstract
This resource presents information about the effects of budgetary allocations to criminal justice policy and is beneficial to agencies of all sizes with at least a moderate capacity.

**Abstract:** Greg Calderia and Andrew Cowart published an article (“Budgets, Institutions, and Change: Criminal Justice Policy in America”) that theorized that presidents are responsive in their budgetary responsibilities to increases in official crime rates. The scope of their study was the years 1935 to 1975, and their findings supported their theory that presidents were engaged in substantive policy-making. The current study replicates and updates the original research to determine if presidents continue this pattern of increasing budgets to fight increases in reported crime, as originally theorized. The authors theorize that, in more recent years, criminal justice policy became more symbolic and is often a gesture used by presidents to gain political and popular support. This study finds that in the time frame after the original study, the same patterns do not hold true, and budgetary allocations are no longer responsive to the rise and fall in official crime rates, thus demonstrating support for the theory of symbolics.

**Collaborate or Perish!: Reaching Across Boundaries in a Networked World**

This resource provides agencies that have a limited capacity with a blueprint on forming policies and procedures on collaboration and partnerships with community stakeholders.

**Abstract:** William Bratton, Chairman of Kroll and former Los Angeles Police Chief and New York City Police Commissioner, and Zachary Tumin, senior researcher at Harvard Kennedy School's Belfer Center for Science and International Affairs, lay out a field-tested playbook for collaborating across the boundaries of our networked world. Based on their extensive experience in the field and classroom, Bratton and Tumin have joined forces for the ultimate guide on collaboration, a streetwise blueprint for industry, government, and citizens taking action on the crucial challenges of today.

**Contextualizing the Criminal Justice Policy-Making Process**

Criminal Justice Policy Review (Karim Ismaili, 2006).
http://cjp.sagepub.com/content/17/3/255.full.pdf+html
This article is an attempt at improving the knowledge base on the criminal justice policy-making process and is most beneficial to agencies that have a moderate capacity to develop criminal justice policy.

**Abstract:** As the criminological subfield of crime policy leads more criminologists to engage in policy analysis, understanding the policy-making environment in all of its complexity becomes more central to criminology. This becomes an important step toward theorizing the policy process. To advance this enterprise, policy-oriented criminologists might look to theoretical and conceptual frameworks that have established histories in the political and policy
Policy Development

This article presents a contextual approach to examine the criminal justice policy-making environment and its accompanying process. The principal benefit of this approach is its emphasis on addressing the complexity inherent to policy contexts. For research on the policy process to advance, contextually sensitive methods of policy inquiry must be formulated and should illuminate the social reality of criminal justice policy-making through the accumulation of knowledge both of and in the policy process.

**Developing Police Policy: An Evaluation of the Control Principle**

Florida State University, College of Criminology and Criminal Justice (G. Alpert and W. Smith).


This resource—most beneficial to agencies with a moderate capacity to develop and evaluate policy—explores the context and role of police policymaking and addresses the need to authorize discretion rather than strictly control officers’ behavior in any area of policing.

**Abstract:** It is the purpose of this paper to explore the context and role of police policymaking and to address the need to authorize discretion rather than strictly control officers’ behavior in any area of policing. The first section describes the legal parameters of policy and the differences among policies, procedures and rules. The second section reviews the areas that need strong policies and the areas that need only broad guidance. The third section includes a brief comment on the need to assess policies. The final section includes examples of the components of policy.

**The Effects of the Media on Federal Criminal Justice Policy**

Criminal Justice Policy Review (Steven M. Chermak and Alexander Weiss, 1997).

[http://cjtp.sagepub.com/content/8/4/323.full.pdf+html](http://cjtp.sagepub.com/content/8/4/323.full.pdf+html)

This resource is beneficial to agencies with at least a moderate capacity to examine the effects of media on criminal justice policy.

**Abstract:** This article examines the news media's role in federal criminal justice policy-making. Specifically, it examines how news coverage of celebrated events affected the gun control policy-agenda over a 25-year period by linking the presentation of gun issues in *The New York Times* to corresponding changes in the number of congressional hearings on gun control. Moreover, this article examines the implementation of two pieces of federal gun legislation as case studies to more clearly identify the role of the media in federal criminal justice policy-making. The results indicate that the media affect the federal policy process in three ways: first, the media can open a window of opportunity to consider policy change; second, the media can promote a limited range of policy alternatives; and third, the media can promote the interests of policy entrepreneurs.

**Guidelines for Starting and Operating a New Police Department**
Office of Community Oriented Policing Services (Deborah Spence, Barbara Webster, and Edward Connors, 2006).
http://www.cops.usdoj.gov/Publications/e0506066GuidelinesFinal.pdf
The guide is relevant for rural, suburban, and urban communities of all sizes.

**Abstract:** This guide will help public officials and citizens decide whether to start their own police departments, and—if so—to offer guidance on how to do it efficiently and effectively. It is not meant to be a manual for managing and operating all aspects of a police agency, because the decisions and issues discussed require a great deal of additional consideration and work. But, the guide can be a valuable tool to assist communities in thoughtfully considering the major issues involved in starting a police department.

**Law Enforcement Planning**

http://cjp.sagepub.com/content/1/1/76.full.pdf+html
This resource is most beneficial to agencies of all sizes with at least a moderate capacity to conduct strategic planning and policy analysis.

**Abstract:** California Polytechnic State University Professor Sedgwick, a political scientist, explores the efficacy of utilizing an economic model to facilitate crime planning and area-of-policy analysis, which generally has been the domain of sociologists. Interwoven in the narrative are the author’s comments on the public interest and the political and philosophical underpinnings of the Republic. In brief, Sedgwick advocates a welfare economics model to replace the sociological models that he maintains have guided policymakers over the past several decades in directing the efforts to combat crime and deviant behavior.


This resource, a planning guide for implementing new technologies, is most beneficial for small agencies with a limited to moderate capacity.

**Abstract:** This resource aims to serve as a companion guide to Law Enforcement Tech Guide: How to plan, purchase and manage technology (successfully!). The original Tech Guide was published in 2002 by the DOJ COPS Office and was developed as a step-by-step guide to help law enforcement agencies as they implement new technologies.

**Measuring the Costs and Benefits of Crime and Justice**

This resource is most beneficial to agencies with a strong capacity to conduct research and analysis on the costs and benefits of policing strategies/programs within their departments.

Abstract: Cost-effectiveness and benefit-cost analyses are tools that have been used by public policy analysts for years. Despite their widespread use, cost-effectiveness and benefit-cost analyses have not been staples of the criminal justice policy analyst’s toolkit. This is rapidly changing in response to both increasing public demand for accountability of government agencies and the availability of new data and analysis techniques for identifying the costs of crime. This chapter reviews state-of-the-art techniques for estimating the costs and benefits of criminal justice and prevention programs.

Out of the Shadows: Policy Research for Midsize Law Enforcement Agencies: A Call to Action

Office of Community Oriented Policing Services and The International Association of Chiefs of Police (2010).

This booklet summarizes the proceedings of “A Mid-Size Department Initiative: Design Meeting One,” which was held at the headquarters of the International Association of Chiefs of Police (IACP) in May 2009, to focus on an agenda for addressing the distinctive interests and needs of midsize police departments.

Abstract: At this meeting, discussions among attending practitioners to define a “midsize” law enforcement agency were interesting and enlightening, but ultimately unsuccessful. Discussions on this issue continued at the IACP annual conference. Although a firm definition continues to remain elusive, a definition began to take shape. The Mid-Size City Chiefs Advisory Committee, which was formed at the initial meeting and then reconvened at the IACP annual conference in October 2009, agreed that a midsize city, whether at 75,000 population or 300,000, is any city that feels it lacks a voice or representation. This booklet advises that in order to build a body of knowledge and a tailored portfolio of best practices, it is necessary to isolate the characteristics and conditions that define and differentiate the policing environments of subgroups (classes) of cities. Accordingly, those in criminal justice must produce a typology built with and from policing requirements. The participants at the initial meeting attempted to identify ways in which midsize police agencies are similar to and different from agencies of other classes and sizes. Since the chiefs at the meeting frequently referenced major city agencies as the reference point for comparing and contrasting their own situation, it may be useful to think about midsize agencies as “smaller major agencies” rather than “larger small agencies.” This booklet lists the ways in which midsize departments are similar to and different from large departments. The booklet concludes with a discussion of the pattern of violent crime, which appears to be increasing in midsize cities.
Planning Forward and Planning Backward: Approaches to Policy Implementation

http://cjp.sagepub.com/content/1/1/76.full.pdf+html

This resource is most beneficial to agencies that have a moderate capacity to develop and implement departmental policies.

Abstract: Implementation is the process by which we actually carry out policy, and it should go without saying that better policies in general—and criminal justice policy, in particular—would result if policymakers would consider whether their decisions can be effectively implemented before they determine a course of action. However, when one looks to policy literature for guidance on what implementation problems to anticipate, one finds very little in the way of specific questions to ask or approaches to take. For example, Pressman and Wildavsky indicate that the length and unpredictability of implementation processes should lead policymakers to consider "more direct means" (1973:143-44). While Weatherly and Lipsky (1977) tell us that policymakers should observe more closely the actions of "street-level bureaucrats" who are rewarding the actions that are consistent with policy and penalizing those that are not, they provide little discussion of the problems associated with such managerial action, or even the possibility of its being impossible.

Police Practice: Incorporating Hot-Spots Policing into Your Daily Patrol Plan

FBI Law Enforcement Bulletin (Gary Hoelzer and Jim Gorman, 2011).

This resource is most beneficial to agencies with a moderate capacity to examine their policing strategies and incorporate these strategies into departmental policies and plans.

Abstract: Ironically, the strategies that fishermen know would fail in the fishing business mirror those employed by some administrators who deploy patrol officers. They expect their officers to catch criminals with only occasional results. If fishermen fished like such officers patrol, they would catch no haul; but, if officers patrolled like fishermen fish, criminals would go to jail, and crime would decrease. You simply fish where the fish live, and you patrol where crimes occur.

Policy Choice with Partial Knowledge of Policy Effectiveness

http://link.springer.com/journal/11292

This resource reviews the importance of evaluating departmental policies.

Abstract: Why perform research evaluating public policy? An important objective is to provide information useful in choosing policy. This is not the only aim that researchers give for their work, though; some declare that they seek to infer casual effects. Nevertheless, informing policy certainly is and should be a central goal.
**Policy Diffusion: Seven Lessons for Scholars and Practitioners**


This article provides scholars, students, and practitioners with an introduction to scholarship on policy diffusion in political science and public administration, and it is most beneficial to agencies with a limited capacity to conduct policy research.

**Abstract:** The scholarship on policy diffusion in political science and public administration is extensive. This article offers seven lessons derived from that literature, built from numerous empirical studies and applied to contemporary policy debates. Based on these seven lessons, the authors offer guidance to policymakers and present opportunities for future research to students and scholars of policy diffusion.

**Policy Essay: Dissecting Crime Statistics**

Justice Research and Policy (H.N. Snyder, 2010).

This resource is most beneficial to agencies of all sizes with a limited to moderate capacity to develop departmental policies on using crime statistics to inform policing strategies.

**Abstract:** This article provides a brief history of crime statistics reporting and presents recommendations for an enhanced set of community-level crime measures. These measures are designed to service the information needs of law enforcement, as well as the information needs of the many audiences that depend on (or could benefit from) law enforcement statistics.

**Special Issue on Evidence-Based Policy and Practice**


This resource is most beneficial to agencies that have a moderate capacity in developing crime-control policies and practices derived from evidence-based research.

**Abstract:** The emergence of the evidence-based movement is arguably one of the most significant developments to occur in criminal and juvenile justice over the past 20 years. In the early 1990s, the term “evidence-based” was largely unknown in the criminal and juvenile justice communities. Today, the imprint of the movement is widespread. Crime-control policy and program-development processes are increasingly being informed by scientific evidence, and many practices in policing, corrections, and other areas have been—and continue to be—shaped by evidence generated through research.
**Translating Science from Research Agencies to Policymakers and Practitioners**


This video, delivered by the Director of the National Institute of Standards and Technology, Patrick Gallagher, reviews the importance of collaboration and cooperation between researchers, policymakers, and practitioners. It is most useful to agencies of all sizes with at least a moderate capacity to develop these partnerships and working relationships.

**A View From the Street: Police Leaders Share Their Perspectives on Urgent Policy and Research Issues Facing Law Enforcement in 2010 and Beyond**


This is an audio presentation recorded from the NIJ Conference that addresses what law enforcement personnel want researchers to focus on, as well as the key research issues. This resource is useful for agencies seeking to understand policy and research issues facing law enforcement.

**Writing Policy and Procedure Manuals in a Small-Campus Police Environment**


This resource provides agencies that have a limited capacity in developing policy with lessons learned and best practices for reviewing and developing policy for a small-campus police environment.

**Abstract:** After serving as a law enforcement officer in a large, full-service police agency for nearly 40 years, the responsibility for writing policy for a small-campus police environment seemed a unique challenge. The job required reviewing and revising existing policy, as well as creating some policies from scratch. What was not obvious in the beginning, however, was the extent that agency cooperation, planning, and organization would be critical to the success of the mission.
Section 5: Project Management

Definition: “Project Management” refers to planning, implementation, monitoring, and assessment pertaining to discrete projects or initiatives undertaken by any agency unit or sub-unit with a specifically defined goal, objective, timeline, allocated resources, and leadership responsibility.

Assessing Responses to Problems

Center for Problem-Oriented Policing (John Eck, 2002).
http://www.popcenter.org/tools/assessing_responses/

This resource is most beneficial for agencies with a moderate capacity to conduct project evaluations.

Abstract: The purpose of assessing a problem-solving effort is to help readers make better decisions by answering two specific questions. First, did the problem decline? Answering this question helps readers decide whether to end the problem-solving effort and focus resources on other problems. Second, if the problem did decline, did the response cause the decline? Answering this question helps the reader decide whether to apply the response to similar problems.

Collaborate or Perish!: Reaching Across Boundaries in a Networked World


This resource provides agencies that have a limited capacity with a blueprint on forming policies and procedures on collaboration and partnerships with community stakeholders.

Abstract: William Bratton, Chairman of Kroll and former Los Angeles Police Chief and New York City Police Commissioner, and Zachary Tumin, senior researcher at Harvard Kennedy School’s Belfer Center for Science and International Affairs, lay out a field-tested playbook for collaborating across the boundaries of our networked world. Based on their extensive experience in the field and classroom, Bratton and Tumin have joined forces for the ultimate guide on collaboration, a streetwise blueprint for industry, government, and citizens taking action on the crucial challenges of today.
Data Resources Program: Making Data Available to Researchers


This article briefly describes the NIJ’s Data Resources Program, assisting researchers and evaluators in replicating findings or testing new hypotheses. This resource is most beneficial to agencies with a moderate capacity to evaluate and test programs and projects.

Abstract: Since 1984, resulting data from numerous NIJ-funded research and evaluation projects have been available through NIJ’s Data Resources Program (DRP). The DRP helps researchers to obtain and use the data for secondary analysis, provides training in methodological and statistical issues relevant to NIJ studies, and offers technical assistance. The DRP database contains documentation files, codebooks, and the data definition syntax files for Statistical Analysis System (SAS) and Statistical Product and Service Solution (SPSS). In addition to the database, DRP prepares and distributes CD-ROMs containing topical studies, and assists NIJ staff in preparing data sets in areas such as crime mapping and spatial analysis programs. Since 1993, DRP has conducted an annual workshop for quantitative analysis of criminal justice data. The activities of DRP were transferred in 1992 to the Inter-University Consortium for Political and Social Research’s National Archive of Criminal Justice Data Team at the Institute for Social Research at the University of Michigan. The necessary steps involved in locating data in the DRP database are presented, alongside additional resource information.

Evaluation Issues: A Practical Discussion for Small Agencies and Not-for-Profit Organizations

Rochester Institute of Technology, Center for Public Safety Initiatives (John Klofas, Ph.D.; 2012).

The goal of this paper is to help small agencies and not-for-profit organizations as they address issues associated with program evaluation.

Abstract: The Center for Public Safety Initiatives is a unique collaboration between the City of Rochester, the criminal justice agencies of Greater Rochester including the Rochester Police Department and Rochester Institute of Technology. Its purpose is to contribute to criminal justice strategy through research, policy analysis and evaluation. Its educational goals include training graduate and undergraduate students in strategic planning and policy analysis.
Free Project-Management Tools


This resource can be used by first responders—such as police, fire, or emergency medical services—in small, rural law enforcement or fire departments, as well as a large urban or statewide public safety agencies.

Abstract: As budgets diminish, public safety project managers must find new ways to manage projects with fewer resources. Free project-management tools can support both capital and noncapital public safety projects. Many of these user-friendly tools have broad-based utility for a variety of projects. Although they are designed for people with a basic understanding of project management, these tools can also support experienced project managers in supervising public safety projects more efficiently and effectively.

Good to Great Policing: Application of Business Management Principles in the Public Sector

Police Executive Research Forum (Chuck Wexler, Mary Ann Wycoff, and Craig Fischer; 2004).
http://www.policeforum.org/library/leadership/GTG%20Desk-topped%20FINAL.pdf

This report includes a discussion of how PERF executives feel Jim Collin's management practices (identified in his best-selling book "Good to Great") are applicable to law enforcement. This resource is most beneficial to medium-sized agencies with a limited capacity to develop departmental strategies.

Abstract: This publication takes the core principles articulated by Jim Collins in his best-selling book "Good to Great" and applies them to law enforcement. The report is also based on a 1-day executive session, funded by COPS. By reading this document, leaders will learn more about the application of principles that can move their organizations to a higher level of effectiveness.

International Association of Law Enforcement Planners Police Planners Course

International Association of Law Enforcement Planners.
http://www.ialep.org/

This resource, most beneficial for small and medium agencies with a limited to moderate capacity. It is an introductory course for police planners that provides additional training and conferences for police planners on various topics.

Abstract: If your agency has just hired a new planner, transferred an officer into a planning position, or simply wants to advance the job-knowledge of its existing planning staff, then this training course is important to you and your agency. The Law Enforcement Planner's Course is an intensive and highly interactive one-week workshop designed to give law enforcement personnel the tools they need to tackle complex projects.

Limited to 25 students, this course is intended for sworn and non-sworn employees at all levels of experience who are employed in a planning capacity/function. Past attendees include law enforcement planners,
Researchers, crime analysts, administrators, supervisors, and managers. Areas of instruction include, but are not limited to: Workload-Based Patrol Allocation and Scheduling; Implementing Agency-Wide Community Policing; Strategic Planning; Applying Risk Management; Tactical, Strategic, and Administrative Crime Analysis; Crime Prevention Through Environmental Design; and Project Management Principle.

**Police-Researcher Partnership: Building the Infrastructure for Effective Program Evaluation**


This resource is most beneficial to agencies with a limited to moderate capacity to conduct evaluation research and/or promote, create, and strengthen partnerships between police agencies and academic researchers.

**Abstract:** The project began with the development of formal police-researcher partnerships at six sites: New Orleans (LA), Baltimore County (MD), Charleston (WV), Charlotte-Mecklenburg (NC), Grand Rapids (MI), and Wichita (KS). The project determined the strengths and weaknesses of each partnership, created trust-building activities for the partnerships, determined and ranked research topics, and promoted the development of realistic methodologies for evaluating the top-selected police issue. The analysis revealed that the first step in establishing the police-researcher partnership was to bring the local police agencies together with the State Statistical Analysis Centers and the universities to determine police research needs and assess the researchers’ capabilities for meeting those needs. Police agency representatives and researchers from each site met in April 1997 to report on the results of implementing the police-researcher partnership and research initiatives undertaken. The partnerships are continuing to work on evaluation strategies to assess community-policing efforts.

**Program Evaluations: Improving Operational Effectiveness and Organizational Efficiency (Two-part series)**

*(Part One)*


*(Part Two)*


This series provides agencies with a step-by-step process to conducting program evaluations and highlights the importance of conducting these evaluations and independent assessments.

**Abstract:** Law enforcement agencies at all levels can benefit from having their major programs evaluated. Properly conducted independent assessments, with follow-on curative steps, should help improve effectiveness and efficiency. Select major tasks common to most law enforcement organizations and capable of being evaluated include operational assignments (e.g., specialty squads and street patrolling), organizational structures (e.g., personnel administration and
records management), and community-related services (e.g., public relations and crime prevention).

**What is Known About the Effectiveness of Police Practices in Reducing Crime and Disorder?**

*Police Quarterly* (Cody W. Telep and David Weisburd, 2011).

[www.ijay.cuny.edu/Telep_Weisburd.pdf](http://www.ijay.cuny.edu/Telep_Weisburd.pdf)

This resource is most beneficial to agencies with a moderate capacity to conduct project evaluations studies.

**Abstract:** In this article, the authors build upon previous reviews of the police effectiveness literature to categorize strategies and tactics based on what police should and should not be doing. They also provide relevant information on what police agencies should be doing to implement effective strategies. They argue police should be focusing on hot spots policing, problem-oriented policing (POP), focused deterrence approaches, directed patrol to reduce gun crime, and using DNA in property cases. Police should also recognize the importance of efforts to enhance legitimacy. In contrast, police should be avoiding standard policing tactics such as random preventive patrol, second responder programs, and Drug Abuse Resistance Education (D.A.R.E.). They discuss how well current policing practices match up with effective approaches, describe general implications for policing, and conclude by noting policing strategies which we know too little about to make informed recommendations.

**What is Research and Evaluation Evidence and How Can We Use it?**


This resource is most beneficial to agencies with a moderate capacity to conduct project evaluations studies.

**Abstract:** This is an audio presentation recorded from the NIJ Conference about “What Counts as Evidence?” It's a major point of discussion these days, as more discussion emerges around evidence-based practices and evidence-based programs. You hear legislators at different levels and policymakers talking about evidence-based work, and, in general, our experience is that there is a fair amount of confusion about what that means, how these terms are used, and the definitions of these terms.
Section 6: Research and Projects

Definition: “Research and Projects” refers to the development of specific questions/hypotheses that can be answered or tested through the systematic collection and analysis of quantitative and/or qualitative data. “Research” is distinguished from analysis or crime analysis by the utilization of systematic data collection and the scientific process to develop and test ideas, theories, and hypotheses, whereas “crime analysis” typically addresses strictly operational concerns—typically through development of measures and indices.

67 Problem-Specific Guides for Police

Center for Problem-Oriented Policing (2013).
http://www.popcenter.org/problems/

This resource is beneficial to agencies with a limited capacity. This resource provides interested parties with research guides on how to address specific crime problems, such as prostitution, drunk driving, and domestic violence.

Abstract: The Problem-Specific Guides for Police summarize knowledge about how police can reduce the harm caused by specific crime and disorder problems.

246 Problem-based Case Studies

Center for Problem-Oriented Policing (2013).
http://www.popcenter.org/library/scp/

This resource is beneficial to agencies with at least a limited capacity and is intended to facilitate research and assist practitioners in finding studies relevant to their current needs.

Abstract: This is a collection of articles reporting evaluations of situational crime-prevention initiatives. It includes: (1) a complete bibliographical listing of studies with links to full-text versions (where available); and (2) the facility to sort the studies according to study outcome, research design, and various other case details.
Alachua County Sheriff's Office Research Partnership with the University of Florida


This resource is most beneficial to agencies with a limited to moderate capacity to conduct research. It provides these agencies with a case example of how other jurisdictions developed their research capacities.

Abstract: Six sheriff's offices in North Central Florida and the University of Florida are partners in a National Institute of Justice grant designed to enhance research skills among the partners as they relate to community policing, to develop a program to improve deputies' communication skills, and to enhance the project to ensure its future. The six sheriff's offices discussed are located in Alachua, Gilchrist, Columbia, Putnam, Levy, and Union Counties, most of which are small and rural and may lack the analytical research skills for examining their community law enforcement and other programs. The Florida Survey Research Center (FSRC) provided the data-collection and analysis skills for the project. The grant's first component was a series of six presentations/workshops that the FSRC provided for its partners. Topics included approaches to research, policy analysis, program evaluation, survey research, strategic management, and geographic information systems. The communication training provided deputies specific skills (e.g., conflict management) and a reference manual. The grant's research component consisted of a pretest and posttest analysis of the attitudes of residents of neighborhoods patrolled by the deputies that received the communication training. The final grant component focused on identifying partners' needs, identifying grant opportunities, procedures for financial administration, and the recruitment of new partners.

Analyzing Repeat Victimization

Center for Problem-Oriented Policing (Deborah Weisel, 2005).
http://www.popcenter.org/tools/repeat_victimization/

This resource is most beneficial to agencies with at least a moderate capacity in conducting evaluative research. Although this resource focuses on victimization, it also includes discussion of how this problem is related to other crime problems.

Abstract: This guide begins by describing the concept of repeat victimization and its relationship to other patterns in public safety problems, such as hot spots and repeat offenders. The guide then describes sources of information, and ways to determine the amount and characteristics of repeat victimization in a jurisdiction. Finally the guide reviews responses to repeat victimization from the perspectives of evaluative research and police practice.
Applying Cost-Benefit Analysis to Policing Evaluations

Justice Research and Policy (Jake Horowitz and Edwin Zedlewski, 2006).

This document is most helpful for medium to large agencies with at least a moderate capacity and that are seeking to evaluate their departmental policies using cost-benefit analysis.

Abstract: Criminal justice policymakers and practitioners are better served by evaluations that identify both an intervention’s benefits and its resource requirements. Reviewing a sample of policing evaluations, the authors found few reports that contain the information necessary for either a cost-effectiveness or cost-benefit analysis. After describing the study methods and findings, the authors made recommendations for future evaluations and propose a research agenda for criminal justice input and outcome measurement and monetization.

The Attitudes of Police Managers Toward Intelligence-Led Policing


This document is most beneficial to medium to large agencies with a moderate to strong capacity. The document is also tailored to mid-level managers seeking innovative approaches and strategies to policing and reducing crime. It outlines issues agencies may experience as they implement these strategies, as well as resources available to overcome these issues.

Abstract: Police departments routinely improve their effectiveness and efficiency. They develop new strategies and tactics for reducing crime and protecting the public. However, some strategies pose problems when implemented at street level, even with proper planning. Departments use simplistic explanations, such as lack of resources, to explain strategic or tactical failures. Often, a more complex explanation exists. Based on past examinations of policing strategies, implementation problems occur when rank-and-file officers are not included in the planning process. Mid-level police managers and street-level officers receive instructions from administrators to execute the strategy.

Better Research for Better Policies

John Jay College of Criminal Justice (Jeffrey A. Butts and John Roman, 2011).
http://johnjayresearch.org/rec/2011/10/20/wiley2011/

This resource describes how research can be used to inform policy and strategies. It is most beneficial to agencies who have a moderate capacity to conduct research, and develop and evaluate policy.

Abstract: To do their jobs effectively, policymakers, professionals, and community partners must be able to access high-quality information about the impact of policies and programs for youth. Recent years have seen an increasing—and appropriate—focus on evidence-based policy. In setting priorities for funding and support, intervention programs demonstrated to be effective and efficient are preferred over programs that are well intentioned but
untested by rigorous evaluation. An evidence-based approach is undeniably better than an approach based on faith or anecdotes, but the findings of existing evaluations are not sufficient by themselves as a basis for effective policy-making. Translating research into practice requires more than a review of existing studies. It requires knowledge of the research process and its limitations. How do researchers generate evidence? What choices are involved in designing evaluation studies? Who sponsors research and how do they select one study over another? How do researchers and their funding bodies shape and interpret the results of research? Who disseminates research findings, and how does the manner of presentation color the impact of information? A clear-eyed investigation of the entire evidence-generating process is an invaluable part of evidence-based policy.

**The "Bottom Line" of Policing**


This resource provides agencies with a limited capacity for planning and strategy with guidance on defining and developing departmental missions, functions, and strategies.

**Abstract:** Police departments are essential public agencies. They are important in the practical results they try to achieve, the social relations they seek to secure, the specific actions they take as the means to their desired ends, and in the quantity and character of the assets they deploy as they go about their work.

**A Chief’s Perspective**

Police Executive Research Forum Annual Conference (Ken Miller, 2007).

This resource documents one agency’s methods and challenges for implementing a planning and research unit within its department. This resource is most beneficial to agencies of all sizes with a limited to moderate capacity.

**Abstract:** This resource is a presentation by Deputy Chief Ken Miller of the Charlotte-Mecklenburg Police Department, which focuses on key policing issues and what he believes defines a successful planning and research unit.
LEOPRD: Research, Planning, and Analysis Resource Guide

Research and Projects

Developing a Multicenter Randomized Trial in Criminology: The Case of High-Intensity Drug-Trafficking Areas (HIDTA)

_Journal of Quantitative Criminology_ (David Weisburd and Faye S. Taxman, 2000).

http://link.springer.com/article/10.1023/A%3A1007574906103

This resource is most beneficial to agencies with a strong capacity to conduct research.

Abstract: In criminal justice, as in other fields, an experimental study conducted at a single site does not offer a solid basis upon which to make strong public policy recommendations. To date, criminal justice researchers have relied upon two general approaches to overcome the limitations of single-site experimental research. The first, termed “meta-analysis,” seeks to combine independent studies to identify consistent effects across criminal justice settings or contexts. The second, sometimes termed “replication studies,” seeks to replicate investigations in multiple criminal justice jurisdictions. In this paper, the authors describe a related approach developed in clinical studies in medicine and examine its applicability in criminal justice settings. Termined a “multicenter clinical trial,” this method demands the implementation of a single experimental protocol at multiple sites. The authors contrast the multicenter approach with other methods and provide a substantive example of an ongoing multicenter criminal justice study. The authors begin by examining the specific limitations of current approaches and solutions offered by multicenter studies to overcome these. The authors then turn to an application of the multicenter clinical trial in a criminal justice setting. Using the example of the HIDTA evaluation of drug treatment programs currently being conducted at multiple sites, the authors illustrate components of the multicenter approach—as well as potential drawbacks—that researchers are likely to face in its application in crime and justice studies.

Effects of “Pulling Levers” Focused Deterrence Strategies on Crime

_Campbell Systematic Reviews_ (Anthony A. Braga and David L. Weisburd, 2012).

www.campbellcollaboration.org/lib/download/1918/

This document is most beneficial to medium to large agencies with a strong capacity, and it discusses various strategies to reduce and deter crime.

Abstract: A number of American police departments have been experimenting with new problem-oriented policing frameworks to prevent gang and group-involved violence, generally known as the “pulling levers” focused deterrence strategies. Focused deterrence strategies honor core deterrence ideas, such as increasing risks faced by offenders, while finding new and creative ways of deploying traditional and non-traditional law enforcement tools to do so, such as directly communicating incentives and disincentives to targeted offenders. These new strategic approaches have been applied to a range of crime problems, such as overt drug markets and individual repeat offenders, and have shown promising results in the reduction of crime.
**Evaluation of the Locally Initiated Research Partnership (LIRP) Program**

Institute for Law and Justice (Tom McEwen, 2004).

This resource provides agencies with a moderate capacity to develop research partnerships with a review of how similar agencies conducted research, sustained these programs, and fully integrated this capacity within their departments.

**Abstract:** This final evaluation report is a comprehensive review of the LIRP program. Many of the LIRP projects made significant contributions to local community-policing practices, and all of the projects provided opportunities to learn more about the dynamics of forming and sustaining police-researcher partnerships. The Institute for law and Justice employed a theory-based evaluation approach based on an action research model that reflected the manner in which the local partnerships should operate based on the tenets of the program. Topics in the final evaluation report include an analysis of how research topics were selected at the local level, how research was actually conducted, success factors on initiating and sustaining partnerships, the role of research in police departments, and appropriate models of partnerships.

**The Evidence-Based Policing Matrix**

*Journal of Experimental Criminology* (Cynthia Lum et al.; 2011).

This resource is most beneficial to agencies with a moderate capacity to conduct evaluation research and/or use evaluation research to alter policing strategies.

**Abstract:** The next phase of evidence-based policing requires both scholars and practitioners to move from lists of specific studies about “what works” to using that information strategically. This requires developing generalizations or principles on the nature of effective police strategies and translating the field of police-evaluation research into digestible forms that can be used to alter police tactics, strategies, accountability systems, and training. In this article, the authors present a tool intended for such use: the Evidence-Based Policing Matrix. The Matrix is a consistently updated, research-to-practice translation tool that categorizes and visually bins all experimental and quasi-experimental research on police and crime reduction into intersections between three common dimensions of crime prevention—the nature of the target, the extent to which the strategy is proactive or reactive, and the specificity or generality of the strategy. Our mapping and visualization of 97 police evaluation studies conducted through December 31, 2009, indicate that proactive, place-based, and specific policing approaches appear much more promising in reducing crime than individual-based, reactive, and general ones. The authors conclude by discussing how the Matrix can be used to guide future research and facilitate the adoption of evidence-based policing.
LEOPRD: Research, Planning, and Analysis Resource Guide

Research and Projects

**Expanding Research Capacity to Support the Implementation of Community Policing Through the Development of a Multi-Agency Research Partnership Involving the Chandler, Glendale, and Scottsdale, Arizona Police Departments and Arizona State University, Final Report**


This resource is most beneficial to agencies with a moderate capacity to conduct research and/or develop research partnerships.

**Abstract:** In 1998, the NIJ awarded Arizona State University (ASU) West a grant under the Locally Initiated Research Partnership program to support the development of a multi-partner research collaboration. This report presents findings on the process and outcomes of the partnership-development effort. One objective of the project was to build a partnership to do research on issues related to community policing; another objective was to conduct research and produce research products that would be useful to the partner agencies, while also having value for the more general law enforcement and criminal justice research communities. Other objectives were to provide the academic researchers and students with increased exposure to the research needs of local police agencies and to learn about the partnership-development process, itself. This report concludes that the project produced good working relationships among the partner police agencies and the university, as well as research on the implementation and impact of community-policing strategies. Several partnership activities will continue beyond the funding period. One shortcoming of the project was that it operated more like three individual university-agency partnerships than a single multi-agency partnership. A variety of unanticipated factors contributed to this outcome, including limitations imposed by the geographical dispersion of the partners and the special problems of time allocation and time management associated with multiple partners. Several lessons about partnership operation and dynamics are discussed; these should benefit others who may wish to design and implement similar partnerships.

**Game Change: How Researcher-Practitioner Partnerships Are Redefining How We Study Crime**


This resource is most beneficial to agencies with a moderate capacity to conduct research and/or develop research partnerships.

**Abstract:** When researchers and practitioners work side by side, they can maximize their problem-solving abilities. The research partner can focus on the data and the science; the practitioner can focus on interpreting the findings and applying them in the field. In the plenary panel, panelists described the benefits, challenges, and pitfalls of researcher-practitioner partnerships, with a focus on the financial benefits to the practitioner.
How Agencies Can Conduct Their Own Experiments


This forthcoming guide, beneficial to agencies with a limited or moderate capacity, will provide step-by-step guidance on how agencies can conduct their own research and experimental evaluations. The website currently includes other useful tools, such as workshops on randomized experiments and an introductory guide for police problem-solvers.

**Abstract:** Building on the experience of the Sacramento Police Department and Sgt. Renee Mitchell’s efforts, this demonstration provides a step-by-step guide on how agencies can conduct their own experimental evaluations. The guide will not only include information on the science of experiments (e.g., how to design an experiment, the statistical benefits of experiments, how and why randomly allocating units is useful), but also a discussion of the prospects and pitfalls for conducting experiments within police agencies. In particular, the guide will focus on addressing potential challenges to agency-led randomized trials. These include using training as a means to teach officers about the value of experiments, identifying change agents in the department, getting them on-board to increase officer buy-in, and working with department management to ensure that top leaders are fully committed to the study and are ready to make use of the results.

This guide will be an important addition to existing publications and tools on conducting evaluations more generally, as it specifically focuses on experimental evaluations.

How to Correctly Collect and Analyze Racial Profiling Data – Your Reputation Depends On It!


This resource reviews how to select and analyze racial profiling data and provides best practices for agencies looking to conduct similar analyses. This resource is most beneficial to agencies with a moderate capacity in conducting research and analysis.

**Abstract:** This project, conducted by CNA, focuses on key issues regarding the collection of racial profiling data. The specific objectives of this project were to select and provide technical assistance to four police agencies—Baltimore, Phoenix, Chattanooga, and St. Paul—as well as to conduct a literature review and provide an assessment of existing and planned data collection and analysis of techniques being employed by police agencies.
The Importance of Collaboration Between Researchers and Practitioners in Sexual Violence Research


This resource provides general information on the importance of collaboration and is most beneficial to agencies with at least a moderate capacity to implement research projects.

Abstract: This is a video presentation by Bonnie Fisher at the NIJ Conference on the importance of collaboration between researchers and practitioners.

The Importance of Research on Race, Crime, and Punishment


This resource presents general information on the importance of research and is beneficial for small to medium agencies that have a limited capacity to conduct research.

Abstract: This is video presentation from the NIJ Conference that addresses the importance of continuing to undertake the necessary research and policy-based efforts that will be required in order to genuinely and finally decouple what remains a very troubled nexus of race, crime, and punishment that still defines our social landscape.

Improving Evaluation of Anti-crime Programs: Summary of a National Research Council Report


This resource is most beneficial to medium to large agencies with a strong capacity to conduct evaluation research.

Abstract: This article summarizes a report of the National Research Council: Improving Evaluation of Anti-crime Programs. It is based on a workshop, held in September 2003, in which participants presented and discussed examples of evaluation-related studies that represent the methods and challenges associated with research at three levels: interventions directed toward individuals; interventions in neighborhoods, schools, prisons, or communities; and interventions at a broad policy level. The article, and the report on which it is based, is organized around five questions that require thoughtful analysis in the development of any evaluation plan: What questions should the evaluation address? When is it appropriate to conduct an impact evaluation? How should an impact evaluation be designed? How should the evaluation be implemented? What organizational infrastructure and procedures support high-quality evaluation? The authors highlight major considerations in developing and implementing evaluation plans for criminal justice programs and make recommendations for improvement of government-funded evaluation studies.
**In Search of a Methodology of Collaboration: Understanding Researcher-Practitioner Philosophical Differences in Policing (Special Issue: Police-University Collaborations)**


http://www.tandfonline.com/doi/abs/10.1080/15614263.2012.671620

This resource is most beneficial to agencies with a moderate capacity to conduct action research and/or develop research partnerships.

**Abstract:** Research collaborations in policing have been characterized as extremely challenging. The assumption has been that academicians and police hold contrasting philosophical viewpoints and perceptions of research. The authors tested this assumption by surveying police researchers (n=377) and police practitioners (n=171) concerning their philosophical orientations (pragmatic, intellectual, or humanistic), as well as their perceptions of research-collaboration processes (collaboration climate, trust, and knowledge integration) and overall performance. The differences in philosophical orientations were significant, with researchers displaying very high intellectual orientations and very low pragmatic orientations, while practitioners indicated predominantly humanist orientations; researchers with law enforcement backgrounds were in-between both groups. While all groups assessed their research collaborations positively, police were significantly less positive than researchers. Furthermore, knowledge integration predicted collaboration success for researchers, while a collaboration climate of trust and respect predicted success for practitioners. The results indicate that both groups value different qualities in a research partnership. These differences may complicate, but do not appear to prevent, successful collaborations, and former practitioners could span boundaries between academia and practice. The importance of relationship-building and collaborative methodologies, such as action research, are also discussed.

**Justifying the Use of Non-experimental Methods and Disqualifying the Use of Randomized Controlled Trials: Challenging Folklore in Evaluation Research in Crime and Justice**

*Journal of Experimental Criminology* (David Weisburd, 2010).


This paper is most beneficial for medium to large agencies with a strong capacity. It provides agencies with information on the benefits of conducting evaluations and randomized experiments.

**Abstract:** The key limitation of non-experimental evaluation methods is that they require an assumption that all confounding factors related to treatment are identified in the statistical models developed. The key advantage of randomized experiments is that this assumption can be relaxed. This paper describes and explains why this assumption is so critical for non-experiments and why it can be ignored in randomized controlled trials. This paper also challenges what are described as “folklores” that are used to justify the use of non-randomized studies, despite this statistical limitation; and to justify the failure of evaluation researchers in crime and justice to use randomized experiments, despite their unique ability to overcome this limitation.
Measuring the Costs and Benefits of Crime and Justice


This resource is most beneficial to agencies with a strong capacity to conduct research and analysis on the costs and benefits of policing strategies/programs within their departments.

Abstract: Cost-effectiveness and benefit-cost analyses are tools that have been used by public policy analysts for years. Despite their widespread use, cost-effectiveness and benefit-cost analyses have not been staples of the criminal justice policy analyst's toolkit. This is rapidly changing in response to both increasing public demand for accountability of government agencies and the availability of new data and analysis techniques for identifying the costs of crime. This chapter reviews state-of-the-art techniques for estimating the costs and benefits of criminal justice and prevention programs.

Measuring Excellence – Planning and Managing Evaluations of Law Enforcement Initiatives

Office of Community Oriented Policing Services (Kristin Ward, Susan Chibnall, and Robyn Harris, 2007).

This resource is most beneficial for medium to large agencies with at least a moderate capacity to conduct evaluation research.

Abstract: This guide emphasizes the importance of program evaluation in law enforcement and assists law enforcement administrators in their management responsibilities throughout the process of evaluating a program.

National Institute of Justice's Locally Initiated Research Partnerships in Policing – Factors That Add Up To Success


This resource is most beneficial to agencies with a moderate capacity to conduct research and/or develop research partnerships.

Abstract: A program developed by the NIJ, with support from the COPS Office, enables police to participate as equals with researchers. In the Locally Initiated Research Partnerships, the partners share responsibility throughout the course of the project, jointly selecting a topic of interest to the department (hence, the term "locally initiated") and collaborating on the research design, its implementation, and interpretation of the study findings.
On Police and University Collaborations: A Problem-Oriented Policing Case Study (Special Issue: Police-University Collaborations)

http://www.tandfonline.com/doi/abs/10.1080/15614263.2012.671621

This resource is most beneficial to medium to large agencies with a moderate capacity to conduct research and/or develop research partnerships.

Abstract: This paper describes the origins, development, and experience of an extended collaborative relationship between the University College London’s Jill Dando Institute of Security and Crime Science, Warwickshire Police, and Warwickshire County Council. This is discussed in the context of a practitioner-led, problem-oriented policing project to reduce bag theft from British supermarkets. The case study highlights many of the ways in which universities, police, and partnership agencies can work fruitfully with one another. Our hope is that the case study might yield insights into potential determinants of effective academic-practitioner collaborations.

Out of the Shadows: Policy Research for Midsize Law Enforcement Agencies: A Call to Action

Office of Community Oriented Policing Services and The International Association of Chiefs of Police (2010).

This booklet summarizes the proceedings of “A Mid-Size Department Initiative: Design Meeting One,” which was held at the headquarters of the International Association of Chiefs of Police (IACP) in May 2009, to focus on an agenda for addressing the distinctive interests and needs of mid-size police departments.

Abstract: At this meeting, discussions among attending practitioners to define a “midsize” law enforcement agency were interesting and enlightening, but ultimately unsuccessful. Discussions on this issue continued at the IACP annual conference. Although a firm definition continues to remain elusive, a definition began to take shape. The Mid-Size City Chiefs Advisory Committee, which was formed at the initial meeting and then reconvened at the IACP annual conference in October 2009, agreed that a midsize city, whether at 75,000 population or 300,000, is any city that feels it lacks a voice or representation. This booklet advises that in order to build a body of knowledge and a tailored portfolio of best practices, it is necessary to isolate the characteristics and conditions that define and differentiate the policing environments of subgroups (classes) of cities. Accordingly, those in criminal justice must produce a typology built with and from policing requirements. The participants at the initial meeting attempted to identify ways in which midsize police agencies are similar to and different from agencies of other classes and sizes. Since the chiefs at the meeting frequently referenced major city agencies as the reference point for comparing and contrasting their own situation, it may be useful to think about midsize agencies as “smaller major agencies” rather than “larger small agencies.” This booklet lists the ways in which midsize departments are similar to and different from large departments. The booklet concludes with a discussion of the pattern of violent crime, which appears to be increasing in midsize cities.
Past and Potential Uses of Empirical Research in Civil Rulemaking

Federal Judicial Center (Thomas E. Willging, 2002).

This resource applies to medium-sized agencies with a strong capacity for analytics and research for civil rulemaking processes.

Abstract: This article describes some of the advantages, disadvantages, potential benefits, and limitations of conducting empirical research to inform the civil rulemaking process. The article documents and analyzes the impact of 14 Federal Judicial Center studies during the last 14 years in response to specific requests from rule-makers who wished to examine empirical data relevant to contemplated changes in the Federal Rules of Civil Procedure.

Patrol Staffing and Development Study

International Association of Chiefs of Police (IACP).
http://www.theiacp.org/

This resource applies to agencies of all sizes with at least a moderate capacity that have interest in studying their department’s staffing allocation and deployment strategies.

Abstract: This document outlines IACP resources and serves to guide jurisdictions on conducting patrol staffing and deployment studies by providing assistance in developing the policies, plans, and training.

Police-Researcher Partnership: Building the Infrastructure for Effective Program Evaluation


This resource is most beneficial to agencies with a limited to moderate capacity to conduct evaluation research and/or promote, create, and strengthen partnerships between police agencies and academic researchers.

Abstract: The project began with the development of formal police-researcher partnerships at six sites: New Orleans (LA), Baltimore County (MD), Charleston (WV), Charlotte-Mecklenburg (NC), Grand Rapids (MI), and Wichita (KS). The project determined the strengths and weaknesses of each partnership, created trust-building activities for the partnerships, determined and ranked research topics, and promoted the development of realistic methodologies for evaluating the top-selected police issue. The analysis revealed that the first step in establishing the police-researcher partnership was to bring the local police agencies together with the State Statistical Analysis Centers and the universities to determine police research needs and assess the researchers’ capabilities for meeting those needs. Police agency representatives and researchers from each site met in April 1997 to report on the results of implementing the police-researcher partnership and research initiatives undertaken. The partnerships are continuing to work on evaluation strategies to assess community-policing efforts.
A Practitioner Perspective on the Importance of Research


This resource provides general information on the importance of conducting research and is most beneficial to agencies with a limited capacity in this topic.

Abstract: This is a video presentation of an interview with Karen Caroll, Associate Director at the Bronx Sexual Assault Response Team in New York, on the importance of conducting research within law enforcement agencies.

The Prevalence and Characteristics of Police Practitioner-Researcher Partnerships


This resource provides general information on police research partnerships and is most beneficial to medium to large agencies with a moderate capacity to conduct research and develop practitioner-researcher partnerships.

Abstract: Consistent with the current models of governance in public-sector organizations, an increasing number of advocates within the law enforcement community have been calling for agencies to participate in partnerships with researchers. Despite this support, little is known about the prevalence of police practitioner-researcher partnerships, nor has there been any examination into which agencies participate in partnerships with researchers or the reasons why agencies do not participate. The present study addresses these gaps in knowledge by reporting on findings from a national survey of law enforcement agencies on research partnership participation. The results reveal nearly one third of responding agencies reported they had participated in a research partnership within the last five years. The most common reason provided for not participating in these relationships was a lack of funding resources. The article also discusses the future expansion of police practitioner-researcher partnerships in light of these findings.

Program Evaluations: Improving Operational Effectiveness and Organizational Efficiency (Two-part series)

(Part One)

(Part Two)
This series provides agencies with a step-by-step process to conducting program evaluations and highlights the importance of conducting these evaluations and independent assessments.

**Abstract:** Law enforcement agencies at all levels can benefit from having their major programs evaluated. Properly conducted independent assessments, with follow-on curative steps, should help improve effectiveness and efficiency. Select major tasks common to most law enforcement organizations and capable of being evaluated include operational assignments (e.g., specialty squads and street patrolling), organizational structures (e.g., personnel administration and records management), and community-related services (e.g., public relations and crime prevention).

**Reflections from a Police Research Unit—An Inside Job**

[http://policing.oxfordjournals.org/content/3/4/373.abstract?sid=a764b112-8ad0-4e7f-8fe2-9ca89ff354e9](http://policing.oxfordjournals.org/content/3/4/373.abstract?sid=a764b112-8ad0-4e7f-8fe2-9ca89ff354e9)  

This resource is most beneficial to agencies with a moderate capacity to conduct research and/or develop research partnerships.

**Abstract:** While research can be of great benefit to the police, there has undoubtedly been a fractious relationship between the two. This paper outlines the experience of the only dedicated civilian research unit based within a police force in the country. In particular, the paper highlights a number of unique challenges conducting research within this environment, such as police culture or the range of different customers we work with, each presenting differing views on research. The article also presents key learning methods used to overcome these issues. While embedding change within the police will always be a slow process, by gently nudging and teasing our research outputs into policing via a range of techniques, we can facilitate improvement to the way that policing is delivered in London. This also holds clear implications for other police forces throughout the UK and beyond, in how they utilize and ensure that research is an integral part of their service.

**Research for Police: Who Needs It?**

*Australian Institute of Criminology* (Gloria Laycock, June 2001).  

This resource is most beneficial to medium to large agencies with a moderate capacity to conduct research and/or develop research partnerships.

**Abstract:** This “Trends and Issues” paper argues that the time is now right for a more intimate relationship between practitioners and researchers in general, and the police and researchers in particular. The growing emphasis on reducing crime—an outcome focus—highlights the need for an evidence base to crime-reduction practices.
Researching a Problem

Center for Problem-Oriented Policing (Ronald Clarke and Phyllis Schultze, 2005).
http://www.popcenter.org/tools/researching/

This resource is most beneficial to agencies with a limited to moderate capacity to conduct research.

Abstract: Problem-oriented policing focuses, one-by-one, on specific problems of crime and disorder, with the intention of identifying and altering the particular factors giving rise to each problem. The problems addressed in problem-oriented policing tend not to be confined to just a few police jurisdictions, but are more widely experienced. It is therefore likely that some other agency has tried to solve the kind of problem that you are dealing with now. Or, perhaps some researcher has studied a similar problem and learned things that might be useful to your work. You could save yourself time and effort by finding out what they did and why. In particular, you can learn which responses seemed to be effective and which were not. So long as they made available a written report of their work, this guide will help you discover what they did.

Solving Crime Problems With Research

https://www.ncjrs.gov/pdffiles1/nij/237727.pdf

This resource is most appropriate for large agencies with at least a moderate capacity to conduct research and that are interested in finding out more about research projects conducted in the criminal justice field.

Abstract: Policymakers and practitioners face a number of challenges when trying to find out what works in their field. First, the body of knowledge on any particular topic can be difficult to access. Information may be scattered across numerous publications, including academic journals found almost exclusively in university libraries. Second, most research articles are not written with practitioners or other non-researchers in mind. The structure, presentation, and content of most research publications are designed for consumption by trained scientists. Thus, reading and understanding research can be a daunting task for the uninitiated. Third, most practitioners and policymakers are not trained as scientists, so they often cannot assess the scientific merits of one study relative to another. CrimeSolutions.gov organizes evidence on what works in criminal justice, juvenile justice, and crime-victim services in a way designed to help inform program and policy decisions. It is a central resource that policymakers and practitioners can turn to when they need to find an evidence-based program for their community or want to know if a program they are funding has been determined to be effective.
Systematic Pattern Response Strategy Protecting the Beehive

FBI Law Enforcement Bulletin (Roberto Santos, M.S., 2011).  

This resource describes how agencies can identify crime patterns and implement strategies to resolve these problems. This resource is most beneficial to agencies seeking to better understand this concept and who have a limited to moderate capacity to employ such strategies.

Abstract: With the limited and shrinking resources that police executives face today, it is more necessary than ever for organizations to employ systematic crime-reduction efforts to become more efficient and effective.

Translating Police Research into Practice

Police Foundation (Cynthia Lum, 2009).  
http://www.policefoundation.org/content/ideas-american-policing

This resource is most beneficial to medium to large agencies with a moderate capacity to conduct research and implement police practices based on research.

Abstract: In one of the first Ideas in American Policing lectures, Lawrence Sherman argued that "police practices should be based on scientific evidence about what works best" (1998, 2). That is, if the police want to reduce and prevent crime, they have to rely on tactics that are supported by information, analysis and evidence showing effectiveness. Eleven years later, the idea of evidence-based policing, while seemingly logical and beneficial, has yet to diffuse widely into law enforcement. In this monograph, Cynthia Lum explores the reasons for the lag in the adoption of evidence-based policing, and introduces a tool, the Evidence-Based Policing Matrix (Lum, Koper and Telep 2009), which may better facilitate translating research into practice. In order for police agencies to move toward evidence-based policing, the underlying research and practice infrastructure that has already been built for such efforts must be capitalized upon, and a concerted effort is required between police practitioners, evaluation researchers, and funding agencies.

Translating Science from Research Agencies to Policymakers and Practitioners


This video, delivered by the Director of the National Institute of Standards and Technology, Patrick Gallagher, reviews the importance of collaboration and cooperation between researchers, policymakers, and practitioners. It is most useful to agencies of all sizes with at least a moderate capacity to develop these partnerships and working relationships.


http://www.tandfonline.com/doi/abs/10.1080/15614263.2010.497390

This resource is most beneficial to agencies with a limited to moderate capacity to conduct and/or develop a research capacity within their departments.

**Abstract:** This review represents the eighth annual special feature in *Police Practice and Research: An International Journal*. With a focus on the substantive categories, publication medium, and methodological typology, this study provides a cross-sectional analysis of the police literature for 2007. The authors also comment on trends within these categories over time, using the findings from Beckman, Lum, Wyckoff, and Larsen-Vanderwall (2003) and other previous editions of this annual review. It also provides a topically organized bibliography of the 2007 police literature reviewed.

**The Utilization of Research by the Police (Special Issue: Police-University Collaborations)**


http://www.researchgate.net/publication/232869558_The_utilization_of_research_by_the_police

This resource is most beneficial to agencies with a moderate capacity to conduct and/or develop a research capacity within their departments.

**Abstract:** The present-day interest in linking police practitioners and researchers in the United States finds its roots in a 40-year old recommendation made by the 1967 President’s Commission on Law Enforcement and the Administration of Justice. Specifically, the Commission called for the use of social science to assist law enforcement agencies in their efforts to better understand and address the problems they face in their related communities. This advocacy spawned the rapid growth of empirical research intended to provide support to the law enforcement community. Moreover, these research endeavors found important support in federal grant-funding initiatives from the U.S. Department of Justice through the National Institute of Justice, Bureau of Justice Assistance, and Office of Community Oriented Policing Services. Despite this tremendous effort to link the police practitioner and research communities, there has been little knowledge on whether the resulting empirical knowledge is utilized by the law enforcement community in the United States. The article explores the degree of this utilization through the findings of a national survey of approximately 850 law enforcement agencies nationwide. The survey explored whether law enforcement executives use research to inform their decisions on policy development and operations, to what areas of agency operations they have applied this research, and the sources they rely upon to find this empirical knowledge. The findings show that reported use of research findings may not necessarily reflect a connection with the empirical work of the research community.
A View From the Street: Police Leaders Share Their Perspectives on Urgent Policy and Research Issues Facing law Enforcement in 2010 and Beyond


This is an audio presentation recorded from the NIJ Conference that addresses what law enforcement personnel want researchers to focus on, as well as the key research issues. This resource is useful for agencies seeking to understand policy and research issues facing law enforcement.

What's the Evidence for Evidence-Based Practice?

John Jay College of Criminal Justice, Research and Evaluation Center (Jeffrey A. Butts, 2012).
http://johnjayresearch.org/rec/2012/10/05/databit201210/

This resource is most applicable to medium to large agencies with a moderate capacity to conduct research and evaluation studies.

Abstract: Research evidence does not emerge from a pristine and impartial search for the most effective practices. The evidence we have today is the fruit of previous research investments—investments made by funders and policymakers with beliefs, values, preferences, and even self-interest. As long as this is the case, practitioners must exercise caution in how they interpret and apply the evidence produced by evaluation research. Evidence should inform—but never simply dictate—the shape of policy and practice.

When Second Best is Good Enough: A Comparison Between a True Experiment and a Regression Discontinuity Quasi-experiment


This paper reviews the differences in conducting true experiments and quasi-experiments and is most applicable to medium to large agencies with a strong capacity to conduct research projects.

Abstract: This paper compares the results from a randomized clinical trial to the results from a regression discontinuity quasi-experiment when both designs are implemented in the same setting. The paper finds that the results from the two approaches are effectively identical. This paper also attributes the comparability in part to recent statistical developments that make it easier to determine the model required for the analysis of data from a regression discontinuity design. These developments make an already strong quasi-experimental design even stronger.
Why do Evaluation Researchers in Crime and Justice Choose Non-Experimental Methods?

Journal of Experimental Criminology (Cynthia Lum and Sue-Ming Yang, 2005).
http://link.springer.com/article/10.1007/s11292-005-1619-x

This paper reviews the methodological choices researcher make when conducting research projects and is most applicable to medium to large agencies with a strong capacity to conduct such research projects.

Abstract: Despite the general theoretical support for the value and use of randomized controlled experiments in determining "what works" in criminal justice interventions, they are infrequently used in practice. Reasons often given for their rare use include that experiments present practical difficulties and ethical challenges or tend to over-simplify complex social processes. However, there may be other reasons why experiments are not chosen when studying criminal justice-related programs. This study reports the findings of a survey of criminal justice evaluation researchers as to their methodological choices for research studies in which they were involved. The results suggest that traditional objections to experiments may not be as salient as initially believed and that funding-agency pressure, as well as academic mentorship, may have important influences on the use of randomized controlled designs.

What is Research and Evaluation Evidence and How Can We Use it?

http://nij.ncjrs.gov/multimedia/audio-nijconf2010-rande-evidence.htm#tab2

This resource is most beneficial to agencies with a moderate capacity to conduct project evaluations studies.

Abstract: This is an audio presentation recorded from the NIJ Conference about “What Counts as Evidence”? It’s a major point of discussion these days, as more discussion emerges around evidence-based practices and evidence-based programs. You hear legislators at different levels and policymakers talking about evidence-based work, and, in general, our experience is that there is a fair amount of confusion about what that means, how these terms are used, and the definitions of these terms.
Conclusion

Police agencies, as public organizations, face endemic challenges—ones they have always faced and will always face, such as managing societal expectations and managing organizational culture. These agencies also face current, short-term challenges, such as economics, technology, and strategic choices. The combination of these types of obstacles, along with the growing complexity in the law enforcement field, presents a unique set of issues for law enforcement to address in the present day.

LEOPRD’s goal is simple: Take stock of resources available in relation to a police agency’s current analytic capacity, and develop specific learning opportunities and evidence-based advancement opportunities, such as these case studies and models, thus positioning and giving law enforcement agencies and organizations the best chances to successfully negotiate and master the dynamic environments they face.
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Appendix A. LEOPRD Panel

Brenda Bond, Suffolk University
Jim Bueermann, Police Foundation
James “Chip” R. Coldren, Jr., CNA, Governors State University
Gary Cordner, Kutztown University
Steve Edwards, Bureau of Justice Assistance
Vivian Elliott, CNA
Craig Fraser, Police Executive Research Forum
Ashley Heiberger, Bethlehem Police Department
Alissa Huntoon, Bureau of Justice Assistance
Nola Joyce, Philadelphia Police Department
Leonard Matarese, International City/County Management Association
Richard Myers, Colorado Springs Police Department
Stephen Rickman, CNA
Denise Rodriguez King, CNA
Julio Schrodel, Cape Coral Police Department
Mark Seifert, University of Delaware
Sean Smoot, PB and PA of Illinois
Mark Spawn, New York Association of Chiefs of Police, Inc.
Darrel Stephens, Major City Chiefs Police Association
James “Chips” Stewart, CNA
Scott Thompson, Camden Police Department
Zoë Thorkildsen, CNA
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Appendix B. Glossary

**Allocation/Deployment/Staffing Analysis** – Allocation/Deployment/Staffing Analysis refers to data collection and analysis that aids decision-making regarding personnel allocation, deployment, scheduling, and productivity studies. This type of analysis often results in findings that help upgrade the effectiveness and productivity of personnel operations and intensify accountability.

**Crime Analysis** – “Crime Analysis” 1) the routine, formal, and systematic study of crime and disorder problems (versus less formal, ad hoc crime analysis work); and 2) the systematic study of other police-related issues (including sociodemographic, spatial, and temporal factors), in order to assist the police in criminal apprehension, crime/disorder reduction, and crime prevention. While other versions of this definition also include evaluation research, we distinguish evaluation as a research activity separate from Crime Analysis (see definition of Research and Projects on the following page).

**Planning and Strategy** – “Planning and Strategy” refers to a process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.

**Policy Development** – “Policy Development” refers to a course(s) of action adopted and pursued through a formal process (not just a mental exercise). Such actions provide guidance on the implementation of activities and initiatives based on the department’s philosophy on identified issues. Policy Development also refers to the creation and assessment of principles/values that guide the performance of activities directed toward the achievement of agency objectives.

**Project Management** – “Project Management” refers to planning, implementation, monitoring, and assessment pertaining to discrete projects or initiatives undertaken by any agency unit or subunit with a specifically defined goal, objective, timeline, allocated resources, and leadership responsibility.

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Research and Projects – “Research and Projects” refers to the development of specific questions/hypotheses that can be answered or tested through the systematic collection and analysis of quantitative and/or qualitative data. “Research” is distinguished from analysis or crime analysis by the utilization of systematic data collection and the scientific process to develop and test ideas, theories, and hypotheses, whereas “crime analysis” typically addresses strictly operational concerns—typically through development of measures and indices.
# Appendix C. LEOPRD Research, Planning, and Analysis Functions

## Model Law Enforcement Planning and Research Components

| Function Groups with Core and Optional Functions |
|------------------------------------------------|---|
| **Law Enforcement Administration** |
| Critical | Important | Recommended | Optional |
| Administrative Reporting | Policy Development | Accreditation | Administrative Crime Analysis | Annual Report Development | Survey Research and Response | Newsletters | Auditing | Graphics Presentations and Web design | Governmental Liaison |

| **Law Enforcement Operations** |
| Critical | Important | Recommended | Optional |
| Project Management | Allocation / Deployment / Staffing Analysis | CompStat Planning and Support | Intelligence Analysis | Tactical Crime Analysis | IT management | Inspections | CPTED | Compel /SARA | Emergency Management Planning |

| **Research and Analysis** |
| Critical | Important | Recommended | Optional |

| **Planning and Strategy** |
| Critical | Important | Recommended | Optional |

| **Budget and Finance** |
| Critical | Important | Recommended | Optional |
| Budget Development | Budget Management and Accounting | Capital Improvement Program | Contract Administration | Grant Administration | Procurement | RFP Development | Risk Management and Mitigation |

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*The criticality selection is based on the relevance of the function being performed by the Planning and Research Component, not the relevance of the task being performed by the agency.*

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**Law Enforcement Organization of Planning and Research Directors**