

## **Salisbury University Police Department**

### **CHAPTER 15 – PLANNING AND RESEARCH, GOALS AND OBJECTIVES, CRIME ANALYSIS**

---

#### **15.1 Planning and Research**

- 15.1.1 Planning and Research Activities
- 15.1.2 Responsibility and Accountability
- 15.1.3 Multi-Year Plan

#### **15.2 Goals and Objectives**

- 15.2.1 Formulation and Annual Update of Goals and Objectives
- 15.2.2 Evaluation of Progress

#### **15.3 Crime Analysis**

- 15.3.1 Crime Analysis Procedures

## Salisbury University Police Department

### CHAPTER 15 – PLANNING AND RESEARCH, GOALS AND OBJECTIVES, CRIME ANALYSIS

---

*The Directives in this chapter relate to planning and research activities, goals and objectives and crime analysis for the department.*

#### 15.1 Planning and Research

##### 15.1.1 Planning and Research Activities

Planning and Research activities are essential to the effective management of the University Police Department. The Chief of Police, Division Commanders and other key personnel are responsible for the functional activities of planning and research. These functions include crime analysis, multi-year planning, strategic operational planning, information technology management, Uniform Crime Reporting and Jeanne Clery Disclosure of Campus Security and Campus Crime Statistics Act, grant management, budget development, personnel allocation and emergency/contingency planning and other projects assigned by the Chief of Police.

The Chief of Police shall distribute an annual updated list of Duties and Responsibilities for all command staff members as well as other personnel which outline their individual functions with regard to operational activities as well as planning and research activities. This list will be reviewed and distributed each year to coincide with performance evaluations.

Planning and Research Tasks include, but are not limited to:

- A. Crime Analysis: Computer data will be analyzed by *the Investigative/Support Services and Field Operations Division Commanders* on a continuing weekly basis in accordance with the procedures outlined in 15.3.1. Commanders will make recommendations as necessary on the geographical or temporal assignment of personnel and equipment and the establishment of preventive patrols to address specific incidents on campus.
- B. Multi-Year Planning: The Chief of Police is responsible for multi-year planning which includes long-range planning needs of the department as directed by the Office of Administration and Finance. This includes an assessment of police resources, equipment and budgetary needs based on changes in campus population, service areas, growth of the university, etc.
- C. Strategic Operational Planning: Strategic planning is a function of the *Investigative/Support Services Commander*, with the assistance of the Command Staff. Operational Planning consists of the development of standard policies and procedures for special events, activities, preventive patrols, etc. ie. Seagull Century.
- D. Information Technology Management: IT system and management is the function of the Chief of Police with the assistance of the *Investigative/Support Services Commander* and the University's Information Technology Section who will periodically review the department's computer program needs and introduce law enforcement systems applications and programs which may improve the department's function and service.

- E. Uniform Crime Reporting: Crime data is collected and monthly Uniform Crime Reports are prepared and submitted as specified in the UCR manual. The Administrative Assistant prepares final UCR reports which are reviewed and approved by the Chief of Police. Reports are then mailed to the Maryland State Police; the UCR repository for the state.
- F. Jeanne Clery Disclosure of Campus Security and Campus Crime Statistics Act: The Administrative Commander shall collect crime, crime prevention and awareness activities and other data required by this Act and prepare an annual report which is submitted to the Department of Education in accordance with federal law.
- G. Grant Management: The Administrative Commander, along with the University's Research Office, is responsible for seeking funding for law enforcement projects within the department and on campus which will improve the delivery of services by the University Police Department.
- H. Emergency/Contingency Planning: Emergency/contingency planning involves input from the Command Staff as well as other University departments (Student Affairs, Housing, Press and Publications Office, etc) to address planning and preparation needs for the campus community in emergency situations such as natural disasters, bio-hazard threats, civil disturbances, etc.

### **15.1.2 Responsibility and Accountability**

The Planning and Research function of the department is the responsibility of the Chief of Police *as well as each division commander*; all of whom will report directly to the Chief of Police. Planning and Research activities are essential to the effective management of the department and is a shared function by all command staff personnel and other personnel as indicated in 15.1.1.

### **15.1.3 Multi-Year Plan**

The Chief of Police will ensure that the goals and objectives of the department are well planned and documented in order to provide for adequate staffing and operation funding for future years. Multi-year considerations will include:

- A. Long-term goals and operational objectives;
- B. Anticipated workload and population trends;
- C. Anticipated personnel levels;
- D. Anticipated capital improvements and equipment needs; and
- E. Provisions for review and revision as needed.

The Chief of Police shall develop and maintain a multi-year plan which will cover the time period for revision and update as mandated by the Office of Administration and Finance.

## **15.2 Goals and Objectives**

### **15.2.1 Formulation and Annual Update of Goals and Objectives**

In July of each year, the Chief of Police will prepare a presentation of the agency's accomplishments and progress of the strategic plan along with future goals and objectives for the agency and each organizational division. In addition to the annual updates, the department will adhere to the strategic plan revision schedule mandated by the Office of Administration and Finance.

The Chief of Police will assure that the strategic plan, which includes goals and objectives, is distributed to all department personnel and that these goals are intertwined into performance appraisals and goal setting sessions. Each Division Commander will provide regular updates to their personnel and the Chief of Police regarding the process towards attaining these goals or barriers which prevent goals from being attained.

Each employee is encouraged to submit suggestions, in writing, for the development and progress of the University Police Department and the University's goals and objectives. Suggestions will be forwarded to the employee's respective Division Commander. The Chief of Police will consider all recommendations which may enhance the department in consideration of the University's goals and objectives.

### **15.2.2 Evaluation of Progress**

Each Division Commander will give regular updates at staff meetings, shift briefings, etc. to include, but not be limited to, division activities towards attaining goals and objectives outlined in the strategic plan, special projects, budgets, and other significant issues. An assessment of each employee's progress will be documented in his/her annual performance evaluation which is completed by their respective supervisor. Division Commanders shall review all performance evaluations on employees under their command. The Chief of Police will be advised of all below average evaluations and a proposed course of action to improve the employee's performance toward the attainment of goals and objectives.

## **15.3 Crime Analysis**

### **15.3.1 Crime Analysis Procedures**

As the University Police Department does not maintain a full-time Crime Analyst, the *Investigative and Field Operations Commanders and Squad Supervisors* will participate in the crime analysis function. The analysis of crime patterns and trends will provide valuable information relative to the deployment of police and security resources, the development of crime prevention programs and ensure the obligations are met for the Jeanne Clery Disclosure of Campus Security and Campus Crime Statistics Act. The crime analysis function includes, but is not limited to, the collection, collation and analysis of crime data, the dissemination of analyzed crime information, feedback analysis and program evaluation.

- A. Commanders and Supervisors will continuously review and analyze crime data and quality of life issues; attempting to identify patterns of behavior among criminals with the goal of predicting criminal activity, connecting past crimes to known criminals and reducing the number of criminal offenses in targeted areas. This shall be accomplished by regularly reviewing resources from which crime analysis data may be extracted to include, but not limited to:

- Calls for Service (CFS)
- Incident/Case reports
- Victim/Offender interviews
- Field Interview Reports (FIR)
- Intelligence reports
- Media
- Statistics from other police agencies
- Other documentation as appropriate

The information gathered - from officers' observation and the department's records management system - will be analyzed to identify potential and actual hazards, which may vary by the hour, day, week, month; or they may be permanent, temporary or seasonal.

Distinguishing factors extracted through crime analysis include:

- Frequency and type of crime
- Geographical/topographical factors
- Chronological factors (time of day, month, seasonal)
- Victim and target commonalities
- Suspect and vehicle descriptions
- Modus operandi (MO) distinctions
- Physical evidence information
- Problem oriented policing strategies
- Potential and actual officer safety concerns

The analysis of crime should:

- Identify similarities among different offenses and reveal possible commonalities and patterns in the characteristics of current crime problems;
- Assist in the screening and identification of possible suspects; and
- Aid in the investigation of specific crimes that may involve offenders already in custody.

- B. *The Field Operations Division Commander, through the Squad Supervisors, will be responsible for disseminating information either verbally, in writing or electronically, to patrol squad members in a timely fashion in order for personnel to be directed to a particular assignment to reduce known problems in specific areas within the department's jurisdiction. Shift briefings provide an effective means to discuss analysis and other information for operational consideration. All personnel will assist in evaluating certain problems to ensure that efficient and effective tools are used to combat crime, order maintenance problems or other problems which develop on each and every shift. Consideration will also be given to revised personnel allocations, as necessary to reduce crime and increase visibility.*

Officers will make their campus communities aware of the analysis data information when attending residential hall meetings or by direct communication with Residential Life staff. Additionally, all offenses handled by the University Police Department are located in the Crime Beat section of the department's website at [www.salisbury.edu/police](http://www.salisbury.edu/police) in accordance with the requirements of the Jeanne Clery Disclosure of Campus Security and Campus Crime Statistics Act.

- C. The Chief of Police shall be briefed by Division Commanders or, in their absence, Squad Supervisors either verbally, in writing or electronically on crime trends as they occur, or upon the Chief's request and/or at the request of affected units in a timely manner.

External dissemination of crime analysis data (such as to the Eastern Shore Information Center, other local law enforcement agencies, media, etc.) may be considered to enhance public awareness and foster crime prevention practices. The Chief of Police, or his/her designee, must authorize the release of crime analysis information outside the department.

In addition to trends identified through formal analysis, all department personnel (sworn and civilian) are responsible for reporting any perceived crime patterns to their immediate supervisor or commander in order that steps may be developed to address the problem through enforcement or crime prevention awareness methods.

Department personnel are encouraged to evaluate crime analysis information on a continual basis for efficiency and effectiveness. Feedback should include the applicability of the information and suggestions for inclusion of additional information that may be useful. Feedback will be discussed at shift briefings and/or staff meetings to ensure all personnel are aware of operational needs and any strategic plans.

---

Edwin Lashley  
Chief of Police