



Kern County Sheriff's Office
Policies and Procedures

TITLE: COMMUNITY POLICING AND CRIME PREVENTION STRATEGIES		NO: Q-0100	
APPROVED: Donny Youngblood, Sheriff-Coroner			
EFFECTIVE: March 16, 2026	REVIEWED: January 27, 2026	REVISED: January 27, 2026	UPDATED: January 27, 2026

PURPOSE

This procedure will detail guidelines for Community Policing and Crime Prevention Strategies. Additional guidance on community policing can be located in the annual Community Policing Strategic Plan (Attachment A).

COMMUNITY POLICING

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. Community policing comprises three (3) components:

- a) Community Partnerships
 - Collaborative partnerships between the KCSO and the individuals and organizations they serve to develop solutions to problems and increase trust in law enforcement
- b) Organizational Transformation
 - The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving
- c) Problem Solving
 - The process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses

The Community Policing philosophy recognizes that the community's support is a critical factor in the ability of the Kern County Sheriff's Office to effectively prevent and respond to crime. The relationship between law enforcement and the community determines the presence and degree of community support. These relationships are strengthened or weakened by every law enforcement interaction with community members.

POLICY

It is the policy of the Kern County Sheriff's Office to promote positive relationships between members of the department and the community by treating community members with dignity and respect and engaging them in public safety strategy development and relationship-building activities, and by making relevant policy and operations information available to the community in a transparent manner. The Kern County Sheriff's Office is committed to developing and maintaining mechanisms, which enable community residents to become trusted and valued

advocates for change within the Sheriff’s Office, including its practices, programs, and policies. Members of the Kern County Sheriff’s Office are expected to monitor data and trends to ensure law enforcement actions are part of an effective crime prevention strategy that does not contribute to counterproductive divisiveness or tension between the KCSO and the community.

KCSO EMPLOYEE RESPONSIBILITIES

In accordance with the Six (6) Pillars of 21st Century Policing, which are outlined in the attached Community Policing and Strategic Plan, employees shall:

- a) Make casual and consensual contacts with community members to promote positive community relationships (Pillar 1).
- b) In all interactions and when feasible, Employees should apply the four tenets of Procedural Justice (Pillars 1 and 2):
 - Voice – Give community members opportunities to voice their concerns, or to “tell their side of the story.”
 - Neutrality – Being objective and transparent in decision-making, while enforcing laws fairly and consistently
 - Respect - Treat everyone with respect and dignity
 - Trust – Embrace a guardian mindset and build legitimacy by conveying trustworthy motives through words and actions consistent with that mindset.
- c) Engage with the schools, businesses, and community groups in their assigned jurisdictional area (Pillars 1 and 4).
- d) Work with community stakeholders and seek input from the Kern County Sheriff’s Community Advisory Council (CAC) to identify issues and solve problems related to community relations and public safety. Create a forum for community members to have a voice into law enforcement operations and educate community members about the Kern County Sheriff’s Office (Pillars 1 and 4).
- e) Conduct periodic foot patrols of their assigned areas to facilitate interaction with community members. (Pillars 1 and 4).
- f) In accordance with, and to the extent allowed by policy/law, utilize various mediums to inform the community about matters of public concern and seek feedback to enhance the Sheriff’s Office operations (Pillar 3).

PROBLEM ORIENTED POLICING (POP) PROJECTS

Through the use of crime analysis, community engagement efforts, and ongoing meetings with the CAC, members of the Kern County Sheriff’s Office will work collaboratively to identify specific crime problems and/or quality of life issues, analyze them to determine their root causes, and develop targeted solutions to address those causes. This can involve a wide range of approaches, from increasing law enforcement visibility in certain areas to working collaboratively with other organizations to reduce crime or connect individuals with other resources to divert them from the criminal justice system (e.g., Homelessness, Substance Abuse, Behavioral Mental Health, etc.).

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Such efforts are often referred to as POP Projects and align with 21st Century Policing concepts (Pillar 4). When members of the KCSO develop POP projects, they will utilize the Scan, Analyze, Respond, and Assess (SARA) model identified in Attachment B of this policy. Upon completion of a POP project, the activities shall be entered into the COPs log (refer to Attachment B and Training Bulletin 26-03).

COMMUNITY ORIENTED POLICING (COP) EVENTS

Community oriented policing events are events in which members of the Kern County Sheriff's Office attend a function for the purpose of presenting to, sharing with and learning from members of the community about crime trends or quality of life issues. Such events may include, but are not limited to:

- Attending/participating in community meetings/events
- Crime prevention activities
- Community and youth activities and programs
- Law Enforcement Operations Education
- Hosting "listening sessions" for communities seeking closer deputy/resident relationships

If, at the conclusion of each community oriented policing event, there is no problem identified and addressed through the SARA model, the member shall input the activity into the COPs Log (refer to Attachment B and Training Bulletin 26-03). If any of these activities lead to the development of a POP Project, members will also make an entry into the COPs log (refer to Attachment B).

When members of the KCSO are hosting listening sessions, refer to the Community Meeting Attendance Plan for further guidance (Attachment C).

DOCUMENTATION OF ACTIVITIES (COPS LOG)

Documentation of such efforts is critical in enhancing community policing strategies and ensuring tactics are reflective of contemporary best practices. Many Community Policing activities occur in circumstances that do not typically require documentation. Without a mechanism to capture these important interactions, these efforts may go unnoticed, which may, in turn, limit the ability of the Kern County Sheriff's Office to highlight these efforts in enhancing the public trust and recognizing employee performance.

The COPs log will be used for tracking and research purposes into how the organization's community policing efforts reinforce the six pillars of 21st Century Policing and meet the benchmarks set in the Community Policing Strategic Plan. The documentation of these efforts will be included in the public Annual Community Policing Report to identify obstacles, successes, and recommendations for improvement. Lastly, the effective use of community and problem oriented policing strategies is one of the factors considered during the promotional process (DPPM Q-0200).

Substation managers and the metro patrol manager will complete the Management Assessment

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Form every six months. The Management Assessment Form tracks the overall effectiveness of POP Projects.

SURVEY

The Kern County Sheriff's Office has implemented the Axon MY90 survey. My90 serves as an invaluable engagement tool to bridge the gap between police leadership, officers, and the communities they serve. In line with the Tools for 21st Century Policing, this data-driven technology aims to foster transparency, trust, and communication. (Pillars 1, 2, 3, and 4)

My90 seamlessly integrates with the Computer Aided Dispatch Software, sending a confidential survey via text message to the reporting person once a call for service (CFS) is closed. KCSO has carefully selected the CFS types that will generate a survey. All KCSO Managers have access to the survey results, and Supervisors may have access upon request. This ensures staff provide quality service to the community and allows Managers and Supervisors to identify trends in their Division or Section. These comments will be treated as public complaints if there is a way to contact or identify the respondent. If positive feedback comments are directed toward a named staff member, it is encouraged to recognize the staff member for the positive feedback. The survey requests demographic information about the survey participants, and questions will be designed to evaluate the following based on geographical area:

- a) Top safety concern in the community
- b) What could the KCSO do to improve safety in their community
- c) Positive or negative view of KCSO
- d) Was the community member treated with respect
- e) Did the community member feel they were treated fairly
- f) Did the community member feel they were listened to
- g) Did the community member feel they understood what they were told
- h) Were the community members' questions answered

YOUTH ACTIVITIES

The Kern County Sheriff's Office actively engages in various activities to foster good relations between the Sheriff's Office and the community. Engaging with the youth builds trust and establishes positive relationships between members of the Kern County Sheriff's Office and the community (Pillar 1). Examples of youth engagement include, but are not limited to:

- a) Sheriff's Activity League:
 - The Sheriff's Activity League (SAL) was formed to assist at-risk youth of Kern County by exposing them to positive and constructive activities as a way for them to avoid some of the negative influences they might encounter, such as gangs and drugs. Members of the Sheriff's Office coach, mentor, and provide positive role models to our community's disadvantaged youth. The SAL program emphasizes participation in organized sports, community service, academic achievement,

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leadership training, and other activities that tend to expose the participants to places and things they otherwise might not be exposed to, such as museums, concerts, college campuses, etc.

b) Cadet Unit # 519:

- The Kern County Sheriff’s Office Cadet Unit is a program designed to provide young men and women between the ages of 15 and 20 years with an insight into the world of law enforcement. The intent of the Cadet Program is to mentor young adults to serve their communities by providing knowledge, skills, and practical experiences through education and training delivered by public safety professionals that build character, physical fitness, and respect for the rule of law. The Cadet Unit is guided by several mentors who are members of the Sheriff’s Office. Members of the Cadet Unit are afforded the opportunity to observe firsthand the efforts of Sheriff’s Office personnel, participating in many departmental functions, such as patrol, communications, detentions, and community functions.

c) Other Community Contacts:

- In all other community contacts, KCSO actively engages youth in order to build positive adult-youth relationships in the context of ongoing community safety work and as a mechanism to engage youth as partners in building safe neighborhoods.

TRANSPARENCY

As outlined in the Community Policing Strategic Plan, members of the KCSO will work with the Public Information Officer to develop methods and procedures for the convenient sharing of information (e.g., major incident notifications, significant changes in department operations, comments, feedback, positive events) between the KCSO and community members. Examples of information-sharing methods include:

- a) Community meetings
- b) Social media
- c) Department website postings
- d) Collaborative information sharing with the CAC
- e) Timely release of information regarding critical incidents such as officer involved shootings, civil unrest, and in-custody deaths.
- f) Deployment of military equipment

Information published on social media and the KCSO Transparency website should be regularly refreshed to inform and engage community members continuously (Pillar 3). Guidelines regarding release of information, incident notification, press releases, and PIO callout criteria are outlined in DPPM I-100/I-200.

In addition to those requirements, the following steps will be taken to further inform the public about all officer involved shootings, deaths in custody, or other significant matters as deemed by KCSO. The steps outlined here will include an outreach and community forum component on various topics of interest to the public.

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Officer Involved Shootings & Other Critical Incidents

Following the Critical Incident Review, which is outlined in DPPM F-1200, the PIO will work with the Investigations Division to release informational videos that summarize critical incidents. These videos will be released after the conclusion of a Critical Incident Review board. At a minimum, these videos will contain the following information:

- a) Information surrounding why deputies were dispatched to the incident.
- b) Geographic location of where the incident occurred.
- c) Scene photographs, BWC videos, and other relevant videos
- d) De-escalation efforts and force used by deputies.
- e) The name of the deputies involved in the use of force.
- f) Outcome of the decision made by the use of force review board.
- g) Information about any other party independently reviewing the case
- h) Request that anyone with additional information contact KCSO

The videos will be posted to the KCSO social media platforms and submitted to local media outlets. In addition, the Transparency Page of the KCSO website will serve as a repository of all such videos. The KCSO is committed to holding “Mutual Learning” community meetings based on critical incidents as outlined in the Community Meeting Attendance Plan (Attachment C). Statistical information may also be in the KCSO Annual Reports located on the KCSO Transparency site.

In-Custody Deaths

Information regarding in-custody deaths shall be published and reported pursuant to PC 10008 and Detentions Bureau Policy C-0900. The Correctional Standards Section shall notify the Attorney General within 10 days after the death of an incarcerated person. Within 10 days, the information regarding the incarcerated person shall be posted to the KCSO transparency website. If information changes regarding the death of the incarcerated person, changes must be posted within 30 days. If the next of kin is unable to be notified within 10 days of the death, there shall be an additional 10 days to make good faith efforts to notify next of kin before the information shall be posted for the public to view on the agency's internet website. The information released to the public shall contain the following:

- a) Name of agency with custodial responsibility at time of death
- b) County in which the death occurred
- c) Name of the facility and location within the facility where death occurred
- d) Custody status of the decedent (e.g., awaiting arraignment, trial, incarcerated, etc.)
- e) Race, gender, and age of decedent
- f) Date on which death occurred

Military Equipment

Information regarding the deployment of military equipment will be reported and published pursuant to Government Code 7070 - 7075 and DPPM J-4000. These obligations include, but are not limited to, seeking approval on specific items deemed to be military equipment and requirements related to compliance, annual reporting, cataloging, and complaints regarding these

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items. On an annual basis, KCSO submits an annual military equipment report to the Kern County Board of Supervisors that addresses each type of military equipment possessed by the KCSO. KCSO also publishes each annual military equipment report publicly available on the KCSO Transparency website for as long as the military equipment is available for use.

Civil Unrest

The release of information regarding the KCSO use of kinetic energy projectiles and chemical agents in response to civil unrest will be released pursuant to PC 13652.1 and KCSOPPM F-400, F-800 through 820. Within 60 days of each incident, KCSO will publish a summary on its internet website of all instances in which a peace officer employed by that agency uses a kinetic energy projectile or chemical agent, as those terms are defined in Section 13652, for crowd control. KCSO may extend that period for another 30 days upon just cause, but in no case longer than 90 days from the time of the incident.

Annual Reports

The Kern County Sheriff's Office publishes an annual Internal Affairs report containing various statistics and information related to complaints. In addition, KCSO also publishes a comprehensive annual report covering information regarding community engagement efforts, identifying successes, obstacles, and recommendations for improvement. This comprehensive annual report also included a variety of other topics, including but not limited to:

- Analysis of Use of Force and Canine Data
- Analysis of stop data collected under RIPA
- Promotional activities/outcomes
- Language Access

This report, as well as others, may be found on the KCSO transparency website (Pillars 1, 2, 3 & 4):

<http://www.kernsheriff.org/transparency>.

COMMUNITY ENGAGEMENT & DIALOGUE

The Kern County Sheriff's Office recognizes that mutual learning is a cornerstone of building trust and legitimacy (Pillar 1 of 21st Century Policing). The Kern County Sheriff's Office will continue to educate community members on general law enforcement operations involving the organization. Instructional information may include directions on how community members can safely interact with the deputies during enforcement or investigative contacts, exercising rights, and how community members can make a complaint to the department regarding alleged misconduct or inappropriate job performance by department members. Community engagement allows for dialogue with members of the community, who can provide valuable insight into community concerns and serve as co-producers of public safety.

Examples of engagement activities may include, but are not limited to:

- a) Kern County Sheriff's Office website and social media postings

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- b) Development and distribution of informational materials
- c) Community engagement meetings
- d) Department ride-alongs
- e) Youth programs
- f) Community Academy

SAFETY AND OTHER CONSIDERATIONS

KCSO members responsible for community relations activities should consider the safety of the community participants and, as much as reasonably practicable, not allow them to be present in any location or situation that would jeopardize their safety. Community members are subject to a criminal history check before approval for participation in certain activities, such as patrol ride-alongs. For further information, refer to DPPM J-1200 Ride Along policy.

KERN COUNTY SHERIFF’S COMMUNITY ADVISORY COUNCIL

The Kern County Sheriff’s Office has established a Community Advisory Council (CAC) to provide input into policy and procedure, provide insight into the community’s concerns, educate the community about the KCSO, and work collaboratively together to build a safer community for all (Pillars 1, 2, 4, and 5). The CAC is made up of volunteers consisting of community members, community leaders, and other community stakeholders (e.g., representatives from schools, churches, businesses, social service organizations, etc.) The composition of the CAC is intended to include representatives from various diverse communities within the County of Kern. Utilizing various perspectives and experiences is important to being a well-rounded, accountable, and transparent law enforcement organization.

The following guidelines from the CAC Bylaws outline the scope and role of the CAC:

- a) It is desired that CAC members participate in open discussions with each other and with the KCSO regarding local community concerns and priorities on issues of public safety and constitutional policing.
- b) CAC members’ role will be to review, consider, and provide feedback on the following areas of interest concerning the KCSO’s policies, training, and procedures, including but not limited to: use of force and related policies; bias-free policing policies; community policing; civilian complaints; and language access policies.
- c) CAC members will also assist in improving diversity in recruiting, hiring, promotion, as well as planning community engagement meetings surrounding these topics.
- d) It is intended that CAC members will share their experience and role on the CAC within the community to help educate the community about the KCSO’s functions and programs.
- e) The CAC will collectively represent the voice of the community, and as such, it is expected that CAC members participate in the furtherance of the greater good for the Kern County community and refrain from promoting personal agendas or motives.
- f) The CAC shall not have power or authority to investigate, review, or otherwise participate

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in matters involving specific personnel or specific Sheriff-related incidents. The CAC will not receive or review complaints initiated against KCSO and/or personnel, nor will it be liable or have any role in any civil or criminal litigation.

The CAC regularly convenes, at least quarterly, to:

- a) Work with the KCSO to develop a strategic plan and revise policies
- b) Continue to engage in a good faith effort to have representatives from various, diverse stakeholder groups
- c) Increase strategies for community engagement
- d) Provide a community voice in KCSO processes and surveys
- e) Assist the KCSO and community advocates in disseminating information to the public in English and Spanish.

The Training Lieutenant shall periodically schedule Community Academy sessions, which will serve as initial and ongoing training for committee members on topics relevant to their responsibilities.

The following procedure has been established to serve as a specifically delineated framework to meaningfully engage with community stakeholders in the evaluation and development of various department policies and procedures:

- a) Proposed policies will be sent by KCSO to CAC for review before the meeting. Any questions CAC might anticipate having during the meeting regarding policy should be provided to the KCSO committee members prior to the meeting. These questions need not be exhaustive, but sent to KCSO sub-committee members to facilitate an informative presentation of the policy by KCSO and create a setting for the discussion that would follow.
- b) During the scheduled meeting, KCSO will present the policy to the CAC. CAC will have an opportunity to ask questions throughout the meeting and offer any input for consideration.
- c) After the meeting, KCSO will send out a request for feedback and a deadline for any input.
- d) KCSO will consider and incorporate feedback, when appropriate, into policy.
- e) Upon final approval, KCSO will notify CAC and be prepared to present if requested at any future CAC or sub-committee meeting.

Further information regarding the CAC and its bylaws can be found at www.kerncac.org.

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COMMUNITY POLICING STRATEGIC PLAN

The Kern County Sheriff's Office is committed to work in partnership with our community to enhance the safety, security, and quality of life for the residents and visitors of Kern County through professional public safety services.

The Community Policing Strategic Plan outlines the organizational goals for the coming years. The goals and activities in this plan are aligned with our overarching strategy of strengthening trust between our office and our communities through our approaches to public safety. Each of the elements of this plan also aims to operationalize our commitment to 21st Century Policing and Community Policing, while striving for all employees to embody the core qualities of the Ideal Candidate Profile. For further information, refer to Attachment A.

COMMUNITY MEETING ATTENDANCE PLAN

Members of the Kern County Sheriff's Office commonly hold meetings with members of our community. In an attempt to standardize these meetings, the Kern County Sheriff's Office has developed a Community Meeting Attendance Plan. This plan assists members of the Kern County Sheriff's Office by providing a framework for holding listening sessions with the community (Pillar 1 of 21st Century Policing, Paragraph 119 of the Stipulated Judgment). For further information regarding the Community Meeting Attendance Plan, refer to Attachment C.

ATTACHMENT A (separate document):

Community Policing Strategic Plan

ATTACHMENT B (see below):

Scan, Analyze, Respond, and Assess (SARA) model definition. The COPS Activity Log – Community Events and COPS Activity Log – Problem Oriented Policing screenshot examples. Management Assessment Form. For a more detailed description of Attachment B, refer to Training Bulletin 26-03.

ATTACHMENT C (separate document):

Community Meeting Attendance Plan

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ATTACHMENT B

Scan, Analyze, Respond, and Assess (SARA) Model

The SARA model¹ is a problem-solving method in community policing that contains the following methods:

Step 1. Scanning:

- Use available resources to identify recurring problems of concern to the public and law enforcement.
- Prioritize those problems and confirm that the problems exist.
- Determine how frequently the problem occurs and how long it has been taking place.

Step 2. Analysis:

- Collect and review relevant data, such as crime statistics, and research the cause of the problem.
- Determine how the problem is currently addressed, and the strengths and limitations of the current response.
- Narrow the scope of the problem as specifically as possible.
- Identify a variety of resources that may be of assistance in developing a deeper understanding of the problem. Resources may include local schools, chamber of commerce, etc.

Step 3. Response:

- Develop solutions to bring about lasting reductions in the problem.
- Research what other communities with similar problems have done.
- Carry out the plan.

Step 4. Assessment:

- Evaluate the success of the response through surveys and crime analysis.
- Conduct ongoing assessment to ensure continued effectiveness.

¹US Department of Justice, *Community Oriented Policing Services, article on Community Policing Defined and Arizona State University Center for Problem-Oriented Policing.*

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COPS Activity Log – Community Events

COPS Log

ASSIGNMENT Mojave	ACTIVITY Attend Community Meeting - Gather Info/Input	TOTAL ATTENDEES 50
LOCATION Auto Address	ADDRESS/CROSS STREET Mojave, Kern County, CA, USA (Mojave Air & Space Port / Rutan Fld)	
	ADD UNIT	
AREA		
DETAILS Attending the Mojave Downtown Business Association meeting. Spoke about general <u>crime, and</u> concerns that downtown businesses had about parking.		
ADD ANALYZE ADD RESPOND ADD ASSESS		
SUBMIT		

COPS Activity Log – Problem Oriented Policing

COPS Log

ASSIGNMENT Mojave	ACTIVITY POP Project Activities	TOTAL ATTENDEES
LOCATION Auto Address	ADDRESS/CROSS STREET Liberty Tax Service, 2559 W Rosamond Blvd Ste B, Rosamond, Kern County, CA, 93560, USA	
	ADD UNIT	
AREA		
DETAILS During a meeting with the business owner of Liberty Tax Service, I learned there has been an on-going issue of loitering in the area. The business owner said the loitering has caused customers to go to a different business because of harassment.		
STATUS Scan	SUBMIT	

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COPS Activity Log – Management Assessment Form

Management Assessment

OVER THE PAST 6 MONTHS, HOW MANY POP PROJECTS OCCURRED A IN YOUR AREA? (0/4) ^

- 0
 1-5
 5-10
 15+

WERE THERE ANY COMMON THEMES OR OTHER ISSUES THAT WERE IDENTIFIED DURING THIS TIME PERIOD?

IF YES, PLEASE DESCRIBE



IN ASSESSING THE EFFECTIVENESS OF THE POP PROJECTS IN YOUR AREA, LIST THE FOLLOWING OUTCOMES ACHIEVED (SELECT ALL THAT APPLY)? (0/5) ^

- Complete resolution of the root cause described in the projects
 Decreased community harm or fear related to the issues
 Implementation of improved protocols or response strategies
 Measurable reduction of the issues described in the projects
 Reallocation of responsibilities to more appropriate departments or agencies

AS A SUPERVISOR OR MANAGER, HOW DID YOU EVALUATE THE EFFECTIVENESS OF THE POP PROJECTS DURING THIS TIME PERIOD? (0/5) ^

- Community or Internal Surveys
 Data and Trend Analysis
 Incident and Crime Reports
 Staff or Stakeholder Interviews
 Supervisory & Management Oversight

WHAT SPECIFIC MEASURES DID YOU USE TO MONITOR ONGOING PERFORMANCE, IDENTIFY EMERGING TRENDS, AND EVALUATE OUTCOMES RELATED TO THESE POP PROJECTS?



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