Specialized Unit Implementation & Management Checklist

1. Mission Definition

☐ Clearly define the specific problem the unit will address (e.g., violent crime, gangs, firearms)

☐ Ensure mission aligns with overall agency priorities

☐ Identify catalyst (crime data, community concern, leadership directive)

☐ Conduct a formal **needs assessment** (data, trends, stakeholder input)

☐ Establish baseline metrics for future evaluation

☐ Define scope, authority, and limits to prevent mission creep

2. Planning & Design

☐ Analyze 3–5 years of crime and operational data

☐ Develop a written operational plan including:

- ☐ Staffing model (including supervision)
- ☐ Organizational structure & chain of command
- ☐ Equipment, technology, and facility needs
- ☐ Geographic focus area
- ☐ Budget and funding sources

☐ Assess impact on patrol and existing units

☐ Identify operational risks and mitigation strategies

☐ Create implementation timeline and approval process

3. Governance & Legal Framework

☐ Develop and approve governing documents:

- ☐ SOPs / General Orders
- ☐ Memoranda of Understanding (MOU) or Joint Powers Agreements (JPA) (if applicable)

☐ Ensure legal review of all policies and operations

☐ Align policies with use of force, pursuit, and accountability standards

☐ Define reporting requirements and oversight mechanisms

☐ Establish review, renewal, and sunset provisions

4. Staffing & Supervision

☐ Select personnel based on:

- ☐ Technical skills
- ☐ Judgment and integrity
- ☐ Commitment to mission

☐ Assign strong, experienced supervisors

☐ Clearly define roles and responsibilities

☐ Ensure adequate staffing levels without compromising patrol

☐ Provide specialized and ongoing training

5. Culture & Accountability

☐ Establish a culture of professionalism, humility, and ethical conduct

☐ Reinforce that policies apply equally to specialized units

☐ Implement “extreme ownership” and leadership accountability

☐ Monitor for risks:

- ☐ Mission drift
- ☐ Excessive autonomy
- ☐ Burnout/fatigue
- ☐ Groupthink or misconduct

☐ Require supervisor presence during key operations

☐ Conduct regular after-action reviews

6. Community Engagement

☐ Engage community stakeholders during planning

☐ Communicate purpose and goals of the unit

☐ Incorporate community concerns and feedback

☐ Maintain transparency in operations where appropriate

☐ Balance enforcement with trust-building efforts

7. Operations & Risk Management

☐ Define operational protocols (e.g., warrants, surveillance, enforcement)

☐ Ensure supervision in high-risk activities

☐ Establish clear communication channels

☐ Monitor officer wellness and stress

☐ Implement safeguards against misuse or abuse

8. Performance Measurement

☐ Track both enforcement and outcome metrics:

- ☐ Crime reduction trends
- ☐ Arrests and case outcomes
- ☐ Community feedback

☐ Compare performance against baseline data

☐ Regularly review effectiveness and efficiency

☐ Adjust tactics based on data and findings

9. Review, Adaptation, or Dissolution

☐ Conduct periodic formal reviews of unit performance

☐ Assess alignment with mission and community needs

☐ Modify structure, staffing, or strategy as needed

☐ Establish criteria for scaling down or dissolving the unit

☐ Document lessons learned for future initiatives

Key Principle

☐ Maintain continuous alignment between **mission, oversight, culture, and community trust**