Appendix C. Mission Definition Worksheet: Specialized Units to Reduce Violence and Street Crime

Purpose

This worksheet is designed to assist agencies in clearly defining, documenting, and evaluating the mission of a specialized unit before implementation. The worksheet is intended to reduce mission creep, improve accountability, support operational alignment, and ensure that specialized units remain narrowly focused, measurable, and community informed.

Agencies are encouraged to complete this worksheet collaboratively with command staff, supervisors, analysts, legal advisors, prosecutors, and relevant community stakeholders where appropriate.

SECTION 1: IDENTIFYING THE PROBLEM

1.1 What specific public safety problem is the unit intended to address?

Examples:

- Increase in gun violence
- Repeat violent offenders
- Chronic violent hot spots
- Retaliatory violence
- Organized robbery patterns
- Violent gang activity

Response:

_____
_____
_____
_____

1.2 What evidence demonstrates that this problem exists?

Check all applicable:

- ❑ Crime reports
- ❑ Calls for service
- ❑ Victimization data
- ❑ Community complaints
- ❑ Community surveys
- ❑ Prosecutorial concerns
- ❑ Intelligence information
- ❑ Crime analysis
- ❑ Media/public concern
- ❑ Officer safety concerns
- ❑ Other: _____

Supporting Data Summary:

_____
_____
_____
_____
_____

1.3 Is this problem:

- ❑ Chronic
- ❑ Emerging
- ❑ Seasonal
- ❑ Temporary spike
- ❑ Unknown

Explain:

_____
_____
_____
_____

1.4 Has the agency reviewed 3–5 years of trend data?

- ❑ Yes
- ❑ No

Key findings:

_____
_____
_____
_____
_____

SECTION 2: MISSION DEFINITION

2.1 Proposed Unit Name

_____

2.2 Proposed Mission Statement

The mission statement should:

- Be specific
- Identify the target problem
- Describe intended outcomes
- Avoid vague enforcement language

Draft Mission Statement:

_____
_____
_____
_____
_____

2.3 What specific outcomes is the unit intended to achieve?

Examples:

- Reduce shootings in defined areas
- Disrupt violent offender networks
- Reduce retaliatory violence
- Improve perceptions of safety

Intended Outcomes:

1. _____
2. _____
3. _____
4. _____

2.4 What activities WILL the unit perform?

Examples:

- Place-based investigations
- Violence reduction operations
- Focused deterrence
- Intelligence-driven enforcement
- Targeted warrant service

Authorized Activities:

_____
_____
_____
_____
_____

2.5 What activities WILL the unit NOT perform?

This section helps prevent mission creep.

Examples:

- General patrol
- Broad narcotics enforcement
- Traffic enforcement unrelated to mission
- Immigration enforcement
- Crowd control

Prohibited / Non-Mission Activities:

_____
_____
_____
_____
_____

SECTION 3: OPERATIONAL BOUNDARIES

3.1 Geographic Area(s) of Focus

_____
_____
_____
_____
_____

3.2 Target Population / Crime Pattern

_____
_____
_____
_____
_____

3.3 What data or intelligence will guide deployment decisions?

Examples:

- Crime concentration analysis
- Hot spot analysis
- Place-network analysis
- Victimization trends
- Repeat offender data

Deployment Criteria:

_____
_____
_____
_____
_____

3.4 Under what conditions may the unit deviate from its primary mission?

Examples:

- Violent crime spikes
- Emergency response needs
- Major critical incidents

Approved Deviation Criteria:

_____
_____
_____
_____
_____

SECTION 4: COMMUNITY AND STAKEHOLDER ENGAGEMENT

4.1 Which stakeholders were consulted during planning?

Check all applicable:

- ❑ Community groups
- ❑ Neighborhood associations
- ❑ Elected officials
- ❑ Prosecutors
- ❑ Victim advocacy groups
- ❑ Faith leaders
- ❑ Civilian oversight groups
- ❑ Youth organizations
- ❑ Other: _____

4.2 How will the agency communicate the unit's purpose to the public?

_____
_____
_____
_____
_____

4.3 How will community feedback be collected?

Check all applicable:

- ❑ Surveys
- ❑ Listening sessions
- ❑ Community meetings
- ❑ Complaint review
- ❑ Advisory groups
- ❑ Online reporting

- ❑ Other: _____

SECTION 5: ACCOUNTABILITY AND SUPERVISION

5.1 Who will supervise the unit?

_____

_____

5.2 What supervisory review mechanisms will be used?

Check all applicable:

- ❑ Daily operational review
- ❑ Weekly deployment review
- ❑ Case audits
- ❑ BWC review
- ❑ Prosecutorial review
- ❑ Command inspections
- ❑ Community review
- ❑ Early intervention tracking

5.3 What operational activities require supervisor approval?

Check all applicable:

- ❑ Search warrants
- ❑ Surveillance
- ❑ Confidential informants
- ❑ Vehicle pursuits
- ❑ Dynamic entries
- ❑ Plainclothes operations
- ❑ Tactical operations
- ❑ Electronic tracking

- ❑ Other: _____

SECTION 6: PERFORMANCE MEASUREMENT

6.1 What metrics will be used to evaluate effectiveness?

Enforcement Metrics

- ❑ Arrests
- ❑ Warrants served
- ❑ Firearms recovered
- ❑ Case closures

Outcome Metrics

- ❑ Reduction in shootings
- ❑ Reduction in victimization
- ❑ Reduction in retaliatory violence
- ❑ Clearance rates
- ❑ Prosecutorial acceptance rates
- ❑ Community trust indicators
- ❑ Fear reduction measures
- ❑ Complaint reduction
- ❑ Officer wellness indicators

6.2 What baseline data has been established?

_____
_____
_____
_____
_____

6.3 How often will performance be evaluated?

- ❑ Monthly

- ❑ Quarterly
- ❑ Semi-annually
- ❑ Annually

SECTION 7: RISK MITIGATION

7.1 What are the primary risks associated with this unit?

Examples:

- Mission creep
- Constitutional violations
- Community distrust
- Excessive enforcement
- Tactical risk
- Officer burnout

Risk Summary:

_____
_____
_____
_____
_____

7.2 What safeguards will reduce these risks?

_____
_____
_____
_____
_____

SECTION 8: LIFECYCLE AND SUNSET PLANNING

8.1 Is this unit intended to be:

- ❑ Temporary

- ❑ Long-term
- ❑ Pilot program
- ❑ Event-specific

8.2 What conditions would indicate the unit is no longer needed?

_____
_____
_____
_____
_____

8.3 What conditions would trigger restructuring or dissolution?

Examples:

- Persistent misconduct
- Failure to meet objectives
- Community trust concerns
- Duplicative mission
- Legal concerns

Dissolution / Review Criteria:

_____
_____
_____
_____
_____

SECTION 9: FINAL REVIEW

9.1 Legal Review Completed?

- ❑ Yes
- ❑ No

9.2 Prosecutorial Consultation Completed?

- ❑ Yes
- ❑ No

9.3 Community Engagement Plan Completed?

- ❑ Yes
- ❑ No

9.4 Command Approval Completed?

- ❑ Yes
- ❑ No

FINAL AUTHORIZATION

Unit Name:

_____

Approved By [Print Name, Title below]:

_____

Signature **Date**