

Narragansett Police Department

40 Caswell Street, Narragansett, RI 02882

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Policy 130.03

**Problem Solving, Action Plans &
After Action Reports**

01. Purpose

The purpose of this policy is to provide guidance and procedures for the completion of Problem Solving reports, Action Plans and After Action Reports

02. Policy

It is the policy of Narragansett Police Department to utilize standardized Problem Solving Reports, Action Plans, and After Action Reports to ensure operational preparedness and accountability.

03. Definitions

Problem Orientated Policing (POP): is an approach to policing which employs the analysis of data that pertains to issues faced by the police department, whether it be criminal activity, public nuisances, traffic issues, or other community problems. The analysis leads to the development of effective strategies for dealing with the issues. These strategies place a high value on prevention, are not dependent on the criminal justice system and engage other agencies, the community, and the private sector when their involvement has the potential for significantly contributing to the reduction of the problem.

SARA Report: is an administrative report written by an officer assigned to address a problem. This will usually be conducted by a Command Staff member but may also be assigned to someone who possesses delegated command authority. This type of administrative report will utilize a standardized problem-solving model called SARA to ensure that all steps of the analytical problem-solving process are completed. SARA is an acronym for Scanning, Analysis, Response, and Assessment.

Action Plan: is an administrative report that summarizes the plan the involved department members are undertaking, the specific actions planned to complete the mission and the resources available to assist. The action plan will include a mission statement that will summarize the priorities of the plan so that department members can take initiative and solve rapidly developing problems in a manner consistent with the priorities of the plan.

- Note: all SARA Reports will have a corresponding Action Plan but not all Action Plans will require a corresponding SARA Report. This is because Action Plans may be ordered when the mission or problem is well understood and does not require an involved analytical problem solving process.

After Action Report: is an administrative report that documents the results of the agencies actions. An After Action Report shall be ordered for all critical incidents and other incidents as determined by the COP or his/her designee.

04. Procedures

A. Problem Orientated Policing

1. The Narragansett Police Department has implemented a Problem Orientated Policing philosophy and as part of this will utilize the SARA (Scanning, Analysis, Response, Assessment) model of problem solving. The acronym SARA stands for the following:
 - a. Scanning: The process of collecting information concerning a specific issue to be analyzed. Sources for this information include, but not limited to, departmental software (CSI Infoshare), citizen complaints or suggestions, and Police/Community Forums.
 - b. Analysis: Problems that have been identified must be analyzed to determine the underlying causes and possible solutions to the issue.
 - c. Response: Working with partners within and outside of law enforcement the Commander shall tailor a program of action suitable to the characteristics of the problem.
 - d. Assessment: The Commander shall then evaluate the impact of the response. Did it solve or alleviate the problem?
2. The shift or division Commander assigned to complete a SARA report will utilize the format in Appendix A.
3. All SARA reports will be submitted to the Chief of Police or his/her designee for review and authorization.
4. At the conclusion of each response an assessment will be recorded and submitted to the Chief of Police or his/her designee for review. Note that an assessment is not the same as an After-Action Report.

B. Action Plans

1. The practical specifics of a response will be documented in an Action Plan.
2. Depending upon the complexity of the response the Action Plan will be documented in an ICS format (see Policy #360.01 "All Hazard Plan") or within the format of APPENDIX B.
 - a. The COP or his/her designee will determine which format will be used.
3. The Commander assigned will complete all fields of the format and submit the plan to the Captain of Operations for review.
4. The Commander assigned will be responsible for ensuring that all participating members have been briefed on the plan and given a copy.

C. After Action Reports (AAR's)

1. Comprehensive AAR- This is for a complex incident where comprehensive documentation is necessary. (An example would be an Active Shooter scenario)
 - a. Shall be assigned to a team of supervisors under the direction of a Captain or the COP.
 - b. The assigned team will use the USDOJ COPS Office's resource titled, "How to Conduct an After Action Review", that has been published in Power-DMS.
2. Command AAR- Any critical incident or incident where the COP determines an AAR shall be documented and the complexity of the scenario can be captured by a single command staff member within the format provided in Appendix C.

D. Training

1. The Training Officer will ensure that Command Staff members are trained in the principles of Problem Orientated Policing (POP).
2. Shift and Division Commanders will make their subordinates aware of their problem-solving plans and their expectations of them in carrying out said plan.

E. Administrative Support

1. Proper support will be provided to Commanders who take the initiative or are assigned to document a problem solving effort in the community. The administrative support includes but need not be limited to;
 - a. Analytical Support- Internal resources through detectives or external resources such as the Fusion Center may be utilized.
 - b. Clerical Support- Department clerks and/or interns may be utilized.
 - c. Fiscal Support- The COP will assist with locating funding sources when expenses were not anticipated during the normal budgeting process.
 - d. Legal Support- The solicitor's office or the RIAG may be contacted to assist with legal opinions.
 - e. Mutual Aid Coordination- MOU agreements with SKPD, NKPD as well as State and Federal Partners may be contacted to assist.
 - f. Whole of Government Coordination- Other departments may be called upon, when appropriate, to assist.
 - g. Community Partners- Community members who are willing to provide various types of support. (Example, property owners enforcing provisions of rental leases).

By the Order of

Chief of Police

APPENDIX A

NOTE: The SARA report will be in a narrative format with the following headings. The Commander writing the report should consider the questions below but only include in the narrative the information that conveys the actual problems solving process that was conducted. A SARA report should be concise and, in most instances, be no longer than one or two pages long. The importance is to convey problem identification, analysis of response possibilities, the formulation of the chosen response, and the assessment of how the response affected the problem.

Scanning:

- What is the nature of the problem? (e.g., larceny from motor vehicles, increased motor vehicle crashes in the area, nuisance complaints)
- How was the problem identified? (e.g., community speeding complaints verified through traffic study, Commander noted seasonal activity documented in the day-log)
- Who identified the problem? (e.g., community, police, politicians, press)
- How and why was this problem selected from other problems competing for police attention in the community?

Analysis:

- What methods, data and information sources were used to analyze the problem? (e.g., surveys, interviews, observation, crime analysis)
- What is the history of the problem? How often and for how long was it a problem?
- Who was involved in the problem (e.g., offenders, victims, others) and what were their respective motivations, gains and losses?
- What harms resulted from problem?
- How was the problem being addressed before the problem-solving project? What were the results of those responses?
- What did the analysis reveal about the causes and underlying conditions that precipitated the problem?
- What did the analysis reveal about the nature and extent of the problem?
- What situational information was needed to better understand the problem? (e.g., time of occurrence, location, other particulars such as the environment)
- Was there an open discussion with the community about the problem?

Response:

- What range of possible response alternatives were considered to deal with the problem?
- What responses did you use to address the problem?
- How did you develop a response as a result of your analysis?
- What evaluation criteria were most important to the department before implementation of response alternatives(s)? (e.g., legality, community values, potential effectiveness, cost, practicality)
- What did you intend to accomplish with your response plan? (i.e. project goal and corresponding measurable objectives)
- What resources were available to help solve the problem?
- What was done before you implemented your response plan?
- What difficulties were encountered during response implementation?

- Who was involved in the response to your problem?

Assessment:

- What were the results? What degree of impact did the response plan have on this problem?
- What were your methods of evaluation and for how long was the effectiveness of the problem-solving effort evaluated?
- Who was involved in the evaluation?
- Were there problems in implementing the response plan?
- If there was no improvement in the problem, were other systemic efforts considered to handle the problem?
- What response goals were accomplished?
- How did you measure your results?
- What data supported your conclusions?
- How could you have made the response more effective?
- Was there a concern about displacement? (i.e. pushing the problem somewhere else)
- Will your response require continued monitoring or a continuing effort to maintain results?

APPENDIX B

SITUATION

What is the situation the report is being written for? Where will it occur? When will it occur? What problems does it present?

MISSION

What are the priorities of the operation? What are the primary services the police are expected to provide? What secondary services are the police expected to provide? Who will be involved in providing services?

THE PLAN

- BRIEFING (If there will be a briefing before the start of the detail identify the time, location and who will be conducting the brief)
- ASSIGNMENTS/POSTS (Location of where detail officers will be assigned)
- ACTIONS (What is expected of the specific detail officers)
- ITINERARY (if appropriate to the operation write out the timeline of actions to be taken by the department).

ADMINISTRATIVE

- CHECK IN & DEMOBILIZATION (What are the procedures for checking in and out of the detail?)
- UNIFORMS (What are the acceptable uniforms for the detail)
- SPECIALTY EQUIPMENT (What special equipment will be required? Ex., water rescue, bullhorn, less lethal munitions etc.)
- COMMAND POST (If there will be a command post where is it and who will be manning it)
- CONTACTS (Names of the points of contact and their numbers)
- PRISONERS (If measures are in place for transporting and processing prisoners. Ex., COVID precautions, Mass arrests)

SUPPORT

- Who will provide support and what support are they providing (EMS, EOC, Public Works etc.)

ANNEXES

- COMMS PLAN
- PIO PLAN (Who will be assigned PIO and where will media staging area be)
- MAPS
- POLICY
- SAFETY PLAN
- DECONFLICTION (Notifications to be made. Ex., Fusion Center, SKPD, NKPD etc.)

DISTRIBUTION: (who is getting a copy of this plan)

Approval: (Signature Chief or Designee)

APPENDIX C

Date	After Action Report #	Reporting:
Introduction: (ground rules):		
Background: (what was the source of information that began the incident? What was known and by whom?)		
Chronological Investigation: (What happened and when)		
Decision Point Analysis: (Who made the decisions that controlled the incident? When did they make the decisions and what did they know at that time?)		
What went well?		
What was not done well? (To be written constructively. Any correction that is required for the incident will be documented elsewhere)		
Discussion of key issues: <ul style="list-style-type: none">• Administrative/Policy:• Communication/Intelligence:• Training, tactics, techniques and procedures:• Equipment:• Safety:• Other:		
Summary: (Concise narrative of what happened, what was learned, and what should happen next)		