NACA 2026

Executive Level

Crime Analysis Assessment

For law enforcement executives

A structured self-assessment of your agency's crime analysis capacity, infrastructure, investment, and operational integration.

The estimated time needed to complete this assessment is 30-45 minutes

Name / Title	Agency	Date
_____	_____	_____

National Association of Crime Analysts (NACA)
naca-usa.org | 2026

Purpose and Instructions

This assessment is designed for chiefs, sheriffs, and command-level leaders. It does not evaluate your personal analytical skills. It evaluates your agency's crime analysis capacity: whether you have the staffing, infrastructure, systems, and operational integration to actually use what analysis can produce.

Use this tool to identify where your analytical function is working, where it is underdeveloped, and where structural gaps, whether in staffing, tools, access, training, or workflow, are limiting what your analysts can deliver.

WHAT THIS ASSESSMENT MEASURES

Five dimensions of analytical capacity: whether you have enough analysts to do the work, whether your agency can survive a staff transition without losing capability, whether your data infrastructure is built to support the questions you actually need to answer, whether analysis drives operational decisions rather than sitting in inboxes, and whether your analysts have the tools and training to perform at the level the role requires.

HOW TO SCORE EACH ITEM

0 – I am not aware of whether my agency does this, or if it clearly does not exist.
1 – I am aware this is a need, but no action has been taken.
2 – This has been discussed or is in early planning; no formal practice is in place.
3 – This is partially in place; inconsistently applied or in progress.
4 – This is consistently in place and functioning as intended.
5 – This is fully embedded; modeled agency-wide and regularly reviewed or improved.

Note: You are allowed **one exemption per section**. An exemption may be used to subtract 5 from the max score possible for that section. This exemption is allowed if a competency or category **does not apply to your agency, responsibilities, or work environment**. This is not to be used to replace a zero when there is no knowledge base in this category. There should be no exemptions in the first section, The Five Diagnostic Questions. Example: Section 2 has 6 items with a maximum possible score of 30. If you use your one exemption on an item that does not apply to your agency, the maximum for that section becomes 25 (30 minus 5). If your score on the remaining 5 items is 20, your section score is 20 ÷ 25, or 80 percent, rather than 20 ÷ 30.

SECTION 1 · The Five Questions Every Chief Should Be Able to Answer

Before assessing staffing, tools, or investment, please start here. These five questions are the fastest diagnostic available for the state of your agency's analytical capacity. They are not abstract. Each one has a direct answer, and if you cannot answer it confidently, that gap is costing your department.

HOW TO USE THIS SECTION

For each question, score your agency honestly based on how well you could answer it right now and not how you think it should work in theory. A score of 4 or 5 means you have a clear, reliable answer. A score of 0–2 means you are operating with a blind spot. The pattern of your answers across these five questions tells you more about your analytical function than almost any other diagnostic.

Assessment Item	Your Score (0–5)
The Five Diagnostic Questions	
"Can I get accurate crime stats, up to date, through today?" *Score 0 if your most current data is days or weeks old, or if you would have to ask someone to compile it manually. Score 5 if a live dashboard is available to you at any time, showing current counts across all offense categories, refreshed automatically.*	Score (circle): 0 1 2 3 4 5
"If I want to change how statistics are aggregated, displayed, or compared, how long will that take?" *Score 0 if the answer is 'days' or 'we would have to submit a request to IT.' Score 5 if your analyst can reconfigure a report or dashboard in hours, because the data infrastructure is built to be flexible and the analyst has the access as well as the tools to modify it.*	Score (circle): 0 1 2 3 4 5
"Are we aware when any category of crime goes up or do we only monitor certain categories?" *Score 0 if your agency only tracks a handful of Part I offenses and has no alerting mechanism for the rest. Score 5 if you have threshold-based alerting across all offense categories, with automated notifications or flags when any category spikes above statistical norms.*	Score (circle): 0 1 2 3 4 5
"Are we able to determine where crimes occur geographically and when they occur temporally?" *Score 0 if geographic and temporal analysis requires a special request and takes days to produce. Score 5 if current hot spot maps and time-of-day/day-of-week profiles are part of routine briefing products, updated automatically, and accessible to patrol supervisors before every shift.*	Score (circle): 0 1 2 3 4 5

"Do my analysts tell me anything we don't already know?"	Score (circle): 0 1 2 3 4 5
This is the most important question. Score 0 if your analyst only responds to requests and produces reports you could have built yourself with a spreadsheet. Score 5 if your analyst regularly surfaces patterns, anomalies, or findings that change how your agency deploys resources or pursues cases, things that command staff would not have seen without them.	

Section 1: The Five Questions — Section Score

Total: 5 items × Max 5 = Max 25

My score: _____ ÷ 25 × 100 = _____%

Score Interpretation

80–100%	**Embedded and functioning well**
55–79%	Mostly in place; gaps to address
30–54%	Partial; significant development needed
0–29%	Critical gap; immediate attention needed

Section 1 Reflection — What Do Your Answers Tell You?

Which question was hardest to answer confidently? _____

What would need to change for you to score a 5 on that question? _____

Who is responsible for closing that gap? _____

SECTION 2 · Staffing and Capacity

The foundation of crime analysis capacity is having the right number of analysts, with the right skills, in the right structure. This section assesses whether your agency is staffed to actually use what analysts can produce.

Assessment Item	Your Score (0–5)
Staffing Levels and Structure	
My agency has at least one dedicated, full-time crime analyst *Not a duty shared with another role, or filled by a patrol officer on light duty*	Score (circle): 0 1 2 3 4 5
My analyst-to-officer ratio is at or near 1:75 (the professional standard) *One analyst per 75 sworn officers; many agencies are at 1:150 or worse*	Score (circle): 0 1 2 3 4 5
Analyst positions are classified as dedicated civilian professional roles *Not categorized as administrative, clerical, or general civilian*	Score (circle): 0 1 2 3 4 5
Analysts report through a clear chain of command with appropriate access to the command staff *Analysts are not siloed from the decisions their work is meant to inform*	Score (circle): 0 1 2 3 4 5
My agency has a succession plan or cross-training plan for analyst functions *If the analyst leaves tomorrow, does analytical capacity go with them?*	Score (circle): 0 1 2 3 4 5
When I add sworn staff, I also evaluate whether analytical capacity needs to grow *Officer headcount and analyst capacity are planned together, not separately*	Score (circle): 0 1 2 3 4 5

Section 2: Staffing — Section Score

Total: 6 items × Max 5 = Max 30

My score: _____ ÷ 30 × 100 = _____%

Score Interpretation

80–100% Embedded and functioning well
55–79% Mostly in place; gaps to address
30–54% Partial; significant development needed
0–29% Critical gap; immediate attention needed

Staffing — Notes and Next Steps

Gaps I identified: _____

Action I will take: _____

Owner / Timeline: _____

SECTION 3 · Retention and Continuity Risk

Analyst turnover is one of the most underestimated capacity risks in law enforcement. Every time an experienced analyst leaves, years of built systems, data pipelines, and institutional knowledge leave with them. This section assesses how exposed your agency is to that risk and whether you have the structural safeguards to survive a transition without losing analytical capacity.

THE CONTINUITY PROBLEM

Most agencies treat analyst departures as a staffing inconvenience. In reality, a departing analyst typically takes with them the data architecture, automation scripts, semantic models, and institutional knowledge that every other analytical product depends on. The question is not just 'can we fill the position', but how long until we are back to the same analytical capacity?' For most agencies, the honest answer is 12–18 months.

Assessment Item	Your Score (0–5)
Retention and Continuity	
Analyst positions have a defined career path with clear advancement opportunities *Entry → analyst → senior analyst → lead — analysts can grow without leaving law enforcement*	Score (circle): 0 1 2 3 4 5
My agency's compensation is competitive enough that analysts are not regularly recruited away *Not necessarily top of market, but not consistently losing analysts to better-paying roles elsewhere*	Score (circle): 0 1 2 3 4 5
I know which analytical functions would stop or degrade if my analyst left tomorrow *This is your continuity exposure. If you cannot answer it, that is itself a gap*	Score (circle): 0 1 2 3 4 5
My agency's analytical products and processes are documented well enough to survive a staff transition *A new analyst could reach full productivity within a reasonable onboarding period and is not starting from zero*	Score (circle): 0 1 2 3 4 5
Critical data systems, automation scripts, and reporting pipelines are documented and accessible *Not stored only on one person's machine or held only in one person's head*	Score (circle): 0 1 2 3 4 5
My agency has cross-training or backup coverage for essential analytical functions *At least one other person understands the core workflows well enough to maintain them temporarily*	Score (circle): 0 1 2 3 4 5

My agency tracks analyst vacancy duration and monitors time-to-fill *Treating analyst vacancies as the operational risk they are, not just an open HR requisition*	Score (circle): 0 1 2 3 4 5

Section 3: Retention & Continuity — Section Score

Total: 7 items × Max 5 = Max 35

My score: _____ ÷ 35 × 100 = _____%

Score Interpretation

80–100%	**Embedded and functioning well**
55–79%	Mostly in place; gaps to address
30–54%	Partial; significant development needed
0–29%	Critical gap; immediate attention needed

Retention & Continuity — Notes and Next Steps

Gaps I identified: _____

Action I will take: _____

Owner / Timeline: _____

SECTION 4 · Data Infrastructure and Investment

Crime analysts build and maintain the data infrastructure your agency depends on. This section assesses whether your agency provides analysts with the tools, access, and organizational support to do that infrastructure work effectively.

Assessment Item	Your Score (0–5)
Tools, Access, and Technical Environment	
My analysts have access to a modern BI or data visualization platform (Power BI, Tableau, or equivalent) *Not limited to Excel and static reports*	Score (circle): 0 1 2 3 4 5
My analysts have direct query access or ODBC to RMS and CAD data; they are not dependent on IT requests for every data pull *Analyst independence from IT bottlenecks is essential to analytical responsiveness*	Score (circle): 0 1 2 3 4 5
My agency has a GIS platform, and analysts are trained and licensed to use it *ArcGIS, QGIS, or equivalent, not just Google Maps*	Score (circle): 0 1 2 3 4 5
My analysts have the hardware and software to perform the work their role requires *Current machines, appropriate software licenses, and access to external data feeds, and where relevant, OSINT research tools and AI-assisted analysis platforms*	Score (circle): 0 1 2 3 4 5
My agency has documented data governance or policy standards for how officers enter data *Analyst-built standards that improve the quality of data collected at the source*	Score (circle): 0 1 2 3 4 5
Data Systems and Infrastructure	
My agency maintains a data dictionary or equivalent documentation of what our data means *Field definitions, code values, and how they change over time, not just stored in one analyst's head*	Score (circle): 0 1 2 3 4 5
Analytical products in my agency are documented so they can be reproduced after staff transitions *Logic, data sources, and methodology are written down, not held only by the analyst who built them*	Score (circle): 0 1 2 3 4 5
My agency has data-sharing agreements with key partner agencies, and those feeds are active	Score (circle): 0 1 2 3 4 5

Parole/probation, court dispositions, regional platforms, not manual exports	
When my RMS or CAD is upgraded or replaced, analysts are part of the evaluation and configuration process *Analytical requirements are represented in procurement, not added after the fact*	Score (circle): 0 1 2 3 4 5
My agency has a continuity plan for analytical functions during system outages or staff transitions *Critical products can still be produced; processes do not collapse on a single point of failure*	Score (circle): 0 1 2 3 4 5

Section 4: Data Infrastructure — Section Score

Total: 10 items × Max 5 = Max 50

My score: _____ ÷ 50 × 100 = _____%

Score Interpretation

80–100%	**Embedded and functioning well**
55–79%	Mostly in place; gaps to address
30–54%	Partial; significant development needed
0–29%	Critical gap; immediate attention needed

Infrastructure — Notes and Next Steps

Gaps I identified: _____

Action I will take: _____

Owner / Timeline: _____

SECTION 5 · Operational Integration

Analytical capacity is only realized when it is embedded in how your agency actually operates. This section assesses the degree to which analysis drives decisions — not just produces reports that sit in inboxes.

Assessment Item	Your Score (0–5)
How Analysis Drives Operations	
Patrol deployment decisions are routinely informed by analyst-produced products *Hot spot maps, temporal profiles, and pattern bulletins, not just commander intuition*	Score (circle): 0 1 2 3 4 5
Command staff review analytical products at regular intervals (CompStat, weekly briefings, or equivalent) *Not just when a crisis occurs*	Score (circle): 0 1 2 3 4 5
My agency uses analyst-produced evaluation data to assess whether initiatives are working *Not just anecdotal reports of success, but actual outcome data*	Score (circle): 0 1 2 3 4 5
Analyst products reach the right people at the right time, not always after the operational window has closed *Timeliness of analytical output is a leadership priority, not just a nice-to-have*	Score (circle): 0 1 2 3 4 5
Leadership Engagement with Analysis	
I can describe what my analyst produced last week and how it was used *Leaders who cannot answer this question are not operationally connected to their analytical function*	Score (circle): 0 1 2 3 4 5
I know what analytical products my agency produces on a regular schedule *Daily briefings, weekly reports, monthly CompStat, and who receives each one*	Score (circle): 0 1 2 3 4 5
I have asked my analyst what they need to do their job better in the last 12 months *And acted on at least one of those answers*	Score (circle): 0 1 2 3 4 5
I have communicated to my staff why analytical capacity matters and how to use it *Officers and supervisors understand what analysts do and how to work with them*	Score (circle): 0 1 2 3 4 5

I can articulate the ROI of my analyst function to my city council or board *Patrol hours saved, cases cleared, resource decisions improved — not just headcount*	Score (circle): 0 1 2 3 4 5
When budget cuts are discussed, analytical positions are defended with the same rigor as sworn positions *Not treated as discretionary or 'nice to have'*	Score (circle): 0 1 2 3 4 5

Section 5: Operational Integration — Section Score

Total: 10 items × Max 5 = Max 50

My score: _____ ÷ 50 × 100 = _____%

Score Interpretation

80–100%	**Embedded and functioning well**
55–79%	Mostly in place; gaps to address
30–54%	Partial; significant development needed
0–29%	Critical gap; immediate attention needed

Integration — Notes and Next Steps

Gaps I identified: _____

Action I will take: _____

Owner / Timeline: _____

SECTION 6 · Analyst Development and Professional Support

Analysts who have access to relevant training, clear expectations, and appropriate tools perform at a higher level and stay longer. This section assesses whether your agency provides the development infrastructure that keeps analytical capacity sharp over time.

Assessment Item	Your Score (0–5)
Training and Skill Development	
My analysts attend at least one professional development event per year *Conference, training course, or certification*	Score (circle): 0 1 2 3 4 5
My analysts have access to training specific to crime analysis skills *SQL, GIS, BI platforms, statistical methods, and skills such as Python, spreadsheet analysis, workflow automation, and data visualization*	Score (circle): 0 1 2 3 4 5
My agency supports NACA membership or equivalent professional association participation *Connecting analysts to a national peer community and continuing education resources*	Score (circle): 0 1 2 3 4 5
I discuss professional development goals with my analyst(s) at least annually *As a dedicated performance and development conversation — not just an annual review checkbox*	Score (circle): 0 1 2 3 4 5
Operational Integration of Analyst Capability	
My analysts are involved in decisions about data systems, tools, and workflows that affect their work *Analysts help evaluate and configure the systems they depend on, not informed after procurement is complete*	Score (circle): 0 1 2 3 4 5
My analysts are included in strategic or operational planning conversations where data is relevant *Not just producing reports after decisions are made, but also contributing to the thinking that precedes them*	Score (circle): 0 1 2 3 4 5
Analyst skill gaps are treated as agency capacity gaps, not personal performance issues *If an analyst lacks a skill the agency needs, the agency invests in closing that gap*	Score (circle): 0 1 2 3 4 5

Section 6: Analyst Development — Section Score

Total: 7 items × Max 5 = Max 35

My score: _____ ÷ 35 × 100 = _____%

Score Interpretation

80–100%	**Embedded and functioning well**
55–79%	Mostly in place; gaps to address
30–54%	Partial; significant development needed
0–29%	Critical gap; immediate attention needed

Development — Notes and Next Steps

Gaps I identified: _____

Action I will take: _____

Owner / Timeline: _____

Overall Agency Profile

Transfer your section scores below for a complete picture of your agency's crime analysis investment and capacity.

Section	Raw Score	% Score	Status
1. The Five Questions	/ 25	_____%	
2. Staffing and Capacity	/ 30	_____%	
3. Retention and Continuity Risk	/ 35	_____%	
4. Data Infrastructure	/ 50	_____%	
5. Operational Integration	/ 50	_____%	
6. Analyst Development	/ 35	_____%	

Executive Reflection

My agency's greatest analytical strength is:

_____

The most critical gap I need to address is:

_____

If I could take one action in the next 90 days to strengthen my analytical function, it would be:

_____

_____

The organizational risk if I take no action on these gaps is:

_____

_____

What I want my analytical function to look like in 24 months:

_____

_____

National Association of Crime Analysts (NACA)

For staffing guidance, training resources, and advocacy support: naca-usa.org