

## ADMINISTRATION

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### PLANNING AND RESEARCH

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**Purpose:** The purpose of this policy is to establish the Department's planning and research functions.

**Policy Statement:** This agency performs a variety of planning functions including analysis of reported crimes and requests for service, Departmental planning and budgeting, and development of operational procedures and policy guidelines. These functions and related activities are performed by Department Division Commanders under the direct supervision of the Chief of Police.

**Summary of Changes:** New format.

**Procedure:**

**1 General**

- 1.1 Division Commanders are primarily responsible for the planning and research as it applies to their respective division. Areas of planning and research may include, but are not limited to, the following: [CALEA 15.1.1]
  - 1.1.1 Budget Development - The Department budget is prepared annually and is based on the budget requirements compiled and submitted to the Chief of Police by the Division Commanders.
  - 1.1.2 Grant Coordination - Division Commanders will seek out and apply for those monetary appropriations and other resources that will assist in achieving agency goals.
  - 1.1.3 Information Management - Manage and coordinate the information management system within their division with regards to information gathering, analysis and dissemination.
  - 1.1.4 Procedure Development - To oversee procedure planning through the development of policy directives and assist with the development of division and unit manuals.
  - 1.1.5 Operational Planning - Establish operating procedures for current as well as anticipated events and activities.
- 1.2 Division Commanders will periodically review current practices for effectiveness as well as develop new procedures and methods to improve the efficiency and/or effectiveness of the agency.
- 1.3 Division Commanders will attend weekly staff meetings conducted by the Chief of Police for the purpose of discussing planning and research. [CALEA 15.1.2]
- 1.4 All personnel are encouraged to assist in planning activities as needed and forward suggestions through the chain of command.

**2 Multi-year Planning**

- 2.1 Multi-year planning is a function of the Chief of Police and designated staff members whose duties include multi-year planning needs for the Department. The Chief of Police will meet annually, usually in January, to review and revise the multi-year plan. [CALEA 15.1.3a, b, c, d, e, respectively]
- 2.2 The multi-year plan will include the following:
  - 2.2.1 Long-term goals and objectives;
  - 2.2.2 Anticipated workload and population trends;
  - 2.2.3 Anticipated personnel levels;
  - 2.2.4 Anticipated capital improvements and equipment needs; and
  - 2.2.5 Provisions for review and revision as needed.

**3 Goals and Objectives**

- 3.1 The Department will establish goals and objectives to ensure the direction of the Department is consistent with its mission statement. On an annual basis, Division Commanders are responsible for establishing written goals and objectives that: [CALEA 15.2.1]
  - 3.1.1 Provide a level of service consistent with community needs.
  - 3.1.2 Maintain cost-effective use of employees, facilities, equipment and consumables.
  - 3.1.3 Manages the agency in such a manner that continuously improves the level of service to the public as well as other elements of the agency.
  - 3.1.4 Are made available to all affected personnel.
- 3.2 Divisional goals and objectives will be submitted to the Chief of Police for approval. Once approved, each division will post their respective goals and objectives within their work areas. [CALEA 15.2.1]

- 3.3 Division Commanders will be responsible for a quarterly review and evaluation of progress toward the attainment of their goals and objectives. The evaluation process should include: [CALEA 15.2.2]
- 3.3.1 A review of the original goals and objectives.
  - 3.3.2 Determine if the goals and objectives will actually result in a successful implementation and outcome of the project or strategy.
  - 3.3.3 Make recommendations for the implementation of those objectives that have a strong possibility of success.
  - 3.3.4 Eliminate or revise goals and objectives that have a low probability of success.
- 3.4 The review/evaluation process will be done in writing and submitted to the Chief of Police.
- 3.5 Divisional goals and objectives will be discussed during staff meetings.


#### **4 Crime Analysis**

- 4.1 The crime analysis function is responsible for collecting, collating, and analyzing crime data in a timely manner and disseminating this information to the administrative and operational components of the Department.
- 4.2 All sources available to this Department that contain data essential to crime analysis will be identified and accessible for use in the crime analysis process. Sources include, but are not limited to the following: [CALEA 15.3a]
- 4.2.1 Criminal incident reports;
  - 4.2.2 Field interview cards;
  - 4.2.3 Arrest disposition reports;
  - 4.2.4 Citations;
  - 4.2.5 Computer Aided Dispatch (CAD);
  - 4.2.6 Police Pak records management;
  - 4.2.7 National Incident Based Reporting System (NIBRS).
- 4.3 The Information and Technologies Unit will utilize all sources of data available to compile a monthly crime report identifying crime statistics and trends. These reports will be distributed to Unit Commanders, Division Commanders and the Chief of Police. [CALEA 15.3.1b]
- 4.4 The Investigations Division will be responsible for identifying and analyzing the following:
- 4.4.1 Individual criminals suspected of ongoing criminal acts as the need arises.
  - 4.4.2 Recognizable patterns and trends of criminal acts such as burglaries, robberies and breaking and entering offenses, as necessary.
- 4.5 Analysis findings, with respect to detected crime patterns or trends, will be further disseminated to organizational components in the form of crime bulletins and crime summaries via the agency's Digital Headquarters (DHQ). Printed maps and graphs may also be disseminated. [CALEA 15.3.1b]
- 4.5.1 Information contained in all crime analysis reports will be discussed in command staff meetings as well as individual unit meetings. During these meetings, a determination will be made for follow up or tactical action.
  - 4.5.2 Division Commanders are responsible for briefing the Chief of Police on criminal intelligence, crime patterns or trends respective to their area of responsibility during weekly staff meetings. [CALEA 15.3.1c]
  - 4.5.3 The Department's intelligence coordinator will be responsible for notifying the Chief of Police of sensitive or confidential intelligence information received from outside agencies in a timely manner consistent with the significance of the reported information. [CALEA 15.3.1c]
- 4.6 Evaluation will be made on an ongoing basis to determine the effectiveness of crime analysis by affected units of the Department. It is important that those units utilizing this information provide feedback that will ensure measurement of the crime analysis function's internal productivity and its impact on objectives.
- 4.6.1 An annual review of criminal intelligence procedures and processes will be conducted by the Chief of Police and command staff. [CALEA 42.1.6]
- 4.7 Area Commanders are responsible for monitoring call load, crime and vehicle accident data within their respective areas. They will conduct the necessary analysis to determine trends and identify problems.
- 4.7.1 For the more complex analysis, the commanders may seek the assistance of other Department components (IT, Investigations, etc.) who are better prepared and situated for that work.

#### **5 Information Dissemination**

- 5.1 This Department encourages and supports the exchange of information among all agency functions and personnel for the purpose of coordinating activities. Members of this Department will use, at a minimum, the following information exchange functions: [CALEA 12.1.4]
- 5.1.1 Divisional staff meetings;
  - 5.1.2 Unit staff meetings;
  - 5.1.3 Patrol shift briefings; (Investigative personnel should routinely appear at shift briefings)

- 5.1.4 Departmental e-mails;
- 5.1.5 Intra-Departmental communications; and
- 5.1.6 Digital Headquarters (DHQ).



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