

Chapter 8

PLANNING AND RESEARCH

Standards in this chapter relate to planning and research capabilities within police departments and to the organization and staff needed to perform these functions.

A full-time and permanent planning office is necessary for larger police departments in order to respond to the amount and complexity of required planning and research. Staff should be appropriately educated and qualified for their positions, have a clear delineation of their responsibilities, and be held accountable to department executives.

All police departments perform certain planning functions, depending upon their size and mandate. Among these are analyses of reported crimes and requests for services, development of a department plan and budget recommendations, liaison with other criminal justice agencies, and development of operational procedures and policy guidelines.

8.1 Planning and Research

8.1.1 A written directive establishes the department's planning and research function.

Comments: The planning and research function is important in all departments, regardless of size. Precise guidelines should be written to establish the parameters of planning and research tasks and responsibilities. Among the planning and research functions which may be included are crime analysis, multi-year planning, operations planning, budgeting, personnel allocation, systems analysis, contingency planning, and traffic accident and enforcement pattern analysis. (M M M)

8.1.2 A written directive requires an annual analysis of operational activities, which includes the following items:

- o type of activity;
- o location;
- o time; and
- o date.

Comments: The planning and research function should include periodic analyses of field operations activities to facilitate accurate and timely decision making in the allocation or deployment of department resources. (M M M)

8.1.3 A written directive requires dissemination of analytical reports to affected organizational units.

Comments: The opportunity for beneficial changes in the use of department resources is facilitated by the dissemination of studies and information. (M M M)

8.1.4 The department has a multi-year plan which includes:

- o goals and operational objectives;
- o anticipated workload and population trends;
- o anticipated personnel levels; and
- o anticipated capital improvements and equipment needs.

Comments: The planning process and its end product are essential to effective management. The department should have a clear written articulation of goals and objectives and a plan for achieving them. The plan should cover successive years beyond the current budget year and should contain provisions for frequent updating. (M M M)