



Approved:  
*Chief Marcia Harnden*

Subject:

# 123. Planning and Research

Effective:  
May 15, 2018

CALEA Standards: 15.1.1, 15.1.2, 15.1.3,  
15.2.1, 15.2.2, 21.2.3

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## 123.1: PURPOSE AND SCOPE

Planning and research is essential to the smooth operation and anticipation of future needs for the provision of police services to the community.

## 123.2: FUNCTION

- a. Strategic and tactical planning and research is encouraged and conducted at all levels and in all divisions of the Police Department to anticipate and/or resolve more immediate issues.
- b. Long-range planning is primarily conducted at the division management level.
- c. Overall department planning is coordinated and conducted through the Office of the Chief.

## 123.3: SUPERVISION

To ensure the Chief of Police is kept informed of the status and progress of planning and research projects, the employee(s) primarily responsible for the function and/or individual projects will either report directly to the Chief of Police or have no more than one person in the chain of command between the individual and the Chief of Police.

- a. The Senior Administrative Supervisor is responsible for the general research and planning function and reports directly to the Chief of Police.
- b. Division Captains, who are frequently involved in planning projects, report directly to the Chief of Police.
- c. Other supervisors, who are occasionally involved in planning activities, report to their respective Division Captains.

The Senior Administrative Supervisor, or designee, is generally responsible for the conduct and/or coordination of department-wide planning and research activities including, but not limited to:

- a. Annual budget development.
- b. Monthly financial reporting.
- c. Major grant applications.

- d. Annual reports.
- e. Other programs/projects as assigned by the Chief of Police.

Division specific planning and research activities are conducted by the Division Captains. These activities include, but are not limited to:

- a. Crime, traffic, and calls for service analysis.
- b. Equipment and resource analysis and recommendation.
- c. Scheduling and staff allocation.
- d. Strategic and tactical planning.
- e. NIBRS (National Incident Based Reporting System).

#### **123.4: MULTIYEAR PLANNING**

The Albany Police Department participates in the City of Albany Multiyear Strategic Plan and the City of Albany Capital Improvement Program. Mission, goals, and objectives are reviewed and set annually and include consideration of:

- a. Council goals and objectives.
- b. Anticipated service demands and service area size, population, and demographics.
- c. Projected staffing levels and allocation of personnel resources.
- d. Anticipated capital improvements and equipment needs.
- e. Operational efficiency and effectiveness.

#### **123.5: GOALS AND OBJECTIVES**

Goals and objectives are developed based upon direction from City Council, which are derived from Council goals and priorities, as well as citizen input. Each division will develop goals annually that support the departments overall goals and mission to provide Excellence Through Service. Goals and objectives are incorporated into the Police Department's strategic and operational master plan including, but not limited to:

- a. The City of Albany Strategic Plan.
- b. General goals and objectives, annual performance goals; objectives and action plan items are developed during the budget process.

The Albany Police Department formulates specific goals and objectives annually. The goals are distributed and posted around the Police Station.

**123.5.1: EVALUATION OF GOALS AND OBJECTIVES**

Goals and objectives are evaluated during the COMPSTAT process. The COMPSTAT report is published weekly and a formal meeting is set for every two weeks.

Goals and objectives are adjusted annually during the review process.