




Clayton County Police Department

PROCEDURES

Subject PLANNING & RESEARCH			Procedure # B3
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I. PURPOSE

This policy outlines the procedures and guidelines for the Clayton County Police Department's planning and research functions, ensuring these activities are aligned with and support the Department's strategic goals and objectives.

II. POLICY

It is the policy of the Clayton County Police Department (CCPD) to utilize effective ongoing planning and research activities to optimize internal operations, achieve set goals and objectives, and ultimately enhance the quality of law enforcement services provided to the community.

III. DEFINITIONS

Crime Analysis: "Crime analysis" is a law enforcement agency function whereby data relating to crime is collected, evaluated, analyzed, and disseminated.

Goals: A broad measurable outcome that an organization wishes to achieve that will assist the organization in achieving its stated strategic mission and vision.

Objectives: A precise measurable action that facilitates the achievement of an organizational goal.

Planning: The organizational process of creating and maintaining a plan; and the process for determining the activities required to create a desired outcome.

Research: The development of strategies to achieve the Department's goals and objectives through systematic investigation, involving the study of materials and sources to establish facts and draw new conclusions.

Strategic Plan: A strategic plan is a comprehensive document that outlines an organization's long-term goals, strategies, and actions to achieve them, effectively guiding the organization towards its vision while ensuring alignment with its mission, maintaining adaptability, and communicating this vision to stakeholders throughout the process.

IV. PROCEDURES

A. Planning and Research Functions

Planning and research functions are performed at all levels in the Department and they can be broken into four (4) distinct areas:

1. Strategic Planning: This involves defining the Department's short-term and long-term goals. It includes:
 - a. Identifying the mission, vision, goals and objectives of the Department.
 - b. Assessing the Department's Strengths, Weaknesses, Opportunities and Threats, commonly referred to as a SWOT analysis.
 - c. Creating a plan with tasks, timelines, and assigned personnel.
2. Operations Support: This area focuses on maintaining and improving the Department's operational efficiency. It includes:
 - a. Developing and monitoring policies and procedures that are consistent, current, and relevant to guide the Department and holding officers to a performance standard.
 - b. Ensuring written directives align with the standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA).
 - c. Seeking, writing, and managing grants to augment the Department's budget.
 - d. Analyzing and disseminating new legislation to ensure compliance.
3. Production: This area focuses on the creation and distribution of materials related to the Department. It includes:
 - a. Writing, reviewing, revising and ordering forms used by the Department.
 - b. Creating and publishing educational materials for both internal and public use.
 - c. Developing communication tools and resources to inform citizens about the Department's activities and achievements.
4. Research: This involves various types of research to improve departmental performance and understanding of its environment. It includes:
 - a. Applied Social Science Research: Understanding how the Department interacts with the social world.
 - b. Program Evaluation: Assessing the effectiveness of programs and identifying areas for improvement, and strategic management.
 - c. Policy and Systems Analysis: Analyzing the effectiveness and efficiency of departmental operations and policies.
 - d. Organizational Problem Solving: Identifying and solving organizational problems.
 - e. Performance Evaluation: This formal process measures an individual employee's work performance and results based on their job responsibilities.
 - f. Crime Analysis: Using data to identify crime trends and patterns to inform officers and the public.

B. Responsibility and Accountability

1. Planning and research functions are performed by the Assistant Chief, Deputy Chief and Division Commanders, under the direction of the Chief of Police.

2. The Department is divided into distinct Commands, each having its own diverse and vital objectives. The Field Operations Command is commanded by the Assistant Chief and the Support Operations Command is commanded by the Deputy Chief.

All Division Commanders, under the command of the Assistant Chief and Deputy Chief are primarily responsible for:

- a. Planning and researching as it applies to their respective division;
 - b. Producing administrative reports in a timely manner;
 - c. Distributing analytical reports to the affected organizational components;
 - d. Reviewing current practices for effectiveness as well as developing new procedures and methods to improve the efficiency and/or effectiveness of the agency;
 - e. Disseminating relevant information to affected employees; and
 - f. Attending weekly staff meetings conducted by the Chief of Police for the purpose of discussing planning and research.
3. Specific activities may be assigned to other personnel as determined by the Chief of Police. When a planning and research project is assigned, the employees selected to complete the project shall:
 - a. Have access to necessary information resources;
 - b. Be aware of the Department's mission and core values; and
 - c. Have ready access to the Assistant Chief, Deputy Chief and/or their designee in order to obtain the requisite information and guidance necessary for proper completion of the assigned function, activity, or project.
 4. Employees can also communicate ideas via the Chain of Command; an employee at any level can bring forth ideas or suggestions directly to their supervisor.
 5. The Targeted Investigations Through Analysis of Networks (TITAN) Unit shall be responsible for the crime analysis function within the Department.
 - a. Crime analysis information will be used in the development of the Department's tactics, strategies, and long-term plans.
 - b. TITAN shall provide currently useful information to aid operational personnel in meeting their tactical crime control and prevention objectives.
 - c. TITAN produces and disseminates weekly, monthly and annual analytical reports and graphs which are used for briefings on crime patterns/trends during weekly staff meetings.
 - d. Crime analysis is instrumental to the *CCPD's Strategic Plan*, by providing estimates of future crime trends and assisting in the identification of enforcement priorities.

See also CCPD SOP: *E7: Crime Analysis & Criminal Intelligence*.

C. Multi-year Planning

1. The Chief of Police and designated staff members shall be responsible for the development of a three (3) year plan which will encompass:
 - a. Long-term goals and operational objectives;
 - b. Anticipated workload and population trends;
 - c. Anticipated personnel levels;
 - d. Anticipated capital improvements and equipment needs; and
 - e. Provisions for review and revision as needed.

2. Evaluation Process

- a. To ensure continuing progress and success in implementing the Department's multi-year plan, a committee designated by the Chief of Police will evaluate the plan on an annual basis.
- b. The evaluation will be conducted in the 2nd quarter of each fiscal year. This allows the Department to assess progress, determine if the multi-year plan is on track, and make any necessary adjustments to goals, resources, and other operational considerations for the subsequent fiscal years.

3. The Chief of Police may revise and/or update the plan as necessary.

D. Goals and Objectives

The Department will establish goals and objectives to ensure the direction of the Department is consistent with its mission statement.

1. On an annual basis, Division Commanders are responsible for establishing written goals and objectives that:
 - a. Provide a level of service consistent with community needs;
 - b. Maintain cost-effective use of employees, facilities, and equipment;
 - c. Manages the Department in such a manner that continuously improves the level of service to the public as well as other elements of the Department; and
 - d. Are made available to all affected personnel.
2. Divisional goals and objectives will be submitted to the Chief of Police for approval.
3. Organizational Goals – Strategic Parameter Integration

Clayton County Government has adopted five (5) strategic pillars that guide the goals of each Department: Quality of Life, Economic Opportunity, Communication and Image, Fiscal Responsibility, and Growth Management.

The goals of the Department will drive desired organizational outcomes, align with the County's priorities and goals, and enhance overall operational effectiveness. These goals will ensure the Department maintains the highest levels of efficiency, adaptability, and service excellence—creating a safer, more secure environment for residents and businesses while improving quality of life.

The goals and objectives of the Department are outlined in the *Clayton County Police Department's Strategic Plan*.

The *Clayton County Police Department Strategic Plan* can be viewed from the CCPD's Internet Site (<https://www.claytonpolice.com/>) or by clicking on the link (shown below).

<https://www.claytonpolice.com/wp-content/uploads/2023/12/Strategic-Plan-2023-2026.pdf>

V. CANCELLATION

This procedure amends and supersedes the following standard operating procedure: *B3: Planning and Research*, dated October 18, 2021.