




Clayton County Police Department PROCEDURES

Subject PLANNING AND RESEARCH		Procedure # B3	
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I. POLICY

It is the policy of the Clayton County Police Department to utilize effective, ongoing planning and research activities to continually improve internal processes and provide efficient law enforcement services to the community.

II. PURPOSE

The purpose of this directive is to establish guidelines for planning and research functions within the Clayton County Police Department. Planning and research activities are essential to effective management of the Department. Complex demands for services and varying resources require this Department to carefully research operational alternatives and plan future programs.

III. DEFINITIONS

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 gathering and analysis of information.

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

Strategic planning involves identifying a short-term plan and long-term plan for the Department, and the following steps:

- a. Identifying where the Department is going by identifying the mission, vision, goals and objectives.
- b. Conducting a SWOT analysis identifying the Department's Strengths, Weaknesses, Opportunities and Threats.
- c. Developing a road map on how to achieve a plan by identifying the tasks, determining who will complete the tasks and establishing a timeline.

2. Operations Support

These duties shall include, but is not limited to the following:

- 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. Updating and reviewing policy standards to ensure compliance with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) requirements.
- c. Grant seeking, writing, and monitoring throughout the year. Grant funds augment the Department's general fund and provide extra capacity to develop and implement programs, technology, or equipment.
- d. Reviewing, analyzing and disseminating newly enacted federal, state, and local legislation to ensure that the Department and its officers are meeting and enforcing current statutory requirements.

3. Production

Production involves the following:

- a. Writing, reviewing, revising and order of forms used by the Department.
- b. Writing and publishing of educational materials to be used by the Department.
- c. Developing tools to communicate with citizens about the Department and their work through annual reports, educational material, and crime prevention information.

4. Research

Types of research include, but is not limited to the following:

- a. Applied Social Science Research: To help individuals understand how to interact with the social world, how to influence policy, develop networks and increase government accountability.
- b. Program Evaluation: A systematic process of gathering and analyzing information for the purposes of program assessment, program improvement, and, in a broader sense, strategic management. It provides a structured way to verify, document, and quantify program activities and their effects.
- c. Policy and Systems Analysis: Provides information to understand the effectiveness and efficiency of operations.
 - 1) Policy analysis is very similar to program evaluation, which assesses the process outcome, cost and benefit, and cost effectiveness of implementing a program, but policy also forecasts policy options.
 - 2) Systems analysis studies the process and outcomes of each police function to determine how proficient and successful they work within their area and across functions in the Department.
- d. Organizational Problem Solving: Goes beyond merely making a decision. It also includes finding and formulating the problem, implementing the decision, and an audit and review of the results produced. Accountability measures ensure the review of department performance and offer the organization information to assess its strengths and needs to improve service delivery.

- e. Performance Evaluation: A formal and productive procedure to measure an employee's work and results based on their job responsibilities. The goal of this entire process of performance evaluation is to improve the way a team or an organization functions, to achieve higher levels of customer satisfaction.
- f. Crime Analysis: Tactical crime data informs officers of emerging risks, patterns, and suspects. Selected crime and call-for-service data shared with the public helps the community to better protect itself through target hardening, neighborhood watch groups, and cooperation with the police. Technology has also enhanced research and development's ability to communicate and identify what is termed "best practices" in policing through e-mail and the Internet. Publishing research findings also promotes information sharing.

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.
- 3. 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.
 - f. Attending weekly staff meetings conducted by the Chief of Police for the purpose of discussing planning and research.

4. 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.
 - 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.
5. 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.

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.
 - 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 time period will give the Department sufficient information to determine if the multi-year plan is being executed as projected, or if adjustments need to be made for the subsequent fiscal year(s), concerning goals, resources, and other operational considerations that impact the mission of the County and/or Department.
3. The Chief of Police may revise and/or update the plan as necessary.

D. Goals and Objectives

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:
 - a. Provide a level of service consistent with community needs.
 - b. Maintain cost-effective use of employees, facilities, and equipment.
 - c. 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.
 - d. Are made available to all affected personnel.
2. Divisional goals and objectives will be submitted to the Chief of Police for approval.
3. The goals of the Clayton County Police Department will assist in facilitating the wanted organizational outcomes, integrate with the priorities and goals of the County, and ensure that the Department functions at the highest level of effectiveness, efficiency and adaptability to produce a safe and secure environment for the community and improve quality of life.
4. The Clayton County Police Department's Goals and Objectives are posted on the Department's Intranet Site and outlined in the *Clayton County Police Department's Strategic Plan*.

V. CANCELLATION

This procedure amends and supersedes the following standard operating procedure: *B3: Planning and Research*, dated March 15, 1988.