
	<b>SALISBURY POLICE DEPARTMENT</b>
	<b>Written Directive: Planning and Research</b>
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	 Approved: Barbara Duncan, Chief of Police
<b>Related CALEA Standards: 15.1.1, 15.1.2, 15.1.3, 15.1.4, 15.2.1, 15.2.2</b>	<b>Planning and Research</b> Section #107

## Planning and Research

### 1. Policy:

It is the policy of the Salisbury Police Department that the management of staffing and resources be structured in such a manner as to provide for the most effective and efficient operation while striving to attain the stated mission of the department.

### 2. Tasks And Functions:

#### A. Multi-year planning

Multiyear planning is a function of the chief of police, whose duties include long-range planning of needs for the department. This includes, but is not limited to, fiscal, equipment, and manpower needs, based on forecast change of population, service area, etc.

#### B. Operations Planning

Operations planning are a function of the operations commander, with the assistance of the command staff. In addition to operational plans for events, activities, they develop and maintain standard operational procedures, design preventive patrol activities, and develop policies and procedures.

#### C. Budgeting

Annually, in late December and early January, the department's budget for the next fiscal year is prepared. All divisions, squad commanders and other selected individuals may actively participate in the development of budget lines and provide documents and instructions as to budget line development and justification. The draft departmental budget is then staffed and discussed among all commanders and then submitted to the chief of police for review.

Written recommendations and justification for budget lines, particularly those dealing with requests for additional personnel or major new capital items acquisition will be

based on detailed operational and activity analysis which will clearly demonstrate need and operational capability to be enhanced. These recommendations will become part of the chief's budget, which will be submitted to the council.

D. Development of Manpower Allocation Alternatives

During command staff meetings personnel allocation is addressed. All division commanders will, on a daily, weekly and monthly basis review their manpower needs. Personnel may be moved in an effort to fill vacant important positions. These moves may be temporary or permanent. Call for service data along with a constant workload assessment will be reviewed. Based on continuous data, recommendations to the chief of police will be made to ensure proportional distribution of resources by time and place of incidents.

E. System Analysis

System analysis is a function shared by the entire command staff and the city's internet technology department, who will periodically review the department's information management systems and other information systems the department uses.

F. Uniform Crime Reporting

Crime data is collected and reports are prepared and submitted on standard report forms as specified in the UCR manual. Final reports are mailed to the Maryland State Police Headquarters, Central Records Division.

G. Contingency Planning

Contingency planning is basic to all planning done by the planning and research function of the Salisbury Police Department; input is encouraged from all personnel. Factors considered in contingency planning include, but are not limited to, budget cuts, population increase due to annexations, etc. Contingency plans are also made in operational functions to include, but not limited to, drug raids, hostage situations, etc.

H. Traffic Accident and Enforcement Pattern Analysis

The operations commander is accountable for planning, analysis, inspection, and coordination of the department's traffic activities with the assistance of the crime data analyst. Departmental traffic activities include, but are not limited to:

- a) Accident investigation;
- b) Operation of speed measuring devices;
- c) Parking/congestion control;
- d) Traffic direction and control for special events;
- e) Traffic safety education; and



- f) Liaison with the Salisbury Department of Public Works and other local traffic safety groups.

I. Grant Management

The assistant chief is responsible for grant management, with some assistance provided by the administrative commander. Grant management is a fund seeking project for the purpose of financing various law enforcement/traffic/training functions. Sources of grant money are located through literature received by the department and contact with various agencies such as the Maryland Police Training and Standards Commission and the Department of Transportation.

J. Form Control

Once a form has been adopted and is in use, the records division has a responsibility to ensure that sufficient forms are available for use prior to each tour of duty. The office manager is responsible to keep a list of all departmental forms in use, assign form numbers, and monitor the need for a particular type of form. Since the use of a form is usually described in a policy, the chief of police will carefully analyze the use of any new form at the time the related policy is approved.

**3. The Planning And Research Function Ensures Accessibility To The Chief Of Police:**

- A. The planning and research function of the department consists of departmental staff officers under the direction of the chief of police. However, the administrative commander will perform planning and research functions on a part-time basis, as part of his normal staff activities. The administrative commander shall have access to all necessary information resources as well as accessibility to other members of the command staff and will report directly to the chief of police.
- B. Planning and research activities are essential to effective management of the Salisbury Police Department and a function shared by all staff personnel. Complex demands for law enforcement services and declining city resources require that this department carefully research operational alternatives and plan future programs.

**4. Multi Year Plan Includes Goals And Objectives For Effective Management:**

- A. The chief of police will ensure the goals and an operational objective for the department is well planned and documented in order to provide for adequate staffing and operational funding for future years. Multi-year considerations will include:
  - a) Long term goals and operational objectives;
  - b) Anticipated workload in relation to population trends;
  - c) Anticipated personnel levels;
  - d) Anticipated capital improvements and equipment needs; and,

- e) Provisions for review and revision as needed.
- f) Collaborative systems review (*describing the contributing elements that directly affect the multi-year plan, identification of stakeholders or decision makers, where can improvements be made and what elements exist that may contribute to future risks*)
- g) The Chief of Police or his/her designee will maintain the multi-year plan and review as necessary during the annual budget process.

**5. Goals and Objectives:**

- A. The department's goals and objectives are incorporated in the performance appraisal plan adopted by the City of Salisbury.
- B. The department goals, along with the other city departments, are submitted to the mayor and city council with the annual budget proposal in order to be linked with city goals.
- C. Department goals and objectives are established by the chief of police and command staff. All department employees are encouraged to offer input in formulating department goals and objectives. Once established goals and objectives are made available to all employees.

**6. Progress towards Goals and Objectives:**

- A. Annually, during budget preparation; the command staff will meet to discuss progress made toward the department's goals and objectives. During this time, the department will evaluate the progress made and set new goals and objectives for the next fiscal year.