

DALTON POLICE DEPARTMENT

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<i>Subject</i> Planning and Research		
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I. **Policy**

It ~~shall be~~ is the policy of the Dalton Police Department to obtain maximum input into the management of the Department through **an effective planning and research function** ~~development of unit-level short-term and long-term goals and objectives.~~

II. **Planning Function**

- A. Overall planning responsibility for the Department, including budgeting and strategic planning, shall be the duty of the Chief of Police.
- B. Members ~~of the Agency~~ involved in any planning function shall have direct access to the Chief of Police, as well as feedback from the Chief of Police on their recommendations. Planning shall be generally done in conjunction with the budget preparation process; however, special assignments may be made by the Chief of Police as needed.
- C. Although all employees ~~in the Agency~~ may be involved in the planning function, the following specific planning responsibilities are assigned to the following functions:
 - 1.A. Support Services Division Commander – Responsible for the planning of inventory control, form development, facility management and security, property and evidence function, records management, information technology, training, budgeting, and strategic plan implementation.
 - 2.B. Criminal Investigations Division Commander – Responsible for the planning of Departmental criminal investigations, to include narcotics ~~vice,~~ and ~~organized~~ **gang-related** criminal investigations, investigative techniques, strategic ~~and district~~ plan implementation, budgeting, **and** intelligence analysis, ~~and crime prevention.~~
 - 3.C. Patrol Division Commander – Responsible for the planning of Departmental patrol and manpower allocation, planning of equipment and uniforms,

strategic and district plan implementation, budgeting, **community involvement**, and crime prevention.

- 4.D. Administration Division Commander – Responsible for the activities directly associated with the Administrative Division, including planning and research, purchasing, and accreditation, ~~and public relations~~.

III. Research Function

- A. Overall research responsibility for the Department shall be the duty of the Chief of Police.
- B. Members ~~of the Agency~~ involved in any research function shall have direct access to the Chief of Police, as well as feedback from the Chief of Police on their recommendations.
- C. Although all employees ~~in the Agency~~ may be involved in the research function, the ~~Planning and Research Manager~~ Administration Division Commander shall be designated as the Planning and Research Manager for the Department and have the primary responsibility to coordinate research efforts.

IV. Goals and Objectives

- A. At least annually, as part of the budget process, the Chief of Police ~~will~~ shall request that each division develop goals and objectives that ~~will~~ shall be reviewed and incorporated into the annual goals and objectives for the Department.
- ~~B. A staffing analysis will be completed periodically, at the direction of the Chief of Police, to determine if changes are needed in the number of personnel assigned to each division to sufficiently meet organizational goals and objectives.~~
- B.C. Supervisors ~~will~~ shall conduct staff meetings to solicit input from members of the division in developing their goals and objectives.
- C.D. Once compiled, the goals and objectives ~~will~~ shall be made available to all personnel on a ~~Dalton Police~~ Department-approved publishing venue.
- D.E. Documentation shall be kept to help determine progress made toward attaining division goals and objectives.
- E.F. At the Quarterly Combined Command Staff Meeting, each division shall present its progress toward meeting its annual goals and objectives.
- F.G. The Department ~~will~~ shall establish a long-range, **multi-year** plan, which includes the following:
1. **Long-term** goals and operational objectives
 2. Anticipated workload ~~and~~ in relation to population trends

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3. Anticipated personnel levels
4. Anticipated capital improvements and equipment needs
5. Provisions for review and revisions, as needed

V. **Workload Assessment**

- A. A workload assessment of all organizational components shall be conducted once every four (4) years and shall be coordinated by the Planning and Research Manager. These workload assessments shall be considered in the reassessment of allocation and distribution of Department personnel.
- B. The Chief of Police shall allocate personnel to each division, section, and unit, based on authorized staffing and data gained from the workload assessment.
- C. Each Division Commander shall assess the staffing level of each organizational component under his / her command to ensure that the allocation of personnel is providing the most effective and efficient utilization of available personnel.
- D. Factors to be considered in a workload assessment include, but are not limited to:

1. The complexity of assigned tasks.
2. Differences in the nature of assigned tasks.
3. The location and / or time required for the completion of assigned tasks.
4. Daily or hourly distribution of incidents.

E. Patrol Function

The allocation of personnel to the Patrol function shall take into consideration an analysis of the following:

1. Time distribution of patrol activities
 - a. A breakdown of the basic activities of the Patrol Officer and how much time is spent on each activity.
 - b. Workload per shift (Number of incidents per shift / average time available to handle an incident).
2. Availability and relief factors
 - a. The assessment of personnel shall take into consideration assigned work cycles / shifts.

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- b. The time lost through days off, holidays, and other leave, in comparison to the total time required for each Patrol assignment, shall be considered.

F. Criminal Investigations Function

The allocation of personnel to the Criminal Investigations function shall take into consideration an analysis of the following:

- 1. Case load requirements
 - a. Caseloads for each Investigator.
 - b. The nature of cases to be investigated with regard to continued public safety, Department priorities, solvability factors, and other related issues.
 - c. The need for specialized training to effectively investigate specific crimes.
 - d. Specific trends in criminal activity, as may be identified through the crime analysis function.
- 2. Availability and relief factors
 - a. The assessment of personnel shall take into consideration assigned work cycles / shifts.
 - b. The time lost through days off, holidays, and other leave, in comparison to the total time required for each Criminal Investigations assignment shall be considered.

G. Support Services Function

- 1. The allocation of personnel to the Support Services function shall take into consideration an analysis of the following:
 - a. Staffing levels required to support the Records Section.
 - b. Staffing levels required to support the Property and Evidence Section.
 - c. Staffing levels required to support the Training function.
 - d. Staffing levels required to support the Recruiting function.
- 2. In each area, the assessment should examine specific duties, workload trends, service trends, staffing levels, and other related areas.

H. Administrative Function

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1. The allocation of personnel to the Administrative function shall take into consideration an analysis of the following:
 - a. Staffing levels required to support the Accreditation function.
 - b. Staffing levels required to support the Purchasing function.
 - c. Staffing levels required to support the Planning and Research function.
2. In each area, the assessment should examine specific duties, workload trends, service trends, staffing levels, and other related areas.

I. Distribution of Personnel

1. The Chief of Police shall reassess the distribution of personnel in each division based on each workload assessment.
2. The Patrol Division Commander shall maintain a map of the City of Dalton that indicates each designated district and / or beat. The map shall be used when considering the distribution of Patrol personnel.
3. Patrol personnel are distributed in accordance with temporal and geographic distribution of incidents.
 - a. Proportional distribution should consider incidents, locations, and variance of workloads.
 - b. Distribution should be in accordance with temporal and geographic factors as they relate to calls for service and specific activity trends.
 - c. Shift periods shall be calculated as a percentage of the Patrol workload and considered in regards to the distribution of personnel.
 - d. The number of Officers per shift and per district shall be distributed as proportionally as possible based on the workload assessment.
4. The Patrol Division Commander shall annually reassess the distribution of Patrol personnel. Incidents by reporting areas (districts), as tabulated by the Intelligence Analyst, shall be used in the annual reassessment of the distribution of personnel.

J. Non-sworn Personnel

The workload assessment shall examine non-enforcement positions currently filled by sworn personnel to determine which, if any, may be reclassified as non-sworn positions.

K. Specialized Assignments

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1. To effectively respond to the changing needs and demands of the community, the Department may create specialized assignments to address specific problems.
2. Specialized assignments shall be included in the workload assessment. This review shall determine the effectiveness of the position(s), needed staffing levels, and recommendations for improvements.

This policy supersedes any previous policies issued.

BY ORDER OF

CHIEF OF POLICE

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