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PLANNING AND RESEARCH
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PURPOSE: The purpose of this policy is to establish guidelines for the operation of the planning, research, and development of the Albany Police Department.

POLICY: It is the policy of the Albany Police Department to utilize a research and development component responsible for planning and research activities that are deemed necessary to enable the department to render police services to the community in an effective and efficient manner.

I. PLANNING AND RESEARCH

A. The Training Unit shall be primarily responsible for the research, development, and strategic planning of the department. Other department units shall work in conjunction with the Training Unit to accomplish these components which shall include, but are not limited to the following:

1. Management planning;
2. Succession planning;
3. Strategic operational planning;
4. Policy research and development; and
5. Department goals and objectives.

B. Through the established chain of command and via designated weekly meetings, personnel assigned to the Training Unit for the purpose of the planning and research function shall have ready access to the Chief of Police.

C. The Chief of Police or his/her designee may direct other department personnel to assist in the planning and research function and provide information or feedback for efficiently carrying out assignments.

D. During the planning process, personnel from all levels of the organization may be consulted for input and ideas. In some cases, research and planning is done by “subject matter experts” who report back to the Training Unit.

II. PLAN DEVELOPMENT

- A.** Present and future needs shall be identified and analyzed in order to develop an effective plan to meet the needs of the department.
- B.** The following steps should be applied when developing a plan:
 - 1. Recognize the need;
 - 2. State the objective and method to obtain the objective;
 - 3. Gather necessary information to develop the plan;
 - 4. Prepare planning reports; and
 - 5. Review and evaluate plans as needed.
- C.** Plans may be developed for a specific situation involving a department-wide response or a major incident.
- D.** Plans shall be evaluated for the development of policies and procedures for future situations.
- E.** All department personnel shall be encouraged to make suggestions and identify planning needs and concerns to enhance department performance.
 - 1. Ideas and suggestions shall be submitted via [IDC](#) to the Chief of Police and forwarded via the employee's chain of command.

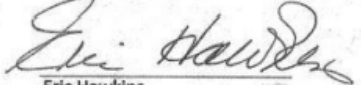
III. MULTIYEAR PLANNING

- A.** The department shall have a current multi-year plan, which shall be created and continuously evaluated on an on-going basis by the Strategic Planning Committee.
 - 1. The department shall have clearly defined goals and objectives, and plans on how to obtain these goals and objectives for effective department management; and
 - 2. The department's vision statement shall target the ideal, long-term horizon the department aspires to reach.
- B.** Multiyear plans shall include the following:
 - 1. Long-term goals and cooperation objectives;
 - 2. Anticipated workloads and population trends;
 - 3. Anticipated personnel levels;
 - 4. Anticipated capital improvements and equipment needs;
 - 5. Provisions for review and revisions, as needed; and
 - 6. Collaborative Systems review.

IV. SUCCESSION PLANNING

- A.** Succession planning shall be in place for all supervisory ranks within the department.

- B.** The purpose of succession planning is to help provide an understanding of duties and responsibilities of higher level positions by their subordinates.
- C.** Providing succession planning helps to reduce gaps in department memory, knowledge and leadership, to improve organizational performance.
- D.** Such succession planning shall occur through informal training between supervisors, in-service trainings and meetings.



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