	ANDOVER POLICE DEPARTMENT GENERAL ORDER	Number: M1109 Page: 1 of 2 Distribution: All
Title: PLANNING AND RESEARCH		Section: Administration
Issued: 2/22/2011	Effective: 3/2/2011	Revised: 2/26/2014
Rescinds: All Previous	Amends:	
CALEA References: 15.1.1-15.1.3		
Review: Annual	Authority: Chief Michael A. Keller	

I. Purpose

The purpose of this General Order is to establish procedures and responsibilities for the department's planning and research function.

II. Policy

Planning and research will be conducted by the department in an effort to efficiently utilize the resources entrusted to the department in ways that will favorably affect future public welfare.

III. Definitions

A. **Planning:** The organizational process of creating and maintaining a plan; and the process for determining the activities required to create a desired outcome.
B. **Research:** Research is the gathering and analysis of information.

IV. Regulations

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V. Procedures

A. Planning and Research Responsibilities

1. The Chief of Police has the primary responsibility for the department's planning and research activities. The planning and research function is shared among the Chief of Police, Division and Section Commanders. It is essential that all those involved in the planning and research function be aware of the department's mission and core values. REV. 02262014
2. The primary elements of the planning and research function, to include Division and Section Commanders and others, as necessary, will have ready access to the Chief of Police (15.1.2). REV. 02262014
3. Planning and research are designed to anticipate community and department requirements. Among the areas studied are:
   a. Crime/traffic statistics to identify trends and patterns.
   b. Budget restraints and considerations.
   c. Technology and equipment.

d. Workload assessments.
e. Personnel allocation and distribution.
f. Community needs.

B. Planning and Research Process

1. Planning and research is an on-going process frequently addressed in a variety of departmental meetings. Typically philosophies, strategies and projects are identified and discussed during these meetings. Assignments are subsequently made concerning follow-up on the items identified.
2. The Chief of Police may call a specific meeting to discuss specific upcoming events or major projects. These meetings serve to bring the entire staff up to date on major events, status of work and significant upcoming milestones and coordinate activities.
3. The meetings are generally documented through a prepared agenda in order to provide a record of items discussed and to track progress toward resolution.

C. Analytical Report Preparation and Distribution

REV. 02262014

1. The Chief of Police may task Division or Section Commanders with providing analytical data and analysis on areas affecting their division or section.
2. Reports will be submitted to the Chief of Police as directed.

D. Multi-Year Planning

1. The department will prepare and clearly articulate the goals and objectives of the department and a plan for achieving them. Long range planning outside the current budget year is critical. The Chief of Police will lead and manage the necessary planning beyond the current year. The plan will provide guidance in the following areas:
   a. Long term goals and operational objectives (15.1.3a)
   b. Anticipate workload and populations trends (15.1.3b)
   c. Anticipated personnel levels (15.1.3c)
   d. Anticipated capital improvements and equipment needs (15.1.3d)
2. A multi-year plan will be developed to address the aforementioned items for the five year period beyond the current budget year. The multi-year plan will be reviewed and revised at least every three years by the Chief of Police (15.1.3e).