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PLANNING AND RESEARCH, GOALS AND OBJECTIVES, AND CRIME ANALYSIS

Standards in subchapter 15.1 relate to the planning and research activities of the agency. Planning is the development of strategies for bringing about a desirable future condition. Planning for a law enforcement agency involves the development and utilization of limited personnel, equipment, and resources in ways that will favorably affect future public welfare. Depending on their size and mandate, all law enforcement agencies should perform certain planning functions.

Standards in subchapter 15.2 relate to agency goals and objectives.

Crime analysis (subchapter 15.3) is a law enforcement agency function whereby data relating to crime are collected, collated, analyzed, and disseminated. Data are primarily generated from records and reports within the law enforcement agency. Additional data may be obtained from outside sources, such as other law enforcement agencies, other agencies of the criminal justice system, other government agencies, and private organizations.

Crime analysis represents a system utilizing regularly collected information on reported crimes and criminals to prevent and suppress crime and to apprehend criminal offenders. Crime analysis is a scientific process in the sense that it involves the collection of valid and reliable data, employs systematic techniques of analysis, and seeks to determine, for predictive purposes, the frequency with which events occur and the extent to which they are associated with other events. The collection, analysis, and distribution of readily available crime data information to affected personnel will enhance agency effectiveness.

The information obtained by analyzing the data is used to support management and operations. Line function officers are provided with information that can benefit them in the development of daily operational and tactical plans. Staff functions receive information for use in strategic planning as it relates to such topics as crime trends, agency resource allocation, crime prevention, and other associated areas. The standards in this chapter address crime analysis as it relates to both strategic and tactical activities.

15.1 Planning and Research

15.1.1 *A written directive describes the activities of the planning and research function.*

Commentary: None. (N/A O M M)

15.1.2 *Operational and organizational placement of the planning and research function ensures that the person responsible for this function has ready access to the agency's chief executive officer.*

Commentary: The planning and research effort should be related as directly as possible to the agency's chief executive officer. (N/A O M M)

15.1.3 *The agency has a current, multiyear plan, which includes the following:*

- a. long-term goals and operational objectives;*
- b. anticipated workload and population trends;*
- c. anticipated personnel levels;*
- d. anticipated capital improvements and equipment needs; and*
- e. provisions for review and revision as needed.*

Commentary: The planning process and its end product are essential to effective agency management. The agency should have a clear written articulation of goals and objectives and a plan for achieving them. The plan should cover successive years beyond the current budget year and should contain provisions for frequent updating. (N/A O M M)

15.2 Goals and Objectives

15.2.1 *A written directive requires the formulation and annual updating of written goals and objectives for the agency and for each major organizational component within the agency. Established goals and objectives are made available to all agency personnel.*

Commentary: Commanding officers should be held accountable for those portions of the agency's goals and objectives that relate to their functions. For purposes of this standard, a "major component" is a bureau, division, or other component depicted on the organizational chart as the first or second level below the agency's CEO, or the CEO may designate the organizational levels or functions for participation. (M M M M)

15.2.2 *The agency has a system for evaluating the progress made toward the attainment of goals and objectives.*

Commentary: None. (M M M M)

15.3 Crime Analysis

15.3.1 *A written directive establishes crime analysis procedures to include, at a minimum:*

- a. identifying documents from which crime analysis data elements are extracted;*
- b. disseminating analysis findings; and*
- c. briefing the agency's chief executive officer on crime patterns or trends.*

Commentary: Crime analysis should provide currently useful information to aid operational personnel in meeting their tactical crime control and prevention objectives by identifying and analyzing methods of

operation of individual criminals, providing crime pattern recognition, and providing analyses of data from field interrogations and arrests. Also, crime analysis can be useful to the agency's long-range planning efforts by providing estimates of future crime trends and assisting in the identification of enforcement priorities.

For a crime analysis system to function effectively, information should be disseminated to the appropriate units or persons on a timely basis. The agency should choose the most effective method for the timely distribution of analysis information that may include shift briefing, shift information logs, or direct contact with supervisors. Information that is relevant to the operational and tactical plans of specific line units should be sent directly to them. Information relevant to the development of the agency's strategic plans should be provided to the appropriate staff units.

When information pertains to tactical and strategic plans, it should be provided to all affected units.

The written directive should support the dissemination of specified crime information to enhance public information and generate community support. However, other information concerning operational needs, e.g., known offenders, *modus operandi*, suspects, and investigative leads, should be carefully controlled. Distribution may also include other components of the criminal justice system.

For its crime analysis operation to remain effective, an agency should have feedback mechanisms in place so that adjustments can be made to the analysis process based on the input of those operational components using the analyses produced. (O M M M)