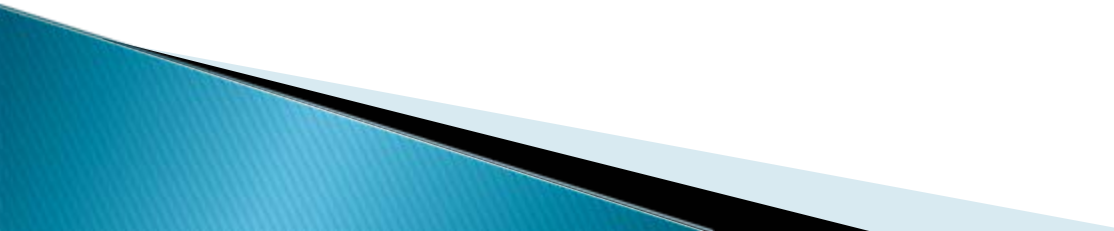


Police Planning & Research

Gary Cordner
Kutztown University

Moving Forward

- ▶ Need a vision for what police planning & research should be – a vision that is widely shared among police CEOs.
 - ▶ Need a partnership with national entities (federal government, PERF, etc.) to:
 - Clarify what planning & research roles they can fill
 - Identify what support they can provide (financial etc.)
 - ▶ Need a network of police planners & researchers to support each other (IALEP, LEOPRD, IACA, etc.).
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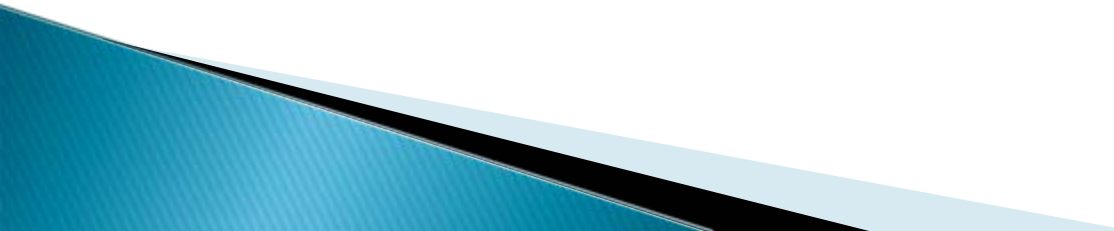
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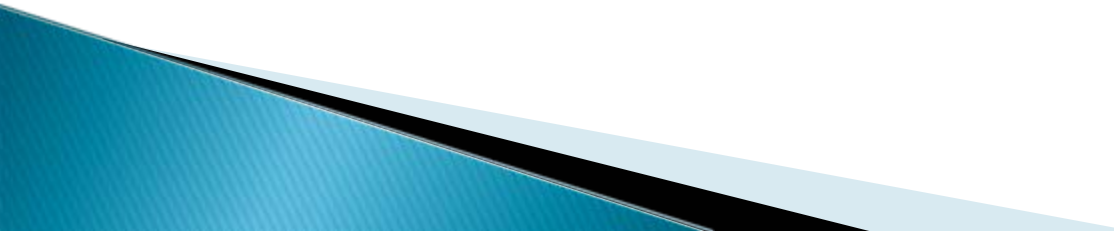
Getting Started

- ▶ “Police objectives are achieved most effectively and economically through the efficient operation of three interrelated processes: viz., *planning, doing, and controlling*. Of these, *planning is basic*. Without it, effective direction, coordination, and control are impossible.

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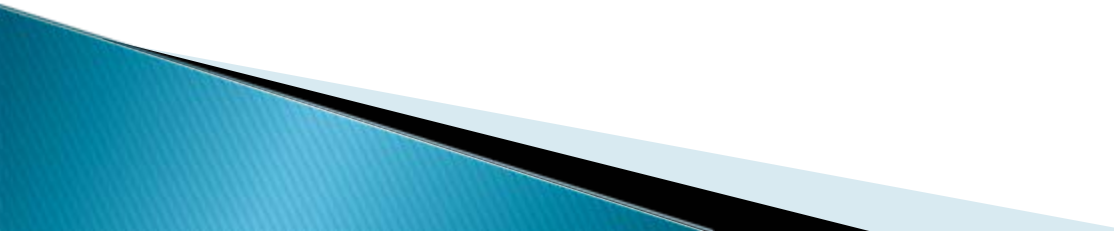
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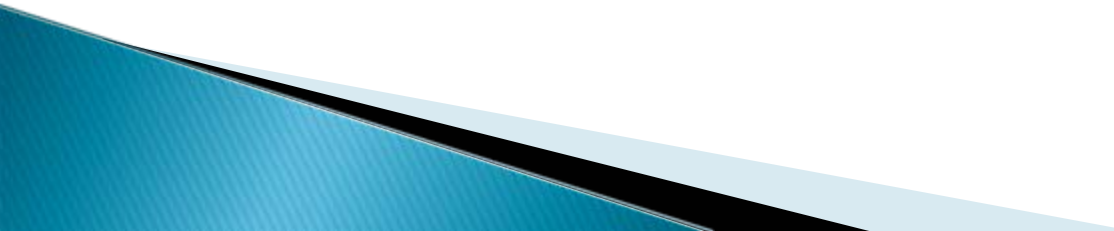
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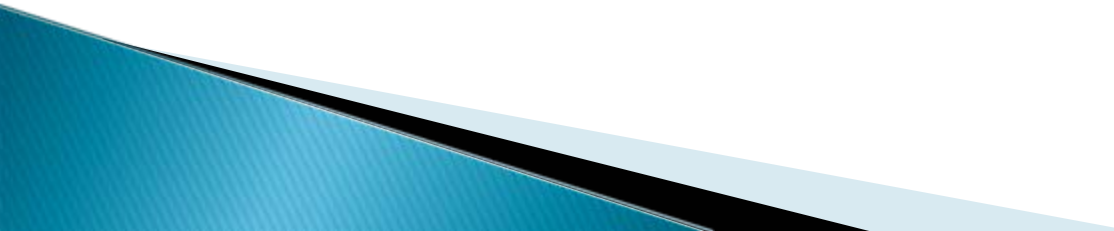
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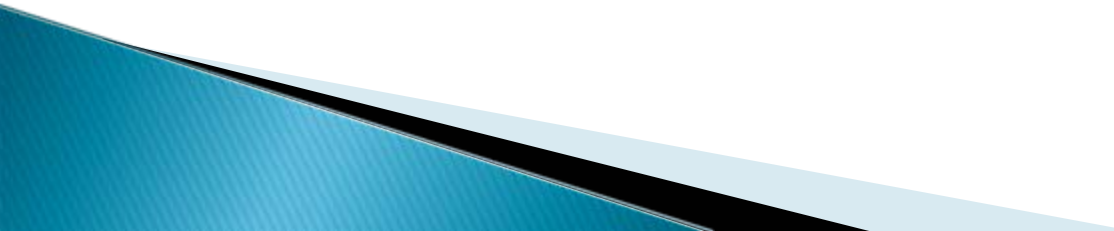
Today – Program de Jour

- ▶ Somehow we have to get research & planning away from the “program de jour” trap and into a more thoughtful and analytical focus on core issues. The focus should be on knowledge management for the organization ... not “please send me your most recent policies on tattoos”
 - ▶ Anonymous, 2008
- 

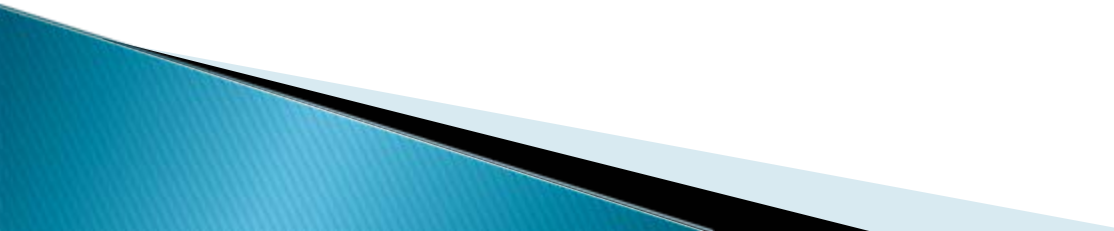
Resident Smart Guys

- ▶ “Too many police agencies use their planning and research staff for a wide array of tasks and routine functions – almost anything that has to do with research knowledge or formal writing ... They end up being the resident smart guys who can read and write coherently.”
 - ▶ Anonymous, 2008
- 

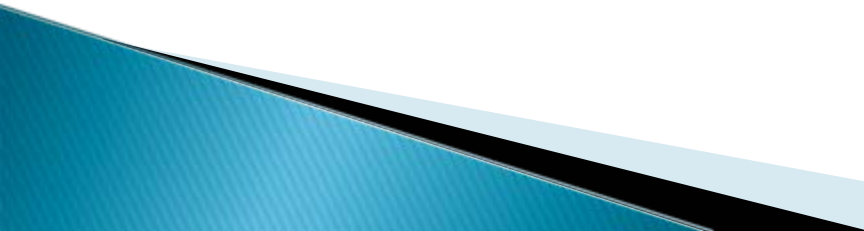
Production Shop

- ▶ “Planning units have become production shops to an extent – policies, grants, surveys, crime and workload analysis ... What is missing for the most part is the capacity to step back a few paces to think outside the framework of policing today. There are lots of questions that could/should be looked at.”
 - ▶ Anonymous, 2008
- 

Operational Science

- ▶ Our R&D unit “is the repository and technical gurus for the department’s operational science ... the keepers of CAD & RMS data, they support ongoing data mining and analyses ... our R&D director is involved in the five-year planning process and steers his researchers toward innovations that will help facilitate achieving the (chief’s) vision.”
 - ▶ Anonymous, 2008
- 

A Basic Framework

- ▶ CEOs, commanders, managers, officers → they all make decisions
 - ▶ Planning – what you do to prepare in advance in order to make (and then implement) good decisions → forecast conditions, clarify objectives, identify and assess alternatives, etc.
 - ▶ Research – systematic collection (and/or production) of valid information about conditions, objectives, alternatives, etc.
- 

Local & National Roles

	Local	National
Decision making	90%	10%
Planning	75%	25%
Research	50%	50%

Examples – Overall Performance

Reducing Serious Crime	B
Holding Offenders Accountable	C
Making Public Places Safe	B
Making People Feel Safe	D
Building Public Trust & Confidence	B
Using Force & Authority Efficiently, Effectively & Equitably	B
Using Resources Efficiently, Effectively & Equitably	C

Strategic Planning

- ▶ What is the role of planning & research in helping the agency select, design, and implement its own blend of modern police strategies:
 - Community policing
 - Problem-oriented policing
 - Intelligence-led policing
 - Hot spots policing
 - Etc.

Disaster Planning

- ▶ What is the role of planning & research in helping the agency prepare for disasters?
 - Homeland security
 - Intelligence analysis
 - Information sharing
 - Emergency management
 - Continuity of government

Problem-Specific Planning

- ▶ What is the role of planning & research in helping the agency address specific new problems in the community?
 - Copper theft
 - Identity theft
 - Meth labs
 - Emotionally disturbed persons
 - No snitching
 - Etc.

Technology Planning

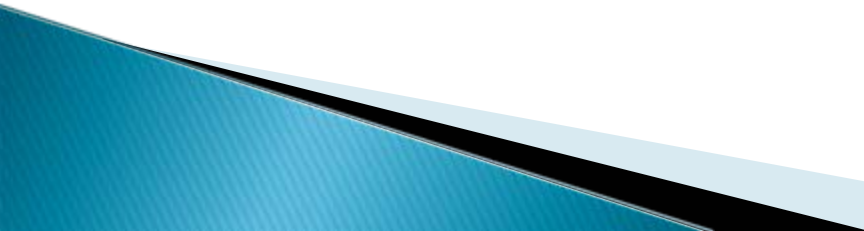
- ▶ What is the role of planning & research in helping the agency select, design, and implement new technologies, such as:
 - Mobile data systems
 - Tasers
 - Unmanned aircraft
 - Surveillance cameras
 - Automated traffic enforcement
 - Etc.

Human Resource Planning

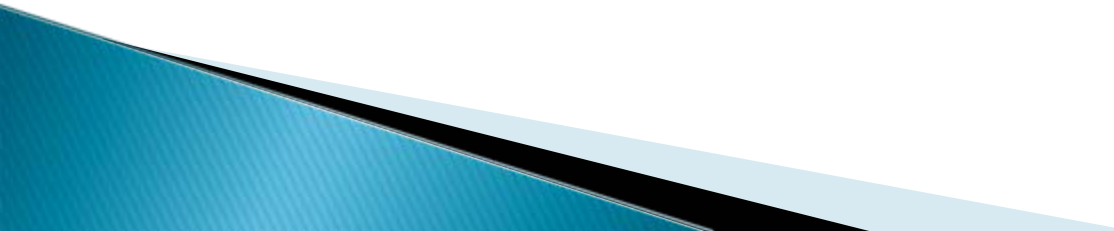
- ▶ What is the role of planning & research in helping the agency recruit, select, train, retain, and promote the best possible people, such as:
 - Planning, designing, and evaluating recruiting campaigns
 - Validating selection systems
 - Training design, including evaluation and validation
 - Validating EWS/EIS systems
 - Etc.

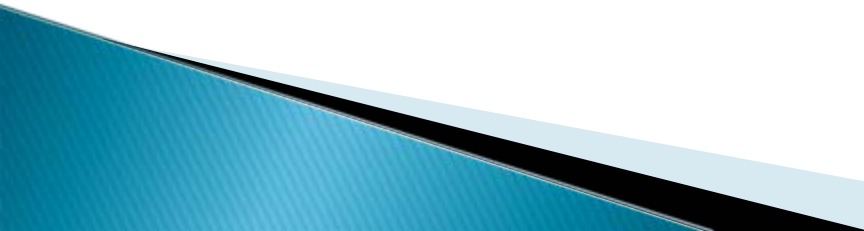
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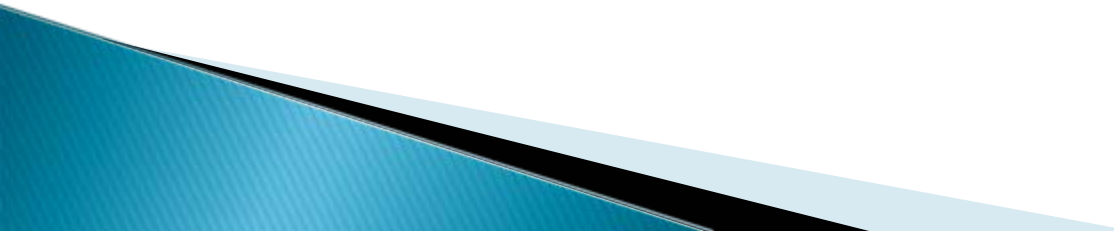
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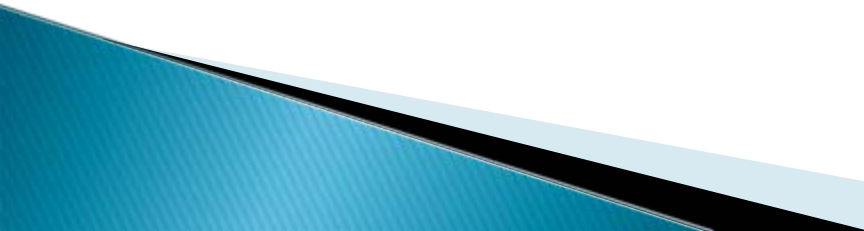
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Time to Get Serious

- ▶ There is no current textbook on police planning & research.
 - ▶ There is no college degree in police planning & research.
 - ▶ There is little training available on police planning & research.
 - ▶ In fact, the more general topic of “police administration” has gotten little serious attention the last 30 years.
- 

- ▶ On the bright side, lots of good pieces are available:
 - Research on police strategies & programs (what works)
 - Research on police problems (crime, disorder, etc.)
 - Methods & techniques from other fields – public administration, urban planning, emergency planning, etc.
 - ▶ These chunks of knowledge and methods could be “packaged” fairly easily
- 

- ▶ But ... they should be set within a framework of police administration and police planning – they should be contextualized to make them as relevant and practical as possible
 - ▶ This won't be easy to do within the parameters of current higher education turf – i.e., within criminal justice or public administration programs
- 

- ▶ We have a lot of think tanks and universities, but we lack a mechanism to pull it together and transmit it throughout the police system and to the next generation
 - ▶ Does anybody have the courage and opportunity to create something brand new that is tailored to the needs of modern police planning & administration?
 - FBI?
 - FLETC?
 - PERF?
 - Some university or consortium of universities?
- 

- ▶ The greatest strength of our police system is its decentralization, fragmentation, diversity
 - ▶ But that's our greatest weakness too, or at least challenge to be overcome
 - ▶ We could really use a National Police College
 - ▶ Thanks
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