





POLICIES AND PROCEDURES MANUAL

	PLANNING AND RESEARCH	
	POLICY NUMBER: 15-1	ISSUING AUTHORITY 
	EFFECTIVE DATE: January 1, 2025	Christine A. Elow Police Commissioner

I. GENERAL CONSIDERATIONS AND GUIDELINES

Planning involves the development of strategies for realizing a desirable future condition. In a police department the planning function seeks to maximize the utilization of limited personnel, equipment, and resources to fairly and favorably affect the quality of life of community members and the well-being of department employees. Planning fosters cross-unit communication, eliminates duplication, and promotes team collaboration. In a procedurally just department, this process seeks broad participation to ensure fair distribution of resources both internally and externally as well as an equitable sharing of workload.

II. POLICY

It is the policy of the Cambridge Police Department to:

- A. provide for a planning and research function within the Leadership Team that reports directly to the Police Commissioner;
- B. keep the multi-year plan current by conducting timely reviews and revisions as needed;
- C. use the succession planning process to help develop personnel at all levels within the organization; and
- D. align annual goals and objectives with those established by the City Council for the City of Cambridge at large.

III. DEFINITIONS

- A. *Succession Plan*: A succession plan provides a roadmap for strategic leadership and management that eliminates gaps in institutional memory, knowledge, and leadership to improve organizational performance. Succession planning provides the means of identifying future leaders within the department and providing those individuals with the education, training, mentoring, and support they need to prepare them for critical roles when vacancies occur.

IV. PROCEDURES

A. 15.1.1 (M) Activities of Planning and Research

1. The activities of the planning and research function fall into three broad categories under the delegated authority of the Director of Planning, Budget, and Personnel: budget, staffing, and capital planning.
 - a. Budget responsibilities include forecasting near and long-term initiatives and requirements by law or Collective Bargaining Agreements, distribution and allocation of financial resources, real-time accounting, and budget management.
 - b. Staffing responsibilities include hiring, payroll, meeting minimum staffing as built into the CBA, commitments at the City level for police coverage, mandatory retirement, residency requirements, and Civil Service lists.
 - c. Capital planning responsibilities include vehicles, weapons, and other equipment maintenance, building improvements, and other needs as part of the City-wide planning function and the department's Five-Year Plan.

B. 15.1.2 (M) Organizational Placement/Planning and Research

1. The Director of the Office of Planning, Budget, and Personnel shall have ready access to the Police Commissioner.
 - a. The Director's organizational placement is at the level of Superintendent on the Leadership Team reporting directly to the Commissioner.

C. 15.1.3 (M) Multi-year Plan

1. The CPD shall maintain a current, multi-year plan including:
 - a. long-term goals and operational objectives;
 - b. anticipated workload in relation to population trends;
 - c. anticipated personnel levels;
 - d. anticipated capital improvements and equipment needs; and
 - e. provisions for review and revision as needed.

D. 15.1.4 (O) Succession Planning

1. The Cambridge Police Department shall maintain a succession plan for the development of command and executive leadership. The plan will be a written document developed and maintained by the Office of Planning, Budget, and Personnel. The Five-Year Plan and Performance Reviews will provide insight and guidance for the preparation of a succession planning document.

- a. For promotions to the positions of sergeant and lieutenant, the department follows the results of Civil Service exams. However, those officers seeking higher levels of responsibility and authority may be afforded as many training and professional development opportunities as budget, staffing, and operations allow.
 - b. The department will endeavor to develop leadership with training and cross training.
 - c. For the positions of Deputy Superintendent, Superintendent, and Commissioner, the department and the City Manager together have considerable discretion. The City Council may be involved in a search for the position of Commissioner.
- E. 15.2.1 (M) Annual Updating/Goals and Objectives
 1. The department requires the formulation and annual updating of written goals and objectives for each major organizational component. Established goals and objectives shall be made available to all agency personnel.
 2. Deputy Superintendents shall be responsible for this function including progress made toward the attainment of the goals and objectives and the development of goals and objectives for each successive year.
 3. The department goals and objectives should reflect those of the City Council.
- F. 15.2.2 (M) System for Evaluation/Goals and Objectives
 1. The system for evaluating the progress made toward the attainment of goals and objectives includes the following.
 - a. Each Unit sets a target for achievable goals.
 - b. The Director of Planning, Budget, and Personnel, conferring with other members of the Leadership Team, conducts a review of the goals and objectives at budget time to consider any financial implications for the identified goals and objectives.
 - (1) The acronym SMART (specific, measurable, achievable, relevant, and time-bound) shall guide the development of goals and objectives as well as performance measures.
 - (2) Goals and objectives shall reflect the mission and values of the City Council and those of the department.
 - c. The Leadership Team then discusses goals and objectives with their units and begins to plan the next year's cycle.
 - d. The process is conducted during the annual budget cycle and considers City-Wide Goals and Objectives, which are broader and more descriptive than department performance measures.
 - e. The Director of Planning, Budget, and Personnel is responsible for performing a financial analysis of department-wide goals and objectives, which will provide to the Commissioner the information needed for making prudent decisions about resource allocation.