

# WINTER HAVEN POLICE DEPARTMENT

## GENERAL ORDER 14.1

### STRATEGIC PLANNING

**ACCREDITATION STANDARDS: CALEA – 15.2.1, CFA – 1.04**

**EFFECTIVE DATE: June 8, 1995**

**RESCINDS: G.O 13.5 and 14.1 January 5, 2018 and all applicable Amended/Temporary Orders prior to June 13, 2025**

**LAST REVISED DATE: June 13, 2025**

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#### **POLICY**

It shall be the policy of the Winter Haven Police Department to maintain and utilize a Planning and Research function

#### **PURPOSE**

The purpose of this General Order is to establish guidelines for the operation of the planning and research function of the department and to establish and annually update the Strategic Plan.

#### **SCOPE**

This General Order shall apply to all department members.

#### **DISCUSSION**

A Planning and Research function is a vital element of effective management operations. Complex demands for services require the department to carefully research operational alternatives and plan future programs. A properly managed planning and research function can enhance the overall operational effectiveness of the Department.

## **PROCEDURE**

### **I. Organization**

- A.** The Planning and Research function is an organizational component, responsible for conducting research and developing short and long-range plans for the department.
- B.** The Support Services Bureau Commander shall be responsible for the Planning and Research function. Assisting in this function will be any additional persons as designated by the Chief of Police. Those members assisting in this function will answer directly to the Support Services Bureau Commander, who answers directly to the Chief of Police.
- C.** All Bureau Commanders shall provide access to all information resources under their supervision to Planning and Research.

### **II. Functions**

- A.** The functions of Planning and Research shall include, but not be limited to:
  - 1.** Review of crime analysis reports;
  - 2.** Review of traffic analysis reports;
  - 3.** Preparing studies about law enforcement operations and related support activities;
  - 4.** Producing department analysis reports;
  - 5.** Revise and distribute the department's strategic plan;
  - 6.** Analyzing and reporting on various programs and strategic operational issues;
  - 7.** Preparing special studies and reports, upon request;
  - 8.** Producing various administrative reports;
  - 9.** Assisting in the preparation of rules, regulations, policies and procedures

### **III. Other Planning Functions**

- A.** Planning and Research functions are not limited to just Planning and Research, but are necessary management operations of every bureau, division, section, unit and other components of the department. The planning functions, which are the responsibility of every department component, but are not limited to, the following:
  - 1.** Budget development;
  - 2.** Workload studies;
  - 3.** Grant management;
  - 4.** Strategic and tactical operations planning;

5. Forecasting and planning studies for the multi year plan; and
6. Information management

#### **IV. Strategic Plan**

- A. The Department shall maintain a current Multi-Year Strategic Plan, which will include the following:
  1. Long-term goals and operational objectives
  2. Anticipated workload and population trends
  3. Anticipated personnel levels
  4. Anticipated capital improvement and equipment needs.
- B. Commanders and executive support components shall make quarterly evaluations of the current year's Strategic Plan and report the relative progress towards attainment. (CFA 1.04)
- C. By December 31 of each year, Bureau and Division Commanders shall review the Strategic Plan and submit any necessary updates or changes to the Strategic Plan by providing revised goals and objectives for their respective components for that calendar year. The goals and objectives shall be detailed in nature, and shall establish measurable objectives to be achieved during the upcoming year. The update is then forwarded to the Chief of Police for their review and/or any revisions that they deem fit. (CALEA 15.2.1)(CFA 1.04)
  1. Commanders shall solicit input from their subordinates, in creating their goals and objectives.
  2. Bureau and Division goals and objectives are submitted to the Chief of Police for review. From these, a series of Department wide goals and objectives are compiled into the Strategic Plan.
  3. The Planning and Research function shall publish and distribute to all Department personnel the Strategic Plan that has been established for the Department for the coming year.
  4. The Departments' Strategic Plan will be made available to the public.

#### **V. Distribution of Reports**

- A. Analytical reports prepared by Planning and Research shall be distributed to the Chief of Police, affected Bureau Commanders, and the affected department components.
- B. Copies of all administrative reports prepared by any department component, such as monthly, quarterly, semi-annual and annual reports shall be forwarded to Planning and Research for further analysis and Accreditation review.

**VI. Definition**

- A.** *Goals* – A relatively broad statement of the end or result that one intends ultimately to achieve. A goal usually requires a relatively long time span to achieve and, whenever possible should be stated in a way that permits measurement of its achievement.
- B.** *Objectives* – An objective is an end or result that one intends to attain in order to achieve partial fulfillment of a goal. An objective is an element of goal and, therefore, requires a shorter time to accomplish



**APPROVED**

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**Vance Monroe Jr.  
CHIEF OF POLICE**