



HOWARD COUNTY DEPARTMENT OF POLICE
GENERAL ORDER ADM-64
HCPD GOALS AND OBJECTIVES
EFFECTIVE SEPTEMBER 30, 2008

This Standard Operating Procedure contains the following numbered sections:

- I. POLICY
- II. DEPARTMENT STANDING GOALS
- III. ANNUAL GOALS AND PROGRESS REPORTS
- IV. MULTI-YEAR STRATEGIC PLAN

I. **POLICY**

It is the policy of the Howard County Department of Police (HCPD) to ensure the effective development of goals and objectives that promote the mission of the Department.

II. **DEPARTMENT STANDING GOALS**

The HCPD has established the following continuing goals, which serve as a basis for annual organizational goals within each Bureau, District and Division:

- A. Provide the public with reasonable and efficient access to police services;
- B. Be responsive to calls and requests for police services within Howard County 24-hours a day;
- C. Allocate personnel to obtain maximum utilization of its human resources to meet identified needs;
- D. Provide staff services for the traditional line functions;
- E. Maintain a proactive approach toward crime and disorder;
- F. Maintain flexibility in its strategies toward crime and disorder so that the changing needs of the community may be met;
- G. Identify criminal activity and act to resolve it;
- H. Address traffic safety issues;
- I. Maintain activities to facilitate the orderly flow of people and vehicles within the community;
- J. Maintain positive interaction with the public and a high degree of visibility within the community;
- K. Educate the public to the community's role and responsibility in the prevention, detection, and resolution of crime and disorder;
- L. Promote public confidence in the law enforcement function;
- M. Conduct an on-going evaluation of its functions and activities to ensure that community needs are being met.

III. **ANNUAL GOALS & PROGRESS REPORTS**

The HCPD shall establish and routinely update annual goals and objectives as a management tool. Goals and objectives will be developed for the HCPD as a whole and for each organizational component¹. This effort will help ensure the direction and unity of purpose as a basis for measuring progress².

With a concentrated effort toward the attainment of realistic goals and objectives, the Department will strive to grow and better serve the community.

A. Annual Department-wide Goals and Objectives³

1. The Research and Planning Section (R&P) will solicit suggestions for Department-wide goals and objectives for each fiscal year⁴.
2. A solicitation for suggestions of goals and objectives will be initiated to coincide with budget development.
3. R&P will present a compilation of input to the Command Staff for discussion and consideration⁵.
4. The Chief of Police will consider the input and discussion on proposed Departmental goals and objectives and issue an approved listing by June 15th each year⁶.
5. R&P will ensure that approved Departmental goals and objectives are published for all members to review by the start of each fiscal year (July 1st)⁷

B. Component Goals and Objectives

1. Each organizational component (Command, Bureau, District, Division, Section, Unit, etc.) shall develop annual goals and objectives for their component, for the fiscal year, after reviewing department-wide goals.
2. Proposed component goals and objectives must be submitted, through the chain of command, to the appropriate Deputy Chief who shall in turn review them and forward the approved lists to R&P by August 15th of each year.
3. Commanders and Supervisors will assist in the formulation of goals and objectives for each of their organizational components.
4. It is critical that Commanders and Supervisors solicit and forward input from their personnel in the formulation of these goals. This can be done by soliciting written comments or conducting a Section meeting and receiving verbal input. The input of the members is critical in order to provide validity to the effort.
5. R&P will compile and review the goals and objectives to ensure no conflicts exist. R&P will forward all proposed goals and objectives to the Chief of Police for his review and approval prior to September 1st of each year.

¹ CALEA 11.5.1

² CALEA 11.4.1c

³ CALEA 15.2.1 & CALEA 11.4.1d

⁴ CALEA 15.1.1

⁵ CALEA 15.1.1

⁶ CALEA 11.4.1b

⁷ CALEA 11.4.1b, CALEA 11.5.1 & CALEA 15.2.1

6. Upon approval by the Chief of Police, each Bureau, District, and Division will ensure that their approved goals and objectives are disseminated to all appropriate members⁸.

C. Budget Fiscal Consideration

1. Goals and objectives will be developed based on the fiscal year to coincide with possible budget fiscal factors.
2. Both Department-wide and component-based goals and objectives will be considered during budget preparation and development.

- D. All goals and objectives should be realistic, attainable and, if at all possible, quantifiably measurable.

E. Progress Reports⁹

In order to keep the Chief of Police aware of the progress made toward the published goals and objectives of the various components, Commanders will ensure that a six month and final progress report is received from each organizational component toward the attainment of the goals.

1. District, Division, and Bureau Commanders will compile and submit a six-month progress report to R&P by February 28th.
2. R&P will compile all progress reports and submit them to the Chief of Police by March 15th.
3. An end-of-year analysis of goal attainment must be completed and submitted to R&P by each component, to measure performance by August 15th.
4. R&P will compile all end-of-year reports and submit them to the Chief of Police by September 1st.

- F. Updating or revising goals and objectives during the fiscal year, or at the end of the fiscal year, must be documented and forwarded to R&P upon review and approval by the appropriate Commander.¹⁰

IV. **MULTI-YEAR STRATEGIC PLAN**

The HCPD shall maintain a current, multiyear strategic plan (Plan). This document will set forth how the Department will prepare and position its future. It is a guide designed to help enable the HCPD to respond in a focused, effective and innovative way. The Plan sets organizational direction and establishes measurable long term program objectives:

- A. The Plan shall include:
1. long-term goals and operational objectives;
 2. anticipated workload and population trends;
 3. anticipated personnel levels;
 4. anticipated capital improvements and equipment needs; and
 5. provisions for review and revision as needed.

⁸ CALEA 11.5.1

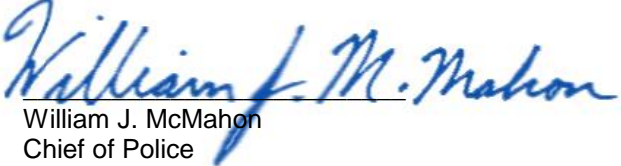
⁹ CALEA 11.5.2

¹⁰ CALEA 11.5.1

B. Plan Maintenance:

1. The Research and Planning Section will solicit input towards updates of the Plan each year, or as otherwise directed by the Chief of Police.
2. R&P will be responsible for ensuring that all members of the Command Staff are provided with an up-to-date copy of the Plan.
3. A review of progress will be conducted annually, or as otherwise directed by the Chief of Police, at a Command Staff Meeting.

AUTHORITY:


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