

## FREDERICK POLICE DEPARTMENT GENERAL ORDER

**Section 11:** Management Systems  
**Topic:** STRATEGIC PLANNING AND GOALS AND OBJECTIVES  
**Order Number:** 1150  
**Issued by:** Chief of Police  
**Approved:** 3/14/18  
**Review:** Annually in December by the Professional Services Division Commander  
**Supersedes:** G.O. 1150 dated 06/01/06

### **.01 PURPOSE:**

To establish policy and procedures for the Department's strategic planning process to include the development, implementation and evaluation of annual division/unit goals and objectives.

### **.02 CROSS REF.:**

CALEA STANDARDS: 15.2.1

### **.03 DISCUSSION:**

The Department will develop a long-range (multi-year) strategic plan that will provide a guide so that commanders and supervisors can establish annual goals and objectives that are aimed at fulfilling the Department's mission. The strategic plan will also be used to identify the resources needed to accomplish that mission.

### **.04 POLICY:**

In order to maintain its focus on its overall mission as a police agency and to ensure that there is a continued, concerted effort to fulfill that mission, the Department will develop and maintain a long-range, multi-year strategic plan. Additionally, the Department will develop annual goals and objectives that are in accordance with and compliment the Department's long-range plans.

### **.05 DEFINITIONS:**

**MULTI-YEAR STRATEGIC PLAN** – the written document that describes the long-range critical issues, goals, objectives and tasks that the Department is expected to face in upcoming years and the strategies devised to address them. The Department's strategic plan will consider demographic, social, economic, technological and political trends which the Department anticipates or believes it will encounter during that time period. It will also incorporate its anticipated workload levels and personnel needs into the Plan. The Plan is a document that will provide departmental personnel with a clear vision of the Department's long-range direction. For purposes of this order the Multi-Year Strategic Plan will be referred to as "the Plan."

**GOAL** – a "goal" is a relatively broad statement of an end result that the Department intends to ultimately achieve; it usually requires an extended period of time to achieve and whenever possible is stated in such a way as to permit measurement of its achievement.

**OBJECTIVE** – an "objective" is a lesser result that the Department needs to achieve in order to attain a stated "goal." The achievement of numerous objectives or a series of objectives is often required to attain a single goal.

**STRATEGY** – a "strategy" is a careful plan or method used to achieve an objective, and ultimately a goal.

### **.10 DEVELOPMENT OF THE STRATEGIC PLAN:**

The Professional Services Division Commander, with the assistance and input of the Chief of Police and the command staff, will develop and maintain a Multi-Year Strategic Plan for the

Department. The Plan will be reviewed continually and formally updated at least every five years. The Plan will include the following:

1. Long-term goals and operational objectives;
2. Anticipated workload and population trends;
3. Anticipated personnel levels; and
4. Anticipated capital improvements and equipment needs.

**.15 DISTRIBUTION OF THE STRATEGIC PLAN:**

Once developed, the Professional Services Division Commander will ensure that a copy of the Plan is distributed or otherwise made available to all personnel.

**.20 ANNUAL EVALUATION AND REVISION OF GOALS AND OBJECTIVES**

1. At the direction of the Chief of Police, Division Commanders will annually:
  - A. Forward a written evaluation of their command's progress toward meeting established goals and objectives, via chain of command, to the Chief of Police. These reports, along with any current information, will be used for the review and updating of the Strategic Plan;
  - B. In consultation with first line supervisors in their command, formulate written goals and objectives for the upcoming year and submit same for approval, via the chain of command, to the Chief of Police;
  - C. Upon approval, forward copies of the new goals and objectives to the Professional Services Division Commander; and
  - D. Ensure that all personnel within their respective commands are aware of the division's new goals and objectives and how attainment of these goals and objectives will further the mission of the Department.
2. The divisions reports will be compiled into one document that will be published in PowerDMS and made available to all personnel.
3. First line supervisors will discuss established goals and objectives with subordinate personnel in the month they are published in PowerDMS.

**.25 FORMAT**

Goals and objectives will be submitted for approval utilizing a standardized written format. This will include a statement of each goal, the objective(s) to be achieved to attain each goal, and the specific strategies that will be utilized to attain each objective. Examples of correct formatting may be found on the Department's share drive in the "GoalsObjectives" folder.