BALTIMORE COUNTY POLICE DEPARTMENT
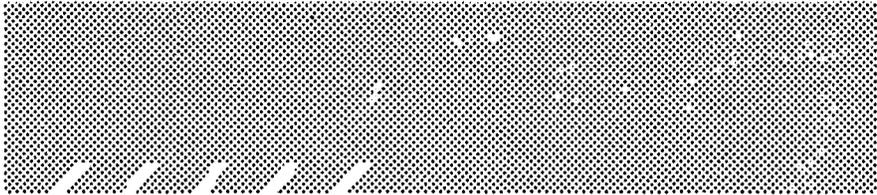
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STRATEGIC PLANNING HANDBOOK

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Baltimore County Police Department

STRATEGIC PLANNING HANDBOOK

Prepared by:
Strategic Planning Unit &
Technical Resource Group

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Preface

Since the mid 1970's, the Baltimore County Police Department has been committed to some form of planning to enhance service provision to the County's citizens. First there was Management By Objectives (MBO), a process by which objectives were developed by a central planning function to identify the desired results of existing programs and operations. Next came Project Management, soon followed by Command Management, processes which marked the beginning of the Department's move toward decentralized planning. Under Project Management, problems affecting the entire agency were addressed by temporary project teams which drew their expertise and resources from across the organization's traditional lines of responsibility. At the same time, problems affecting the individual command were addressed through the Command Management Program (CMP), a process that pushed the planning responsibility down to the command level.

To meet the challenges of the 1990's, the Department has been undergoing a major reorganization. Central to this process has been the decentralization of the responsibility to identify problems and the authority to take action to resolve them. Using the principles of matrix management, the Department is now focusing its resources on key result areas, called "initiatives," which define major issues and problems that confront policing now and in the future. Traditional police roles, such as enforcing the law and maintaining order, have not been abandoned. They are simply being focused on the most pressing police service issues. Solutions to these issues will involve both traditional and non-traditional police approaches.

In support of this endeavor, the planning process is again changing. The refined process, known as strategic planning, will broaden internal participation to all levels of the organization, while seeking the influence of external groups. The intent is to broaden the involvement of the people we serve, as well as those actually providing the service, in the planning process itself.

The purpose of this handbook is to provide an overview of the strategic planning process, explain expectations, and assist in the development of strategic objectives.

What is strategic planning and why is it important?

WHAT IS STRATEGIC PLANNING?

Literature on strategic planning defines the term in various ways. All are roughly synonymous with the following definition. Put simply, strategic planning is the development of a general plan or blueprint for the future. It is a process by which an organization's mission, goals, and objectives (means for achieving goals) are defined, implemented, evaluated, and updated on a continual basis.

WHY PLAN?

Without a formal planning process, an organization's efforts, resources, and attention are stretched thin trying to address a multitude of issues. The result is frequently a band-aid approach to problem resolution and, at best, a reactive system which merely puts out fires. Problem resolution is mostly short-term, since long range solutions lose their relevancy and momentum as they are pushed aside by daily workloads and demands. Thus, creativity and innovation -- the very characteristics needed to improve the services provided by an organization -- are stifled.

Through strategic planning, the Department is developing a formal plan for providing police service in the forthcoming years. By managing the agency through planned, well-defined strategies, order and direction are given to the entire organization on what it is to accomplish. As a public body, the Department is held accountable for a prudent use of public funds. A strategic plan will assist the Department to invest its resources effectively, enable it to capitalize on opportunities, enhance its ability to grapple with problems, and help craft police services to meet public needs.

IS STRATEGIC PLANNING DIFFERENT FROM PAST PLANNING EFFORTS?

Yes, and no. At first glance, the process used in strategic planning appears to be no different than past processes. Enlisting functional units to develop objectives which correspond to broad agencywide goals was the basic process behind both the Project Management and Command Management Programs. Strategic planning, however, improves this process through the following differences:

- **FOUNDATION OF ORGANIZATIONAL VALUES** - All elements of the Strategic Plan will be based upon the foundation of the Department's organizational values. Serious consideration of our organizational values statement should occur at every step of the development and selection of Strategic Objectives.

- **FOCUS ON INITIATIVES** - The Strategic Plan will be focused entirely on the pursuit of specific, departmentwide initiatives. The initiatives are major issues which challenge the Department to meet the needs of Baltimore County in the coming years. Initially, the strategic plan will focus on four initiatives: Community Policing, Crime Prevention, Drug Reduction, and Values-Based Policing. These initiatives will probably change in the future as the Department faces new challenges caused by its ever-changing environment.

- **AIMS ARE MORE SPECIFIC** - Goals have been developed under each initiative to define where functional units should focus their attention and resources in support of the initiative.

- **PLANNING IS FURTHER DECENTRALIZED** - Planning is not relegated to a central planning unit, nor is it left solely to the top levels of command. Each command will develop strategies (objectives) and thereby take part in planning the Department's future. By decentralizing the planning process, those most affected by problems will engineer the solutions.

- **RELIANCE ON ENVIRONMENTAL SCANNING AND FORECASTING** - Data on internal and external factors that influence the future will be given greater consideration in the development of police strategies.

- **PARTICIPATION IS EXTENDED TO EXTERNAL GROUPS** - Comments and suggestions are to be solicited from the customer -- the people that the Department serves (i.e., the government, businesses, and citizens of Baltimore County).

- **UNIFYING THE PLANNING PROCESSES** - Processes such as CMP, the annual reporting of accomplishments, and setting goals and objectives to meet accreditation requirements, are being deleted or coordinated with strategic planning. Associated reporting will be streamlined to minimize the frequency and extent of required paperwork.

Developing the strategic plan - a three step process

The process for developing the Department's strategic plan can be broken into three distinct steps: (1) Building a Foundation, (2) Selecting Strategic Objectives, and (3) Developing and Implementing the Plan. Before discussing these steps, it is important to understand that the development process is cyclical. Steps in the process overlap from year to year. This means that strategic objectives for the forthcoming year are developed simultaneous to the implementation and evaluation of existing objectives. This will require commands to constantly seek ways to improve services and the manner in which they are provided.

Step one - building a foundation

Step One in the strategic planning process can be generally described as the foundation upon which the plan is built. Several distinct components or tasks make up this step. Some are the responsibility of top management, some the responsibility of operational units, some involve both. All of these tasks will lead to the development of unit level goals and objectives.

INFORMATION GATHERING

This involves obtaining input from various sources about issues, problems, or needs facing the Department, the people and government it serves, and the policing profession. It involves both an internal and external scan of the environment. Potential sources include:

- **DEPARTMENT GENERATED REPORTS** (e.g., crime, calls for service, arrest, and clearance reports; analytical reports on operations; intelligence reports; community surveys).

- **REPORTS FROM OTHER COUNTY AND CRIMINAL JUSTICE AGENCIES** (e.g., demographic reports, legislative reference services).

- **PROFESSIONAL RESEARCH ORGANIZATIONS** (PERF, Police Foundation, IACP, NIJ).

- **TRADE PUBLICATIONS** (e.g., Crime Control Digest, periodicals on technology, FBI Bulletin, magazines on administration and management).

- **MEDIA** (Print and vocal).

Information gathering is not a one-shot task. It is a continuous process dictated by constant changes in the Department, the environment it serves, and the problems it faces.

ORGANIZATIONAL VALUES

Developed with input across the entire Department and the community we serve, this statement clarifies our core organizational values and provides guidance for decision making:
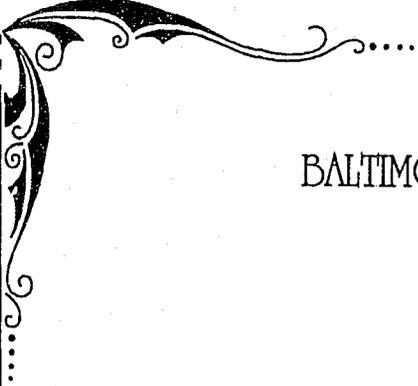
BALTIMORE COUNTY POLICE DEPARTMENT

ORGANIZATIONAL VALUES

We are committed to the pursuit of excellence and we adhere to the following core values which guide our conduct . . .

INTEGRITY

We uphold the public trust by being honest. We maintain the highest standards of ethical and moral character.

FAIRNESS

We treat everyone with respect and dignity in an unbiased manner. We protect constitutional rights through impartial enforcement of the law.

SERVICE

We provide dedicated and compassionate assistance by promoting leadership, cooperation, and creativity. We aspire to improve the quality of life in partnership with the community.
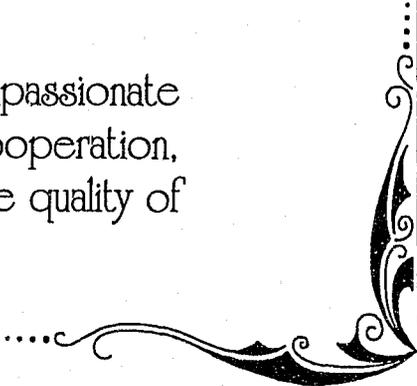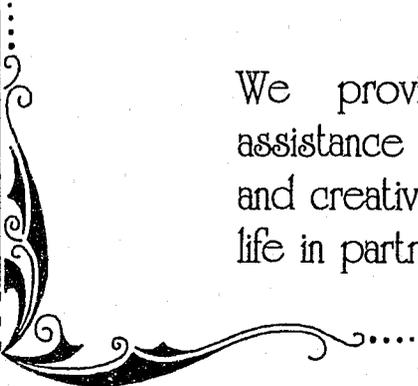
THE CHIEF'S VISION

Offered by the Chief of Police, this statement describes where our Chief executive envisions the Department will be headed in the coming years:

Vision of the Chief of Police
for the
Baltimore County Police Department

"As we move into the future, the Baltimore County Police Department will forge new and imaginative partnerships with all segments of our community and government. We will promote the principles of policing in a democratic, free society at the local, state, national, and international levels.

Through community policing, crime prevention, and decentralization, the Department will work with communities to increase communication and improve the delivery of police services. We will make true the old adage, 'the people are the police, the police are the people.' We will become a part of, not apart from, the community.

We will vigorously pursue violent criminals, repeat offenders, and those who cause fear in our communities. Long-term strategies will focus on the well-being of youth. They are the future and offer the greatest potential to change the culture of violence and drug abuse.

I believe in and support experimentation and research into the police function. The Department will employ those technological, social, and managerial innovations that improve its administration and service to the public.

The Department is a values-driven organization. We maintain the highest integrity and treat employees and the public with fairness, dignity, and respect. Our employees are the Department's most precious resource. They are empowered to meet the challenges of policing. We will be a leader in reviving basic values and principles in our communities.

Team work, internal and external, will be the foundation of our success. Community policing will evolve into community government which will be responsive to, and improve the quality of life for, the people of Baltimore County."

THE DEPARTMENT'S MISSION

Before any organization can plan for the future, it must define who it is, what it does, and why it exists. The answers to these questions are commonly known as an organization's statement of purpose or mission. Since more than a decade had passed since the Department's mission was defined, and much change had taken place in the Department, the County, and the policing profession, a redefining of the Department's mission was necessary. This task was undertaken by the Chief of Police, Bureau Commanders, and staff members of OPADS. The mission statement below was developed with consideration of the Chief's vision, knowledge of the Department's past and future direction, and the Department's organizational values. It was written with the belief that the Department should have a mission which is easily understood, and which clearly defines the purpose and direction of the organization.

BALTIMORE COUNTY POLICE DEPARTMENT

MISSION STATEMENT

Working in partnership with the entire community and basing our work on fundamental values, we are totally committed to enhancing the quality of life in Baltimore County by protecting life and property, preventing crime, enforcing the law, reducing fear and preserving the peace through efficient and effective police services.

DEPARTMENT INITIATIVES AND GOALS

This component involves the conversion of the Chief's vision and the Department's mission into key result areas. These key areas, known as initiatives, are driven across the organization to every command and function using the principles of matrix management. While they do not address every problem faced by the agency, nor cover every duty or service, the initiatives do define today's challenges and the more pressing needs of Baltimore County.

There are currently four initiatives. These will change as progress is made toward their resolution and the problems abate. The initiatives are:

- **CRIME PREVENTION** - This initiative focuses attention on the fact that the entire department, as well as the community, must be seriously involved in crime prevention activities. Crime prevention is not the responsibility of a special unit; it is the responsibility of everyone.

- **DRUG REDUCTION** - Reducing substance abuse and related crime is one of the greatest challenges facing police. Drug abuse is perhaps the most debilitating problem facing our society.

- **VALUES-BASED POLICING** - The Department is committed to ensuring that values remain an integral part of policing. This initiative focuses on the promulgation and adherence to organizational values and a commitment to ensure that persons, regardless of their differences, are afforded the same quality of life.

- **COMMUNITY POLICING** - This initiative is directed at institutionalizing our community policing efforts and placing a strong emphasis on problem solving skills. All units are expected to look at how they can better involve the community in solving problems related to their functional area.

Because the Department's initiatives are broad in scope, it is necessary to identify areas within each initiative to be given priority. These are areas which define where police attention is most needed and where police actions are projected to be the most productive.

Based on input gathered from the Initiative Managers, Bureau Chiefs, the community at large, and the vision, mission, and organizational values statements, the following goals were developed as guides in forming remedial strategies:

1.0 CRIME PREVENTION INITIATIVE

GOALS

1.1 AWARENESS
We must convince all those we serve and who serve with us that prevention is a long-lasting solution to crime.

1.2 INVESTMENT
We must help our young population develop attitudes, behavior, and values which make our communities safer.

1.3 MARKETING
We will market crime prevention ideas designed to make those we serve less vulnerable to being crime victims.

1.4 SAFETY
We will implement programs to promote highway safety and stop accidents in order to prevent traffic deaths, especiallly those caused by alcohol and drugs.

1.5 INNOVATE
We will explore new ways to reduce violent crime, particularly those that involve handguns and domestic violence.

2.0 DRUG REDUCTION INITIATIVE

GOALS

2.1 ENFORCEMENT

We will continue to enforce anti-drug laws energetically in order to create a climate for effective prevention and education programs.

2.2 TACTICS

We will continue to use the best technology and innovative tactics to arrest persons who use or supply drugs illegally.

2.3 REPEAT OFFENDERS

We will use all means provided by law and the courts to incapacitate repeat offenders by seizing their assets and seeking enhanced sentences.

2.4 INTERNAL SUPPORT

We will maintain strong anti-substance abuse policies and programs which support the education, training, discipline, treatment, and integrity of our employees.

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GOALS

3.0 VALUES-BASED POLICING INITIATIVE

3.1 COMMITMENT
Everyone in the Police Department needs to incorporate and be accountable for our values.

3.2 TREATMENT OF PRISONERS
We will continue to treat all prisoners fairly and impartially, using only that force necessary to safely apprehend and secure offenders.

3.3 FAIR PRACTICES
We will make our values the foundation of all personnel practices.

3.4 RESPECT FOR DIVERSITY
We will promote a work environment that respects the diversity of our employees, and treats all people with trust, fairness, and dignity.

3.5 COMPASSION FOR VICTIMS
We must ensure that the needs of victims and witnesses are identified and promptly addressed.

3.6 BIAS INCIDENTS
We will respond quickly to incidents motivated by bias, and promote peace and understanding among diverse groups in Baltimore County.

GOALS

4.0 COMMUNITY POLICING INITIATIVE

4.1 RECRUITMENT
We will recruit individuals who are oriented to human services and who have the skills for community policing.

4.2 TRAINING
Community policing will be the foundation for all Department training.

4.3 RECOGNITION
We will restructure personnel appraisal and promotional practices to reward community policing efforts.

4.4 PROBLEM SOLVING
We will shift our attention from individual incidents to underlying, communitywide problems, particularly those related to crime, fear, neighborhood deterioration, and social disorder.

4.5 DIFFERENTIAL RESPONSES
We will increase time for community policing by changing our procedures and implementing new technologies and techniques.

4.6 LEGISLATION
We will propose and support legislative changes that help community policing.

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FEEDBACK FROM EMPLOYEES AND THE COMMUNITY

It is the firm belief of the Chief and his top executives that feedback from members at all levels of the Department is critical to forming the strategic plan. The plan is to be developed from the ground up. It is not to be the edict of top level management.

At the same time, the opinions of the people police serve are of critical importance. The Department must nurture a climate of cooperation and trust by giving the community a voice in setting police priorities. How can the Department fulfill public expectations if it doesn't know what they are?

The reasoning behind these beliefs is sound. Who better can identify problems and devise solutions than the people who experience the problems first-hand, must confront them daily, and are the most knowledgeable about the realities of police actions to resolve them?

An effort to obtain community feedback at the department level has been initiated with the formation of the Strategic Planning Council. This 13-member Council consists of citizens in leadership positions throughout the County (e.g., government officials, business executives, academicians, and leaders of major community associations). At its first meeting, the Council was presented with the mission, initiatives, and goals and asked for their candid views and ideas. Through their input, these "first step" components were finalized. But more important, the Department gained their support and understanding of the foundation for its strategic plan.

A similar action to elicit external feedback should be taken at all levels of command, particularly those which provide direct services to the public. Community needs and expectations must be considered when developing goals and objectives. Along with efforts to gather input from all operational personnel, precinct commanders should convene a meeting of community leaders to review their objectives.

BUREAU AND DIVISION CHIEF EXPECTATIONS

Bureau and Division Chiefs should communicate expectations for the overall future of their commands (i.e., desired achievements that have bureau/divisionwide application). Commanders should consider these bureau/division priorities as direction for developing their unit objectives.

UNIT LEVEL GOALS AND OBJECTIVES

After receiving input from all of the sources discussed above, all units should be in a position to develop their annual goals and objectives. Establishing goals and objectives helps to ensure direction and unity of purpose, and it serves as a basis for measuring progress. It is a sound management practice, as well as a requirement of accreditation. The formation of unit level goals and objectives is also critical to the next step in the strategic planning process.

Step two - selecting strategic objectives

Step Two involves the selection of strategic objectives that, if accomplished, will help the Department achieve its targeted goals. Strategic objectives are nothing more than a project or some other form of planned action that will further a Department initiative.

The formation of strategic objectives should take place after unit level goals and objectives have been established. <u>Strategic</u> objectives should be a part of, and not apart from, unit level goals and objectives. Strategic objectives focus entirely on the agency's initiatives. Goals and objectives at the <u>unit level</u> may focus on matters beyond initiatives. All are influenced by our organizational values, the Chief's vision, the Department's mission, Bureau and Division Chief expectations, as well as the initiatives.

Upon developing unit level goals and objectives (as described in Step One), each command* of the Department is required to select and submit at least one strategic objective. Patrol precincts are required to select at least one strategic objective for each shift. All commands are encouraged to develop more than one strategic objective, target more than one goal, or develop objectives under more than one initiative.

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* "Commands" are defined for the purpose of the Strategic Plan as any entity headed by an individual listed on the Executive Corps or Supplemental Distribution Lists. Flexibility is granted to Bureau and Division commanders to require Strategic Objectives from smaller entities (e.g., sections, units, squads, groups) within their command.

CRITERIA FOR SELECTING STRATEGIC OBJECTIVES

There are several criteria that must be met when selecting strategic objectives. Strategic objectives must:

1.   contribute toward the accomplishment of a Department initiative;

2.   be developed in consultation with division and bureau commanders and community leaders;

3.   be innovative -- an entirely new strategy or an enhancement to a current strategy (project/program/operation); and

4.   be achievable within a one to three year period.

Beyond these requirements, there are other important criteria for consideration when developing strategic objectives. While adherence to these criteria may not be feasible in every case, every effort should be made to consider them whenever possible.

- **COMMUNICATIONS** - When developing and implementing objectives, every effort should be made to facilitate and manage the exchange of information within the Department and the community. The Strategic Planning Council identified communications as a critical factor in the development process.

- **DECENTRALIZATION** - Whenever possible, the responsibility for developing and achieving objectives should be decentralized to those who deal with the problems on a daily basis. This will encourage commitment and ownership by those who carry out strategies, helping to ensure that problem solving becomes part of everyday activities. The creation of specialized units should be avoided.

- **PARTNERSHIPS** - Wherever possible, the development and implementation of strategic objectives should involve building effective relationships with the community and other government agencies.

- **PERSONNEL** - Staffing constraints over the past several years reduce the likelihood of achieving an objective which requires the hiring of additional personnel. The creation of new positions should therefore be avoided. The use of volunteers, grants, or other community sources are possible alternatives when personnel resources are insufficient. Better use of existing personnel by eliminating outdated or unproductive functions or activities is also a means of fulfilling personnel needs.

- **BUDGET** - Monetary resources, like staffing, are also shrinking. The resources needed to implement objectives must therefore be realistic.

WRITING UNIT LEVEL AND STRATEGIC OBJECTIVES

Objectives are statements of how an individual command intends to accomplish or support a chosen goal. Wherever possible, objectives should contain the following qualities:

- **Results Oriented** - indicate what the activity will cause to happen, (e.g., a reduction in a particular type of crime, greater participation, a reduction in workload, reduced injuries).

- **Be Specific** - Avoid or qualify vague terms. Be specific as to how you are going to improve or enhance something (e.g., reduce the waiting period, increase services to the elderly, increase clearances).

- **Quantifiable/Measurable** - The intended action or result should be expressed in measurable terms. This could be a quantifiable expression of either the extent an action will be implemented or the amount of an intended result (e.g., to train half of the civilian members in firearms safety, to reduce street robberies by 20% by enlisting the aid of private police to patrol public parking lots).

- **Achievable/Feasible** - Avoid setting objectives that are highly dependant on factors that are not under your immediate control (e.g., an objective to develop and implement procedures requiring the passage of legislation is automatically doomed if the legislation fails to pass).

There are three (3) points of information that should be identified for any objective. It is <u>required</u> that they be identified for <u>all strategic objectives</u>.

- **A Performance Indicator** - Identify what will indicate that the strategic objective has been achieved. In some cases, several indicators may be identified.

- **A Deadline** - Project the month and year the strategic objective will be completed (accomplished).

- **Accountability** - Identify who within the command is accountable for the strategic objective (i.e., the person overseeing the development and implementation of the strategy being employed).

Commands are to submit strategic objectives to their Bureau Commander for approval. Approved objectives are to be forwarded to the Strategic Planning Unit for incorporation into the strategic plan using the following Tier II Report Format:

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COMMAND: *Precinct 01/Shift #2*
PROJECT NAME (if desired): *Preschool Beware of Stranger Program*
DEPARTMENT INITIATIVE: *Crime Prevention*
DEPARTMENT GOAL: *Goal 1.2 Investment*

REPORT TYPE

[X] Initial   [ ] May Progress Report   [ ] November Progress Report

OBJECTIVE STATEMENT

To develop and implement a Beware of Strangers program for preschool children in 30% of the licensed day care centers in Precinct 01.

PERFORMANCE INDICATOR(S)

Percent of licensed day care centers adopting program.

DEADLINE

June 1995

ACCOUNTABILITY (PROJECT COORDINATOR)

Lieutenant Mary Jones, Commander, Shift #2

SUMMARY OF PROGRESS/RESULTS

PROJECT STATUS

[X] Ongoing   [ ] Completed

PREPARER OF REPORT: *Officer John Admin*   PHONE #: *0872*
DATE REPORT PREPARED: *April 15, 1994*

PROJECT COORDINATOR APPROVAL: _____
COMMANDER APPROVAL: _____
BUREAU CHIEF APPROVAL: _____

Step three - developing and implementing the strategic plan

PUTTING THE PLAN TOGETHER

Upon receipt of a strategic objective in OPADS, it is reviewed by Initiatives Management to:

● Ensure the objective's relevancy to an initiative/goal.

● Eliminate duplication of efforts (i.e., encouraging commands submitting similar objectives to work together).

● Ensure that the objective is innovative or an enhancement of a current project/operation.

If an objective is determined to be deficient, Initiatives Management will negotiate needed adjustments with the submitting command. Objectives in final form are turned over to the Strategic Planning Unit for the development of the Strategic Plan. This involves:

● Aligning objectives with the proper initiative and goal.

● Developing a time-line based on the deadlines projected.

● Producing a written plan.

● Gaining approval of the Chief and Bureau Chiefs.

COMMUNICATING AND IMPLEMENTING THE PLAN

The Strategic Plan will be officially implemented by means of a Special Order under the signature of the Chief. Distribution of the Order will coincide with a presentation of the plan to the Executive Corps. A copy of the plan will be provided to each command and, in the case of precincts, each shift. Commanders must communicate the plan within their unit, and when opportunities arise, within the community. A copy of the plan will be provided to each member of the Strategic Planning Council.

PROGRESS REPORTING

At six month intervals, each command will prepare a progress report for Bureau Chief approval and submission to the Technical Resource Group. Progress reports must be received by the first day of May and November. This timeframe will permit the use of this information to compile the Department's annual report.

Progress reports will be brief (one page) and must adhere to the following Tier II Report format:

SAMPLE TIER II PROGRESS REPORT

COMMAND: *Precinct 01/Shift #2*

PROJECT NAME (if desired): *Preschool Beware of Stranger Program*

DEPARTMENT INITIATIVE: *Crime Prevention*

DEPARTMENT GOAL: *Goal 1.2 Investment*

REPORT TYPE

☐ Initial ☒ May Progress Report ☐ November Progress Report

OBJECTIVE STATEMENT

To develop and implement a Beware of Strangers program for preschool children in 30% of the licensed day care centers in Precinct 01.

PERFORMANCE INDICATOR(S)

Percent of licensed day care centers adopting program.

DEADLINE

June 1995

ACCOUNTABILITY (PROJECT COORDINATOR)

Lieutenant Mary Jones, Commander, Shift #2

SUMMARY OF PROGRESS/RESULTS

- *Program has been planned and lesson plans developed in cooperation with the School Programs Unit.*
- *Notices offering the program have been sent to the 100 licensed day care centers in Precinct 01.*
- *37 day care centers have requested the program.*
- *To date, 13 (13%) of the centers have received the program.*

PROJECT STATUS

☒ Ongoing ☐ Completed

PREPARER OF REPORT: *Officer John Admin* PHONE #: *0872*

DATE REPORT PREPARED: *April 15, 1994*

PROJECT COORDINATOR APPROVAL: _____

COMMANDER APPROVAL: _____

BUREAU CHIEF APPROVAL: _____

SAMPLE TIER II PROGRESS REPORT

COMMAND: *Precinct 01/Shift #2*
PROJECT NAME (if desired): *Preschool Beware of Stranger Program*
DEPARTMENT INITIATIVE: *Crime Prevention*
DEPARTMENT GOAL: *Goal 1.2 Investment*

REPORT TYPE

☐ Initial ☐ May Progress Report ☒ November Progress Report

OBJECTIVE STATEMENT

To develop and implement a Beware of Strangers program for preschool children in 30% of the licensed day care centers in Precinct 01.

PERFORMANCE INDICATOR(S)

Percent of licensed day care centers adopting program.

DEADLINE

June 1995

ACCOUNTABILITY (PROJECT COORDINATOR)

Lieutenant Mary Jones, Commander, Shift #2

SUMMARY OF PROGRESS/RESULTS

* *37 of the 100 licensed day care centers in Precinct 01 originally requested the program.*
* *33 (33%) centers received the program, exceeding the project's objective.*
* *Programs were not presented to 4 centers due to scheduling problems (2) or centers choosing not to get the program after further consideration (2).*

PROJECT STATUS

☐ Ongoing ☒ · Completed

PREPARER OF REPORT: *Officer John Admin* PHONE #: *0872*
DATE REPORT PREPARED: *October 15, 1994*

PROJECT COORDINATOR APPROVAL: _____
COMMANDER APPROVAL: _____
BUREAU CHIEF APPROVAL: _____

Monitoring and evaluation

The evaluation of the Department is centered on the Strategic Plan and will focus on the Department's goals/initiatives. The evaluation will lead to an annual report, which will consolidate current varied reporting formats into a single, simplified process. The evaluation reporting process is designed to be uncomplicated. It should require no additional time than is currently spent on the various reports to be consolidated.

The evaluation will be conducted at three levels, or "tiers." All Department efforts fall into one of three tiers. Individual commands conduct projects in the first two tiers, while Tier III includes only the few departmentwide programs that virtually define the four Department initiatives (e.g., the Values Based Policing Initiative's Bias Incident Program).

Tier I includes efforts at the neighborhood, precinct, or unit level that do not involve a major commitment of resources or coordination of different units or agencies. For example, a small community problem-solving effort involving a single neighborhood and few Department members would fall into Tier I.

Tier II includes projects or programs with a larger scope and a substantial commitment of resources. Individual commanders will determine whether a particular effort should be placed in Tier II based upon a careful examination of the following issues:

- Amount of time devoted
- Number and type of Department personnel involved
- Number of distinct Department units involved
- Amount of coordination with other government agencies required
- Number of citizens affected
- Relationship to departmental initiative(s)
- Relative importance of effort

A minimal amount of information will be collected on Tier I projects via a very basic logging system. Only the following identifying information will be recorded for each Tier I effort:

- Project name/number
- Project type/brief description
- Unit/contact person
- Start-up/completion dates

The logging system is simply a monitoring effort'-- no true evaluation of Tier I activities will be conducted departmentwide. No reporting of Tier I efforts will be required within the Strategic Plan process. Commanders will have the flexibility to decide what should be done with the logged data and to require additional information.

An example of the potential uses for Tier I information lies with precinct problem-solving projects. As a result of negotiation with the Chief of Patrol, OPADS will coordinate a data collection process designed to gauge the scope of that type of activity. Once per month each precinct will submit a copy of the Tier I log to the Technical Resource Group, where a master departmentwide database of precinct problem-solving projects will be maintained. The Technical Resource Group can serve as an information clearinghouse for members wanting to know if similar projects exist elsewhere. At this time, this process only applies to community problem-solving efforts at the precinct level. However, individual units or bureaus may choose to use logged Tier I information in a similar or different fashion to satisfy other information needs.

On the other hand, the Strategic Plan reporting process is based exclusively on Tier II efforts. The Tier II Report Format, which combines monitoring with minimal evaluation information, will be used for all Strategic Objectives. It can also be used for any Tier II level activity for which a commander wants this level of information. Tier II projects should serve as the basis for developing unit objectives. If a project is important enough to be categorized as a Tier II effort by a commander, it should probably be considered as a unit objective. A Tier II Report will be submitted for every Strategic Objective when created and twice per year for the length of the activity. The Strategic Objective Tier II reports will be submitted to the Technical Resource Group for analysis. No other reporting will be required for the Strategic Plan. Of course, individual commanders may require specific information beyond that collected at the Department level.

The Technical Resource Group will compile an Annual Report on Department Initiatives based upon monitoring and evaluation information collected from all three tiers. The Tier I logging system will provide raw number estimates of the volume and scope of initiative-related activity. Analysis of the Tier II project reports will reveal critical information about our progress towards achieving our departmental goals, since it will focus on efforts identified as being most important. Finally, the results of individual full-scale evaluations of Tier III programs will help determine the overall effectiveness of our initiative-based matrix management strategy.

TIER II REPORT FORMAT

COMMAND: _____

PROJECT NAME (If desired): _____

DEPARTMENT INITIATIVE: _____

DEPARTMENT GOAL: _____

REPORT TYPE

☐ Initial   ☐ May Progress Report   ☐ November Progress Report

OBJECTIVE STATEMENT

PERFORMANCE INDICATOR(S)

DEADLINE

ACCOUNTABILITY (PROJECT COORDINATOR)

SUMMARY OF PROGRESS/RESULTS

PROJECT STATUS

☐ Ongoing   ☐ Completed

PREPARER OF REPORT: _____ PHONE #: _____

DATE REPORT PREPARED: _____

PROJECT COORDINATOR APPROVAL: _____

COMMANDER APPROVAL: _____

BUREAU CHIEF APPROVAL: _____

SPECIFIC INSTRUCTIONS
FOR COMPLETING TIER II REPORTS

COMMAND:

Identify the division/section/unit/precinct/shift/squad primarily responsible for the completion of the project.

PROJECT NAME:

If desired, provide a unique, succinct descriptive title for each project.

DEPARTMENT INITIATIVE:

List the relevant Department Initiative (e.g., Crime Prevention).

DEPARTMENT GOAL:

List the relevant Department Goal Number and Name (e.g., Goal #1.3 Marketing).

REPORT TYPE:

Check only the one box that describes the type of report submitted.

OBJECTIVE STATEMENT:

Provide the complete statement of the relevant unit objective, whether or not it is a Strategic Objective. An objective conveys a quantifiable result to be achieved within a specific time period. An objective may take only a few months or several years to achieve. An objective should be stated in positive, measurable terms and provide guidance to those who must implement it. The elements of an objective statement should include: an action verb, single measurable key result, and implementation period. The objective should be achievable and feasible.

> Example: (for Evidence Management Unit) *To institute a process by September 1994 whereby an appropriate crime prevention brochure is distributed to every (100%) crime victim who claims property.*

PERFORMANCE INDICATOR(S):

Identify what will indicate that the objective has been achieved. Similar to objectives, performance indicators should be measurable. The performance indicator(s) is (are) the most obvious and direct result(s) of successful implementation of the objective. Often, there are several performance indicators for an objective.

> Example: (for above example) *Percent of crime victims claiming property who receive a crime prevention brochure specific to their crime.*

DEADLINE:

Project the month and year the objective will be accomplished.

ACCOUNTABILITY (PROJECT COORDINATOR):

Specify the individual with oversight responsibility for coordinating and implementing the project.

SUMMARY OF PROGRESS/RESULTS:

Leave this area blank if completing an initial report. For progress reports, summarize all related results and progress towards achieving the objective. Indicate how success of this objective was measured in quantifiable or demonstrable terms (e.g., statistical measures, surveys, objective indicators of success). Be specific with respect to the performance indicator(s), and be sure to include all possible indicators of whether the project attained its goals.

PROJECT STATUS:

Check only the one box that best describes the current status of the project.

PREPARER OF REPORT/PHONE #/DATE REPORT PREPARED:

Insert the printed name and telephone extension of the individual who completed the report and the date it was completed.

PROJECT COORDINATOR APPROVAL:

Provide the signature of the project coordinator upon approval.

COMMANDER APPROVAL:

Provide the signature of the project coordinator's commander upon approval.

BUREAU CHIEF APPROVAL:

Provide the signature of the Bureau Chief upon approval.

Summary

In an effort to further decentralize planning in the Baltimore County Police Department, a new strategic planning process has been established. Based upon input from every functional unit within the Department and the community we serve, a Strategic Plan will be constructed to guide our activities. An Annual Report will be produced to monitor and evaluate our implementation of the Strategic Plan.

Using the Department's organizational values, Chief's vision, mission statement, and initiatives/goals, individual commands will develop a set of unit objectives based on the expectations of their bureau and division chiefs. From that set of unit objectives, commanders will select one or more Strategic Objective(s). These Strategic Objectives, when combined with the Department Goals, will form the Strategic Plan for our agency.

The specific steps required to complete this process are:

1) Individual commanders receive input from their supervisors regarding bureau/division goals, objectives, and projects that should be reflected in the Strategic Plan.

2) Commanders develop a comprehensive list of all goals and objectives for their unit.

3) Precinct Commanders convene a meeting of community leaders to review their goals and objectives.

4) Commanders select the unit objective(s) to be included in the Strategic Plan process as a Strategic Objective.

5) Bureau Chiefs review the comprehensive list of unit objectives and selected Strategic Objective(s) and forward initial Tier II Reports related only to the Strategic Objective to OPADS (if concur) or return to commander for revision (if don't concur).

6) Commanders submit to the Technical Resource Group Tier II Progress Reports each May and November for the length of the activity.

This process will be repeated annually, according to the following development Schedule for 1994:

STRATEGIC PLAN
DEVELOPMENT SCHEDULE

| | MONTH TO BE COMPLETED | | | | | | | | | | | |
| | 1993 | | | | 1994 | | | | | | 1995 | |
STEP	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	NOV	MAR	APR
1. Develop Vision Statement	X											
2. Set Mission, Initiatives, and Goals	X											
3. Survey Community Input		X										
4. Orientation of Bureau and Division Commanders			X									
5. Bureau/Division Commanders Set Direction for Subordinate Commands				X	X	X	X					
6. Executive Corps Orientation and Work Session						X						
7. Develop Unit Level and Strategic Objectives						X	X	X				
8. Submission of Strategic Objective Tier II Initial Report									X			
9. Formation of Strategic Plan									X			
10. Submission of Strategic Objective Tier II 1st Progress Report										X		
11. Evaluation of Strategic Plan Implementation											X	
12. Distribution of Annual Report												X