

# BALTIMORE COUNTY POLICE DEPARTMENT

*Integrity...Fairness...Service*



## STRATEGIC PLAN 2011 - 2015

Strategic Planning Unit

**JAMES W. JOHNSON**  
Chief of Police



"INTEGRITY...FAIRNESS...SERVICE"

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December 29, 2010

A Message from the Chief of Police:

Since 1994 we have been using strategic planning as a management tool in the Police Department. This approach has allowed us to manage the daily operations while keeping an eye on future challenges and opportunities. We have accomplished many goals and objectives that have enabled us to reduce crime and improve the quality of life in Baltimore County. In April 2010, the time came for us to review our overall strategies and goals and modify the plan accordingly.

The result of that review is the following strategic plan, which will steer the Department for the next five years. Members at all levels of the Department are encouraged to participate in this process and the implementation of our strategies. Each member plays a critical role in the lives of Baltimore County residents, and I know, together, we will continue to make a difference. The Baltimore County Police Department is a professional Department made up of distinguished men and women. With a clear vision for the future, carefully developed strategies and straightforward objectives to accomplish our goals, we will continue to work to maintain the high quality of life we enjoy in Baltimore County.

I am confident that the following document provides the Department with the vision and strategies needed to meet future challenges head on, enhancing services to County residents and keeping Baltimore County a safe place to live and work. Should you have any questions or comments about this plan, please contact the Planning and Research Section at (410) 887-2260.

Sincerely,

James W. Johnson  
Chief of Police



# BALTIMORE COUNTY POLICE DEPARTMENT STRATEGIC PLAN 2011 – 2015

## Introduction

Since 1994 the Baltimore County Police Department has used strategic planning to enhance services to County citizens. It enables us to focus resources on critical strategic issues and problems confronting policing now and in the future. Solutions to these issues involve both traditional and non-traditional police and management approaches. The strategic planning process encourages participation from all levels of the organization and seeks the advice of external groups.

Literature on strategic planning defines the term in various ways. All are roughly synonymous with the following definition: a strategic plan is a general plan or blueprint to enable an organization to meet the challenges of the future. It is a process by which an organization's vision, goals and objectives (means for achieving goals) are defined, implemented, evaluated and updated on a continual basis as a means to adapt and thrive in an ever-changing environment.

The primary benefit of strategic planning is that it enables an organization to stay focused on its priorities. Without a formal planning process, an organization's efforts, resources and attention may be stretched thin trying to address a multitude of issues. The result can be a superficial approach to problem resolution and, at best, a reactive system that addresses primarily day-to-day concerns. This emphasis on daily demands rarely allows employees to examine issues from a new or different perspective. Thus, creativity and innovation – the very characteristics needed to improve the services provided by an organization – are stifled.

Conversely, the Strategic Plan provides the Department with an opportunity to think beyond today's problems by examining the larger forces that affect service delivery. By managing the agency through planned, well-defined strategies, order and direction are given to the entire organization regarding what is to be accomplished. The Strategic Plan fosters our abilities to invest resources effectively, capitalize on opportunities, solve problems and craft police services to meet public needs. In addition, the plan and its results enable the Department to demonstrate its effectiveness.

## Developing the Plan

Developing the Strategic Plan is a deductive process, beginning with general premises and concluding with specific issues. The Mission, Values, and Vision statements constitute the most general level of information, and indicate the broad range of beliefs, responsibilities and services of the Department. Key Result Areas and goals more specifically define what needs to take place to meet current and future demands. Objectives, and their desired results, state as precisely as possible the necessary actions to ensure success. Strategic objectives focus on issues that may affect more than one command and require a new or enhanced response over several years.



## The Strategic Plan 2011 - 2015

Before any organization can effectively plan for the future, it must first define why it exists and what functions it performs. The results of this exercise are commonly known as an organization's statement of purpose or mission. The Department's Mission describes our purpose, our reason for existence. It is permanent, enacted by County Charter and not subject to frequent change.

The Department's Organizational Values provide guidance and direction for decision making and set standards for appropriate employee behavior. Developed in 1993 with input from the entire Department and the community it serves, the values *Integrity, Fairness* and *Service* serve as the foundation for all Department activities.

The Vision of the Chief of Police represents his desired future state of the Department. His Vision encompasses the destiny, ideals and goals for which the agency must constantly strive, and provides a framework for moving the Department into the future.

In April of 2010, the Planning and Research Section began the process of updating our Strategic Plan by meeting with the Chief and Bureau Chiefs to discuss the four Key Result Areas. Consensus was reached regarding the direction of the Department over the next five years, and the following four Key Result Areas were developed: Delivery of Police Services, Human Resources, External Relationships and Technology.

In August of 2010, the Executive Corps met and identified 30 strategic issues that our Department faces today and will need to address in the future. Commanders at all levels of the Department were then tasked with gathering information from their communities and other stakeholders, analyzing crime trends, reviewing demographic data and projecting service demands. Each command then performed its own situational assessment and developed strategic objectives based on the departmental goals.

The remainder of this document presents the Police Department's completed Strategic Plan. It includes the Mission, Values and Vision statements and the four Key Result Areas. Listed with each Key Result Area is a goal statement, strategic issues and objectives.



# MISSION STATEMENT

The Mission of the Baltimore County Police Department is to enforce the laws and ordinances of the State and County, safeguard life and property, prevent and detect crime and victimization, preserve the peace and protect the rights of all citizens.

## ORGANIZATIONAL VALUES

### **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.

## VISION OF THE CHIEF OF POLICE

*We will be the model of an innovative, community-oriented police department.*

*We are committed to excellence and professionalism in delivering comprehensive law enforcement services. Our core responsibility is to prevent and reduce crime and victimization. All Department members have an obligation, a duty, to pursue those who commit crimes.*

*Using current and developing technologies, we are committed to research and innovation. Technology will enhance our highly skilled workforce in the investigation of traditional criminal acts, and the latest crime challenges such as Internet, economic and predator crime, organized gang and youthful violent offenders.*

*Homeland security will remain a priority as we focus on the goal of moving beyond communities where our citizens feel safe to communities that are safe.*

*We recognize the value of all our employees and partners, from professional staff and sworn members, to the many citizens who come forth to volunteer, assisting us in fulfilling our mission. We remain committed to the further enhancement of these partnerships. We will continually strive to develop the skills of our members, and to efficiently and effectively manage our resources to deliver the highest level of service to the public.*

**Key Result Area: DELIVERY OF POLICE SERVICES**

**Goal Statement: To deliver comprehensive police services that prevent and reduce crime and sustain the quality of life in Baltimore County.**

This goal recognizes that a safe and secure community is the foundation of a high quality of life in Baltimore County. As the primary police agency in the County, it is essential that we provide a full range of police services built upon the core functions of prevention, enforcement, and problem solving.

**Strategic Issues**

- Working with communities to reduce crime, maintain order, respond to both foreign and domestic terrorism, solve community problems and respond to critical incidents that affect the quality of life.
- Continual evaluation of operational tactics, special programs and personnel allocation will keep the Department poised to respond to ever-changing public safety problems.
- The link between drugs and crime requires careful analysis of distribution patterns and close attention to operational tactics.
- Growing populations of low income, unemployed, minority/ethnic groups, elderly, juveniles, and individuals on parole and/or probation will lead to new and increased demands for police services.
- The police are the primary advocate for crime prevention, but its ultimate success depends on new approaches and innovative ideas.
- Traffic crashes result in more deaths, injury, and property loss than criminal incidents. Areas in need of police attention include speeding, impaired driving, pedestrian safety and occupant protection usage.
- "Data-Driven Policing" has had proven results and will become more prevalent as the method of operational deployment within most police departments nationwide.

**Strategic Objectives****OPERATIONS BUREAU**

**Command:** Operations Bureau

**Project Name:** Crash Reduction/Traffic Safety Initiative

**Objective:** The Operations Bureau will implement a countywide initiative to reduce traffic crashes and promote safe driving. Responsibility for this initiative will include all precincts and uniformed personnel assigned to operational activities.

**Initiation Date:** January 2011

**Target Completion Date:** October 2015



**Command:** Operations Bureau

**Project Name:** Data Driven Approaches to Crime and Traffic Safety (DDACTS)

**Objective:** The Operations Bureau will institutionalize DDACTS as a primary method of operational deployment. This will build on the success of the past three years to ensure that available resources are deployed in the areas that are experiencing both long and short term issues related to traffic crashes and criminal incidents.

**Initiation Date:** January 2011

**Target Completion Date:** October 2015

**Command:** Criminal Intelligence Section

**Project Name:** Criminal Street Gang Interdiction

**Objective:** To identify and track criminal street gangs with the intention of interdicting and dismantling these gangs. Work to prevent the spread of street gangs operating in other regions into Baltimore County.

**Initiation Date:** January 2011

**Target Completion Date:** January 2015

**Command:** Criminal Intelligence Section

**Project Name:** HUMINT (Human Intelligence)

**Objective:** To monitor and report any potential criminal, terrorist or disruptive activity by deploying a variety of human intelligence sources (HUMINT).

**Initiation Date:** January 2011

**Target Completion Date:** January 2015

**Command:** Criminal Intelligence Section

**Project Name:** Information Sharing

**Objective:** To efficiently and effectively disseminate intelligence information to assist Department personnel in combating potential criminal, terrorist or disruptive activity.

**Initiation Date:** January 2011

**Target Completion Date:** January 2015

### Western Patrol Division

**Command:** Precinct 1 – Wilkens

**Project Name:** Strategic Enforcement Plan

**Objective:** To support and participate in the efforts of communities, businesses and educational institutions in organizing public gatherings that promote community unity through crime awareness and prevention activities.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015



**Command:** Precinct 2 – Woodlawn

**Project Name:** Burglary Initiative

**Objective:** To prevent and solve residential and commercial burglaries in Precinct 2 by identifying trends and problem areas and then focusing the efforts of personnel and resources in those areas. These areas include the Liberty Road, Woodlawn Village, Essex Road and the Fairbrook Road corridors. Since burglary trends are constantly evolving, these areas are subject to change and will be addressed accordingly.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015

**Command:** Precinct 3 – Franklin

**Project Name:** Burglary Initiative

**Objective:** To prevent and solve residential and commercial burglaries in Precinct 3 by identifying problem areas and trends and focusing resources in those areas. To increase the success of prosecution by ensuring that cases are enhanced and investigated to the fullest extent.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015

**Command:** Precinct 4 – Pikesville

**Project Name:** Data Driven Approaches to Crime and Traffic Safety (DDACTS)

**Objective:** To discourage criminals from committing robberies, burglaries and automobile thefts in the designated DDACTS areas through an increased presence, enforcement and education effort. To achieve a reduction in crime in the three identified crime categories and a reduction in personal injury automobile crashes in the designated business and residential DDACTS areas. The Precinct 4 DDACTS area will be expanded to include the Liberty Road corridor. The expansion will allow for better coordination with Precinct 2 (Woodlawn) regarding shared crime trends in the business district and residential communities along Liberty Road. Precinct 4 personnel will work 100.5 hours per week in the identified DDACTS areas.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015

**Command:** Precinct 7 – Cockeysville

**Project Name:** Gunpowder Falls Park Community Project

**Objective:** To work with the residents of the Gunpowder Falls Park community to reduce crime, maintain order and facilitate the solution of community problems that are specific to the Gunpowder Falls Park and waterway.

**Initiation Date:** January 2011

**Target Completion Date:** September 2015



**Eastern Patrol Division**

**Command:** Precinct 6 – Towson

**Project Name:** The Towson Underage Drinking Project

**Objective:** To reduce underage alcohol consumption and the problems associated with underage use and abuse of alcohol. While the plan primarily focuses on quality of life issues, reducing nuisance crimes and underage possession and consumption of alcohol, it is also designed to directly impact the areas where robberies, assaults and destructions of property occur.

**Initiation Date:** January 2011

**Target Completion Date:** December 2014

**Command:** Precinct 8 – Parkville

**Project Name:** Composite Crime Reduction

**Objective:** To reduce the indicators on the composite map for public safety indicators from three indicators in the top five percent to one indicator in the top five percent.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015

**Command:** Precinct 9 – White Marsh

**Project Name:** Targeted Enforcement Zones

**Objective:** To quickly respond to community safety related complaints (namely, traffic safety issues) and to quickly respond to crime trends. Precinct 9 will utilize various enforcement measures to reduce the impact of these crime and traffic safety concerns in targeted zones.

**Initiation Date:** January 2011

**Target Completion Date:** December 2014

**Command:** Precinct 12 – North Point

**Project Name:** Colgate Community Crime Prevention Initiative

**Objective:** To address high crime rates in the community during the five-year period.

**Initiation Date:** January 2011

**Target Completion Date:** October 2015

**Criminal Investigations Division**

**Command:** Persons Crimes Section

**Project Name:** Sex Offender Registration Program

**Objective:** To ensure maximum compliance of all sex offenders with federal, state and local laws and mandates for sex offender registration by developing close working relationships with community groups and field staff to increase watchfulness of offenders' movements, promoting public education, awareness of available information, and an understanding of sex offender behaviors.



The Sex Offender Registration Team (SORT) will educate registrants, the community and police personnel on new laws.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015

**Command:** Property Crimes Section – Financial and Cyber Crimes Team

**Project Name:** Financial and Cyber Crime Initiative

**Objective:** To enhance the Department's ability to investigate cyber financial crimes by better identifying and investigating these crimes. To increase training for detectives, acquire technology related to cyber crimes investigations and enhance the tracking of these incidents.

**Initiation Date:** January 2011

**Target Completion Date:** December 2013

**Command:** Vice/Narcotics Section

**Project Name:** Eradication of Illegal Massage Parlors

**Objective:** To reduce the presence of illegal massage parlors where prostitution and human trafficking are occurring.

**Initiation Date:** January 2011

**Target Completion Date:** January 2015

## COMMUNITY RESOURCES BUREAU

### Community Resources Division

**Command:** Youth and Community Resources Section

**Project Name:** Increased Compliance Initiative (ICI)

**Objective:** To reduce the number of unsuccessful completions in the Juvenile Offenders in Need of Supervision (JOINS) program to less than 10%.

**Initiation Date:** January 2011

**Target Completion Date:** June 2015

**Command:** Youth and Community Resources Section

**Project Name:** Delinquency Prevention Counseling Services (DPCS)

**Objective:** To integrate counseling and program services and improve current services to parents and youth referred by precinct officers, school resource officers and other police personnel.

**Initiation Date:** January 2011

**Target Completion Date:** June 2015

**Command:** Youth and Community Resources Section

**Project Name:** Threshold Offender Program

**Objective:** To promote the identification and monitoring of repeat juvenile offenders through information sharing.

**Initiation Date:** January 2011

**Target Completion Date:** June 2015



**Command:** Youth and Community Resources Section

**Project Name:** Increase PAL Access

**Objective:** To improve and expand the delivery of service to the growing number of youth in the County through networking, data collection and facility enhancements.

**Initiation Date:** January 2011

**Target Completion Date:** June 2015

**Command:** Youth and Community Resources – Office of Safe Schools

**Project Name:** Critical Incident Response at Baltimore County Public Schools

**Objective:** To improve the manner in which the Department interacts with the public school system during the response to critical incidents occurring at public school facilities.

**Initiation Date:** January 2011

**Target Completion Date:** December 2012

### ADMINISTRATIVE and TECHNICAL SERVICES BUREAU

**Command:** Homeland Security Division

**Project Name:** National Incident Management System (NIMS)

**Objective:** To establish appropriate response protocols that follow the NIMS guidelines for the effective response to, and management of, critical incidents resulting from any hazard or natural or man-made disaster.

**Initiation Date:** January 2011

**Target Completion Date:** October 2015

### Administrative, Forensic and Training Division

**Command:** Evidence Management Unit

**Project Name:** Comprehensive Evidence Management

**Objective:** To conduct periodic audits of homicide evidence to ensure that the Evidence Management Unit is being held to the highest standards.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015

**Command:** Crime Analysis Section

**Project Name:** Tactical Crime Suspect List Assessment and Enhancement

**Objective:** To ensure suspect lists produced by tactical crime analysts are of the highest quality and that analysts are including names on a suspect list that include individuals responsible for a crime series.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015



**Key Result Area: HUMAN RESOURCES**

**Goal Statement: To create an organization of highly skilled and diverse professionals capable of providing comprehensive and effective police services.**

The Department's most important resource is its members. Our ultimate effectiveness depends on hiring quality persons, developing their skills and empowering them to identify and solve problems. We value diversity of backgrounds and skills.

**Strategic Issues**

- Increased competition for professional staff employees who possess specialized skills and abilities in fields related to cyber crimes, forensics and in the collection, analysis and use of data for operational purposes.
- Increasing complexity of the police function as well as the loss of experience and members due to retirement requires continuous improvement in internal leadership, management, decision-making and communication.
- Re-thinking the deployment of personnel may be necessary due to budgetary restraints and reductions.
- The education, training and development of all members will enhance police performance.
- Succession planning for all levels of the agency.
- Recruit from a pool of applicants that represents the demographics of the County (recruitment vs. hiring).
- Focus on the development of professional staff employees.

**Strategic Objectives****OFFICE OF THE CHIEF**

**Command:** Internal Affairs Division

**Project Name:** Education Based Discipline

**Objective:** To implement a new program known as Education Based Discipline (EBD). The Internal Affairs Division (IAD) will assist in creating a Special Order detailing the elements of the EBD program. IAD will identify training programs that could be used to expand the program and will track and account for discipline involving EBD. The information will be evaluated to determine the effectiveness of the new program.

**Initiation Date:** January 2011

**Target Completion Date:** October 2015



**Management Services Division**

**Command:** Employment Section

**Project Name:** Recruitment and Background Investigation Initiative

**Objective:** To recruit a pool of applicants that reflect the demographics of Baltimore County so that the best qualified people can be considered for hiring.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015

**Command:** Employment Section

**Project Name:** Professional Staff Recruitment Plan

**Objective:** To develop a recruitment plan for a diverse professional staff workforce with an emphasis on those positions requiring specialized skills and abilities.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015

**Command:** Budget Management Section

**Project Name:** Cost Reductions

**Objective:** To identify and recommend specific cost saving strategies for the Department with an emphasis on human resource efficiency.

**Initiation Date:** January 2011

**Target Completion Date:** June 2014.

**Command:** Personnel Section

**Project Name:** Succession Planning

**Objective:** To prepare our personnel for various assignments throughout the Department when we lose a vast amount of our experienced and executive ranks to retirement.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015

**ADMINISTRATIVE and TECHNICAL SERVICES BUREAU**

**Administrative, Forensic and Training Division**

**Command:** Training Section

**Project Name:** Training Initiatives

**Objective:** To facilitate significantly larger recruit classes than any of those experienced in the past decade. This is a result of the predicted high number of retirements. The Section will provide specialized training to new supervisors, detectives and officers, which is crucial to replenishing the training and knowledge of a young police force. Comprehensive training regarding new technologies will be provided to Department personnel.

**Initiation Date:** January 2011

**Target Completion:** December 2015



## Key Result Area: EXTERNAL RELATIONSHIPS

**Goal Statement:** To work in partnership with communities, government agencies and other organizations to augment the Department's resources and improve the delivery of comprehensive police services.

No police agency can be effective working in isolation. Success in reducing crime, solving problems and developing new ideas requires interaction with others. This goal emphasizes the importance of cultivating and sustaining positive relationships with communities and stakeholders as well as those social service providers and businesses that can enhance the delivery of police services.

### Strategic Issues

- A need to maintain and develop sources of external support to improve delivery of police services.
- Utilize new technologies, such as social networking sites, to enhance our direct communication with communities.
- Enhance relationships with non-English speaking communities and citizens.
- Enhance existing regional police partnerships while identifying additional workgroups necessary to respond to changes in crime, Homeland Security and community needs.
- Develop multi-disciplined partnerships among governmental agencies and other service providers to enhance victim outreach programs.
- Work to sustain and improve our relationships with stakeholders by communicating our services, accomplishments and limitations.
- By engaging in research, exchange of knowledge and debate of ideas, the Department can continue to improve its effectiveness.
- Increasing numbers of crime-prone youth requires cooperation with external agencies to develop programs for prevention and enforcement.

### Strategic Objectives

## OPERATIONS BUREAU

### Western Patrol Division

**Command:** Precinct 4 – Pikesville

**Project Name:** Multi-cultural Outreach Project

**Objective:** To resolve communication barriers between members of the Pikesville Precinct and members of the Hispanic/Latino community. To develop a positive working relationship that will build the trust necessary for effective information exchange, incident reporting and the prevention of criminal victimization. To increase awareness of government resources available to members of the Hispanic/Latino community and assist them with navigating



through those resources.

**Initiation Date:** January 2011

**Target Completion Date:** December 2013

**Command:** Precinct 7 – Cockeysville

**Project Name:** Community Communication and Interaction Project

**Objective:** To further increase and expand the precinct commander's ability to communicate and interact with the business and residential communities.

**Initiation Date:** January 2011

**Target Completion Date:** September 2015

### Support Operations Division

**Command:** Special Services Section – Hostage Negotiation Team (HNT)

**Project Name:** Dealing with Combat Veterans in Crisis

**Objective:** To better understand the physical, emotional and psychological challenges combat veterans are exposed to during war and provide valuable insight for negotiators should a veteran be in crisis during or after reintegration.

**Initiation Date:** January 2011

**Target Completion Date:** January 2013

### COMMUNITY RESOURCES BUREAU

#### Community Resources Division

**Command:** Youth and Community Resources Section

**Project Name:** Needs Assessment Inventory (NAI) Expansion and Evaluation

**Objective:** To expand the use of the NAI and implement an evaluation of its ability to predict serious juvenile offenders.

**Initiation Date:** January 2011

**Target Completion Date:** June 2015

**Command:** Youth and Community Resources Section

**Project Name:** Multi-cultural Relations Program

**Objective:** To transform the existing Hispanic/Latino Liaison into a Multi-cultural Relations Liaison that fosters relationships and provides referral services to all cultures in Baltimore County.

**Initiation Date:** January 2011

**Target Completion Date:** June 2015

**Command:** Youth and Community Resources Section

**Project Name:** Citizens' Academy Graduate Volunteerism

**Objective:** To increase the participation of Citizens' Academy alumni with police and community groups.

**Initiation Date:** January 2011

**Target Completion Date:** June 2015



**Command:** Youth and Community Resources Section

**Project Name:** Victims' Services Liaison

**Objective:** Establish a Victims' Services Liaison with the Youth and Community Resources Section and provide a network of referral services to crime victims.

**Initiation Date:** January 2011

**Target Completion Date:** June 2015

**ADMINISTRATIVE and TECHNICAL SERVICES BUREAU**

**Command:** Homeland Security Division

**Project Name:** Liaison with Allied Agencies

**Objective:** To establish and maintain effective partnerships with local, state and federal governmental agencies, our citizens and business groups.

**Initiation Date:** January 2011

**Target Completion Date:** October 2015

**Administrative, Forensic and Training Division**

**Command:** Planning and Research Section

**Project Name:** Proactive Research Initiative

**Objective:** To become more proactive and visionary by researching and developing programs, procedures and policies that will benefit the various components of the Department.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015

**Command:** Planning and Research Section

**Project Name:** Accreditation On-Site Assessment

**Objective:** To show compliance with all applicable standards in order to obtain re-accreditation status for the Department by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

**Initiation Date:** January 2011

**Target Completion Date:** December 2011

**Command:** Forensic Services Section

**Project Name:** Maryland Forensic Lab Advisory Committee

**Objective:** To assist in developing regulations for forensic laboratories operating in the State of Maryland by maintaining a relationship with the Maryland Forensic Laboratory Committee and the Department of Health and Mental Hygiene (DHMH). To provide assistance and support to DHMH in the inspection process and the enforcement of regulations.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015



## Key Result Area: TECHNOLOGY

**Goal Statement:** To meet the technological needs of the Department by ensuring the Department's equipment and facilities meet industry standards, identifying advancements and best practices in technology, and maximizing the use of technology through innovation to better serve stakeholders.

Technology is more than a resource; it is a way of life and a way the Department conducts business. Society and the Police Department have become digitally dependent. Every facet of the Department's operation either requires or is impacted in some way by technology. Data driven policing, cyber-related crimes, automated records, electronic dispatch and reporting, communication through email and text messaging, global positioning systems, cell phone tracking, regional crime information sharing, and electronic enforcement, such as electronic citations, red light and speed cameras are only a few ways the Department relies on technology.

### Strategic Issues

- Emerging trends in cyber crime, such as child pornography, identity theft, copyright infringement and embezzlement, will continue to increase and become more difficult to detect as criminals find more creative ways to victimize citizens and businesses.
- Future hires will likely be part of the digitally dependent generation.
- Use of social networking sites and personal digital devices by Department members and the public are creating new legal challenges that could compromise the credibility and integrity of officers, investigations and successful prosecution.
- Environmentalism will continue to be a government focus. Eliminating paper records and copies by capitalizing on technology to avoid wasting energy and resources will be necessary.
- Changing the cultural thinking of the Department from the traditional way of conducting business to an electronic environment and ensuring personnel are trained in new technologies.
- Competing interests for limited funding to purchase new or replace existing technology.
- The Police Department's technology infrastructure and equipment are managed by another County department whose resources are in demand by other County departments as well.
- The convergence of independent law enforcement databases managed by federal, state and local agencies to enhance the identification of crime trends, investigations, case clearances and officer safety.



**OFFICE OF THE CHIEF**

**Command:** Media Relations Section

**Project Name:** Internet Technology

**Objective:** To revise the existing Police Information Network and create *iWatch Baltimore County*, a neighborhood awareness program to educate and encourage citizens to vigilantly watch around them and report suspicious behaviors that may have connections to crime, as well as local, state or national security threats. To allow Individuals to submit tips and report crimes using this technology.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015

**Management Services Division**

**Command:** Personnel Section

**Project Name:** Comprehensive Computerization of Personnel Records

**Objective:** To place all personnel records into a computer database to include personal identification and photographs. This will allow for immediate retrieval of records and reduce the amount of storage space required.

**Initiation Date:** January 2011

**Target Completion Date:** January 2015

**OPERATIONS BUREAU**

**Command:** Precinct 11 – Essex

**Project Name:** Communication through Technology

**Objective:** To use new technologies in our efforts to expand communication with internal and external stakeholders, enhance the skills and abilities of our personnel, and improve crime enforcement methods and strategies.

**Initiation Date:** January 2011

**Target Completion Date:** December 2015

**ADMINISTRATIVE and TECHNICAL SERVICES BUREAU**

**Administrative, Forensic and Training Division**

**Command:** Forensic Services Section

**Project Name:** Latent Print Workflow System

**Objective:** Implement a technology driven approach to the identification of latent prints and the management of workflow in order to provide more efficient service to our customers and to help withstand the new challenges placed on this discipline by recent court decisions.

**Initiation Date:** January 2011

**Target Completion Date:** June 2013



**Command:** Planning and Research Section  
**Project Name:** Accreditation Files – Electronic Conversion  
**Objective:** To improve the quality of CALEA files and reduce the number of personnel hours dedicated to file maintenance by converting paper copies of CALEA Standards, departmental written directives and proofs of compliance into an electronic format.  
**Initiation Date:** January 2011  
**Target Completion Date:** December 2012

**Command:** Crime Analysis Section  
**Project Name:** Quality Data and Information  
**Objective:** To ensure the data used by the Department is of the best quality possible and based on reliable and accurate information.  
**Initiation Date:** January 2011  
**Target Completion Date:** October 2015

**Command:** Records Management Unit  
**Project Name:** Comprehensive Record Retention  
**Objective:** To replace the current scanning system and adopt one that is designed to capture information to improve service to the public and law enforcement personnel.  
**Initiation Date:** January 2011  
**Target Completion Date:** December 2013

**Command:** Materials and Facilities Management Unit – Mobile Projects Team  
**Project Name:** Rapid Data Collection and Distribution  
**Objective:** To provide rapid transmission of data from field operatives to central databases preparatory to analysis, internal distribution and sharing with other jurisdictions, then follow through to provide automated equipment and communications to allow secure, rapid sharing of data and analysis with other jurisdictions including state, regional and federal agencies.  
**Initiation Date:** January 2011  
**Target Completion Date:** December 2015

**Command:** Materials and Facilities Management Unit – Mobile Projects Team  
**Project Name:** Integrate Arrest and Jail Booking (IAJB)  
**Objective:** To integrate Police Department arrest procedures with booking procedures of the Bureau of Corrections to eliminate duplicate entry of data and facilitate rapid transfer of prisoners from the Police Department to the Bureau of Corrections.  
**Initiation Date:** January 2011  
**Target Completion Date:** December 2011



**Command:** Materials and Facilities Management Unit – Mobile Projects Team

**Project Name:** Widely Available Real-time Communication (WARCO)

**Objective:** Provide effective real-time voice and data communication among Baltimore County public safety agencies, police officers and, when appropriate, between Police Department personnel and other local, state or federal agencies.

**Initiation Date:** January 2011

**Target Complete Date:** April 2012

**Command:** Materials and Facilities Management Unit

**Project Name:** Automation Initiative

**Objective:** To integrate all employee record spreadsheets into one easily managed system. To replace aging emergency light equipment for police vehicles. To identify a replacement fleet vehicle for the Ford Crown Victoria, which is expected to go out of production at the end of the 2011. To investigate new technology for communication devices, record the issuance of new devices and track existing devices.

**Initiation Date:** January 2011

**Target Completion Date:** Employee records system - March 2011; vehicle emergency light equipment - June 2011; identify a replacement fleet vehicle for the Ford Crown Victoria - June 2011; communications devices - December 2015.



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Chief of Police

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" INTEGRITY...FAIRNESS...SERVICE "

SPECIAL ORDER # 04-10

DATE: December 29, 2010

TO: All Police Department Personnel. To be Announced at Roll Call and a Copy Posted on the Bulletin Board for 30 Days.

RE: Strategic Plan 2011 – 2015

EFFECTIVE: January 1, 2011

**BACKGROUND:** Since 1994 the Baltimore County Police Department has used strategic planning to enhance services to County citizens. It enables us to focus resources on departmental goals that define critical strategic issues and problems that confront policing now and in the future. Solutions to these issues involve both traditional and non-traditional police approaches.

The Strategic Plan is a process that flows from the most general to the most specific. The *Mission, Values* and *Vision* statements indicate the broad range of beliefs, responsibilities and services of the Department. *Key Result Areas* and *goals* more specifically define what needs to take place to meet present and future demands. *Objectives* state as precisely as possible the necessary actions to ensure success.

In April of 2010, the Planning and Research Section began the process of updating our Strategic Plan by meeting with the Chief and Bureau Chiefs to discuss the four Key Result Areas. Consensus was reached regarding the direction of the Department over the next five years, and the following four Key Result Areas were developed: Delivery of Police Services, Human Resources, External Relationships and Technology.

In August of 2010, the Executive Corps met and identified 30 strategic issues that our Department faces today and will need to address in the future. Commanders at all levels of the Department were then tasked with gathering information from their communities and other stakeholders, analyzing crime trends, reviewing demographic data and projecting service demands. Each command then performed its own situational assessment and developed strategic objectives based on the departmental goals.

The attached Strategic Plan includes newly developed objectives.

**PURPOSE:** This order implements strategic objectives for commands throughout the Department. The plan provides a formal blueprint for the development and implementation of police services for the next five years.

**SPECIAL ORDER #04-10 (Continuation)**

**RELATIONSHIP TO DEPARTMENTAL VALUES:** This order supports our commitment to *Integrity, Fairness* and *Service* by promoting adherence to organizational values, equitable treatment of employees, applicants, and the public, responsible use of departmental resources and enhancement of the quality of life in Baltimore County.

**PROCEDURES:** The specific steps required to achieve the Strategic Plan are:

- 1) The Bureau Chiefs establish the general direction for their commands relative to the Department's mission, values and vision.
- 2) The Executive Corps identify the strategic issues and develop goal statements for each Key Result Area.
- 3) Using the general direction as a guide, commanders solicit input from personnel and the community. This information is used to establish strategic objectives, which support one or more of the issues.
- 4) Specific strategies are developed and implemented to achieve the strategic objectives.
- 5) Commanders submit progress reports twice a year to the Planning and Research Section until the objectives have been met, revised or closed.
- 6) Progress is monitored and evaluated on a continual basis to determine if objectives are being achieved and progress made towards our goals.

**IMPLEMENTATION:** Effective immediately, commanders are responsible for implementation of the specified procedures and attainment of the strategic objectives. This Special Order supersedes Special Order #04-06.

**DISTRIBUTION:** The order and attachment will be distributed to all shift/unit commanders, those of higher rank and non-sworn supervisors/managers, and a copy will be readily available to all employees.

Attachment

By order of,

A handwritten signature in black ink, appearing to read "Chief Jim Johnson". The signature is stylized and cursive.

James W. Johnson

*Chief of Police*