

James W. Johnson
Chief of Police

Baltimore County Police Department
Headquarters
700 E. Joppa Road
Towson, MD 21286
(410) 887-2214
Fax (410) 887-8887



“ INTEGRITY...FAIRNESS...SERVICE ”

SPECIAL ORDER # 2015-07

DATE: November 24, 2015

TO: All Police Department Personnel. To be Announced at Roll Call and a Copy Posted on the Department’s Intranet Site.

RE: Strategic Plan 2016 - 2020.

EFFECTIVE: Immediately.

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, Organizational 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 2015, the Planning & Crime Analysis Section began the process of updating our Strategic Plan by meeting with the Chief and Bureau Commanders 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 will be continued: Delivery of Police Services, Human Resources, External Relationships, and Technology.

In July of 2015, the Executive Corps met and identified 19 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.

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.

POLICY: Members of the Department will work to achieve the objectives identified by their commanders, and will submit the required documentation describing their efforts.

SPECIAL ORDER #2015-07 (Continuation)

PROCEDURES:

GENERAL

- The Department's Strategic Plan will be achieved by completing specific procedures.

BUREAU COMMANDERS

- Establish the general direction for their commands relative to the Department's mission, values, and vision.

EXECUTIVE CORPS MEMBERS

- Identify the strategic issues and develop goal statements for each Key Result Area.

COMMANDERS

- Solicit input from personnel and the community using the general direction established by the bureau commanders as a guide.
NOTE: This information is used to establish strategic objectives, which support one or more of the issues.
- Develop projects and implement specific strategies to achieve the strategic objectives.
- Submit progress reports twice a year to the Planning & Crime Analysis Section, until the objectives have been met, revised, or closed.
- Monitor and evaluate progress, on a continual basis, to determine if objectives are being achieved and progress made towards the 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 #04-10, Strategic Plan 2011 - 2015. This Special Order will be distributed electronically to all Department members. Shift/Unit supervisors will be responsible for the referencing of this Special Order.

By order of,

James W. Johnson
Chief of Police