

Melissa R. Hyatt
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 # 2021-03

DATE: May 3, 2021

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

RE: Strategic Plan 2021 - 2025.

EFFECTIVE: Immediately.

BACKGROUND: Since 1994, the Baltimore County Police Department has used strategic planning to enhance services to County residents. 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 (i.e., 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 Department 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 Strategic Plan is a deductive process, beginning with general premises and concluding with specific issues. The Mission Statement and Organizational Values constitute the most general level of information, and indicate the broad range of beliefs, responsibilities, and services of the Department. *Goals* and *Initiatives* more specifically define what needs to take place to meet current and future demands. *Action Items* state as precisely as possible the necessary steps to ensure success.

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

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organization's statement of purpose or mission. The Department's Mission Statement 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.

In June of 2020, the Strategic Planning Team (SPT) began the process of updating our Department's Strategic Plan. The process began with a list of *Goals* and *Initiatives* provided by Chief Melissa R. Hyatt. This information was then presented to a diverse committee of sworn and non-sworn Department members for their input. The information received from the committee members was used to create a draft document by the SPT. This draft document was then reviewed and amended by the affected bureaus and commanders. The final document consists of five *Goals*, 25 *Initiatives*, and 78 *Action Items*.

PURPOSE: This Order implements *Action Items* that are to be reported upon by 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: All members of the Department will work to achieve the *Action Items* contained in the Department's 2021 - 2025 Strategic Plan, and will submit the required documentation describing their efforts.

PROCEDURES:

GENERAL

- The Department's Strategic Plan will be achieved by completing the specific *Action Items* contained in the document.
- All Department members will work in cooperation to successfully complete the *Action Items* described in the Department's Strategic Plan.

NOTE: Commands assigned responsibility for reporting on an Action Item are not solely responsible for completing the item. Members assigned to non-reporting commands will assist the reporting commands when *Action Items* involve activities their bureau, division, section, unit, or team are responsible for completing within the Department.

COMMANDS

- Assigned responsibility for reporting on an Action Item will submit documentation to the Accreditation & Inspections Team biannually (i.e., due April 1 and October 1 of each year) describing the Department's progress toward completing the item.
EXCEPTION: Commands assigned to report on *Action Items* that have been completed are not required to submit additional reporting once the item is closed.
- May submit a Form 12L, Intra-Department Correspondence, through their chain of command to the Office of the Chief to request modifications to the Department's Strategic Plan (e.g., cancel an existing Action Item, add a new Action Item, revise the stages needed to complete an Action Item, etc.).
NOTE: The Office of the Chief will notify the SPT when a modification to the Strategic Plan is approved.

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IMPLEMENTATION: Effective immediately, all Department members will begin working to complete the *Action Items* detailed in the Department's 2021 - 2025 Strategic Plan. This Special Order supersedes Special Order #2015-07, Strategic Plan 2016 - 2020. 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,

A handwritten signature in black ink, appearing to read 'Melissa R. Hyatt', written in a cursive style.

Melissa R. Hyatt
Chief of Police