



HOWARD COUNTY SHERIFF'S OFFICE

GENERAL ORDER ADM-41 HCSO GOALS AND OBJECTIVES

EFFECTIVE FEBRUARY 24, 2012

This General Order contains the following numbered sections:

- I. POLICY
- II. ANNUAL GOALS, PROGRESS REPORTS AND STRATEGIC PLAN

I. POLICY

It is the policy of the Howard County Sheriff's Office (HCSO) to ensure the effective development of goals and objectives that promote the mission of the Office.

II. ANNUAL GOALS, PROGRESS REPORTS, AND STRATEGIC PLAN

The HCSO shall establish and routinely update annual goals and objectives as a management tool. Goals and objectives will be developed for the HCSO as a whole and for each organizational component. This effort will help ensure the direction and unity of purpose as a basis for measuring progress.

With a concentrated effort toward the attainment of realistic goals and objectives, the Office will strive to grow and better serve the community.

A. Annual Agency-wide Goals and Objectives¹

- 1. The Research and Planning Section (R&P) will solicit suggestions for Agency-wide goals and objectives for each fiscal year.
- 2. A solicitation for suggestions of goals and objectives will be initiated to coincide with budget development.
- 3. R&P will present a compilation of input to the Command Staff for discussion and consideration.
- 4. The Sheriff will consider the input and discussion on proposed Office goals and objectives and issue an approved listing by *June 15th* each year.
- 5. R&P will ensure that approved Office goals and objectives are published for all members to review by the start of each fiscal year (*July 1st*).²

B. Component Goals and Objectives

- 1. Each organizational component (Section) shall develop annual goals and objectives for their component, for the fiscal year, after reviewing Agency-wide goals.
- 2. Proposed component goals and objectives must be submitted, through the chain of command, to the Deputy Chief who shall in turn review them and forward the approved lists to R&P by *August 15th* of each year.
- 3. Commanders and Supervisors will assist in the formulation of goals and objectives for each of their organizational components.

¹ CALEA 15.2.1

² CALEA 15.2.1

4. It is critical that Commanders and Supervisors solicit and forward input from their personnel in the formulation of these goals. This can be done by soliciting written comments or conducting a Section meeting and receiving verbal input. The input of the members is critical in order to provide validity to the effort.
5. R&P will compile and review the goals and objectives to ensure no conflicts exist. R&P will forward all proposed goals and objectives to the Sheriff for his review and approval prior to *September 1st* of each year.
6. Upon approval by the Sheriff, each Section will ensure that their approved goals and objectives are disseminated to all appropriate members.

C. Budget Fiscal Consideration

1. Goals and objectives will be developed based on the fiscal year to coincide with possible budget fiscal factors.
2. Both Agency-wide and component-based goals and objectives will be considered during budget preparation and development.

D. All goals and objectives should be realistic, attainable and, if at all possible, quantifiably measurable.

E. Progress Reports

In order to keep the Sheriff aware of the progress made toward the published goals and objectives of the various components, Commanders will ensure that a six month and final progress report is received from each organizational component toward the attainment of the goals.

1. Commanders will compile and submit a six-month progress report to R&P by *February 28th*.
2. R&P will compile all progress reports and submit them to the Sheriff by *March 15th*.
3. An end-of-year analysis of goal attainment must be completed and submitted to R&P by each component, to measure performance by *August 15th*.
4. R&P will compile all end-of-year reports and submit them to the Sheriff by *September 1st*.

F. Updating or revising goals and objectives during the fiscal year, or at the end of the fiscal year, must be documented and forwarded to R&P upon review and approval by the appropriate Commander.

G. The HCSO shall maintain a current, multiyear strategic plan (Plan). This document will set forth how the Office will prepare and position its future. It is a guide designed to help enable the HCSO to respond in a focused, effective and innovative way. The Plan sets organizational direction and establishes measurable long term program objectives:

1. The Plan shall include:
 - a. Long-term goals and operational objectives;
 - b. Anticipated workload
 - c. Anticipated personnel levels;
 - d. Anticipated capital improvements and equipment needs; and
 - e. Provisions for review and revision as needed

2. Plan Maintenance:
 - a. R&P will solicit input towards updates of the Plan each year, or as otherwise directed by the Sheriff.
 - b. R&P will be responsible for ensuring that all members of the Command Staff are provided with an up-to-date copy of the Plan.
 - c. A review of progress will be conducted annually, or as otherwise directed by the Sheriff, at a Command Staff Meeting.

Authority:

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Sheriff