

	<p>NORWICH POLICE DEPARTMENT</p> <p>POLICY AND PROCEDURE GENERAL ORDER</p>	Distribution	General Order Number
		ALL PERSONNEL	2.02
		Original Issue Date	Reissue/Effective Date
		5/29/2018	
<p>Order Title:</p> <p>GOALS AND OBJECTIVES</p>	Accreditation Standard:		Section
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		Section Title ORGANIZATION AND MANAGEMENT	
Rescinds:	 Patrick J. Daley, Chief of Police		

This General Order is for departmental use only and does not apply in any criminal or civil proceeding. This General Order should not be construed as creation of a higher legal standard of safety or care in an evidentiary sense with respect to third party claims. Violations of this General Order will only form the basis for departmental administrative sanctions. Violations of law will form the basis for civil and criminal sanctions in a recognized judicial setting

I. PURPOSE

To establish a written directive that requires the formulation and annual updating of goals and objectives for the Norwich Police Department, and for each organizational component. This directive includes provisions for disseminating the Norwich Police Department’s goals and objectives to all affected personnel, as well as a system to evaluate the progress made toward the attainment of the Department’s goals and objectives.

II. POLICY

It is the policy of the Norwich Police Department (“the Department”) to adopt goals and objectives for the Department and each organizational component. This strategic plan will be disseminated to all affected personnel and updated on an annual basis. The process of gathering information from operational entities, developing Goals and Objectives and evaluating progress will fall under the purview of Administrative Division..

III. DEFINITIONS

Vision: The Vision of the Department originates from the Chief of Police, and is a futuristic statement of principles and traits that the Department sees within itself. The Vision also documents the Department's commitment to these principles and traits.

Mission Statement: A statement of how the Department will attain its vision, the basic function and responsibility of the Department and a broad statement of the Department's objective in regards to these functions and responsibilities. The Mission Statement reflects the Department's commitment to a philosophy of community policing and professionalism in the delivery of police service, and explains the general purposes and functions of the Police Department in relation to the various communities it serves.

Organizational Core Values: The permanent ideals and principles that guide the Department in its everyday endeavors, and serve as parameters for accomplishing its mission, goals, and objectives.

Goals: Relatively broad statements of the objectives that the Department intends ultimately to achieve. The goals coincide with the Department's mission, and are necessary to accomplish the mission. As statements of broad direction, general purpose, or intent, they are general and usually require a relatively long time span to achieve. Whenever possible, goals are stated in a way that permits measurement of their achievement.

Objectives: The end results that the Department intends to attain in order to achieve partial fulfillment of a Departmental Goal. The objectives are elements of the goals and require a shorter time to accomplish than do the goals themselves.

Strategies: Strategy development is facilitated by the Chief of Police and Command Staff, and extends to all management levels, becoming increasingly more specific down to the level of the unit component. Strategies may be operational, budgetary, or professional in nature, and are the specific action plans to accomplish a particular objective.

IV. PROCEDURE

A. Goals and Objectives

The general objectives of the Norwich Police Department include, but are not limited to, the following:

- To ensure the safety of all persons within the City of Norwich.
- To protect property, whether public or private.
- To maintain order and preserve the public peace.
- To identify and apprehend criminal offenders.
- To foster a community spirit of adherence to the law.
- To provide a rapid response to citizens' needs for service.
- To prevent crime to the maximum extent possible.
- To create and maintain a feeling of safety and security in the community.
- To regulate and facilitate the movement of vehicular traffic within the City of Norwich and to enforce traffic laws.
- To provide the citizens of Norwich, and others needing the assistance of the Police Department, with a comprehensive victim/witness program that assists

individuals who have suffered emotional, physical, or other difficulties as the result of being victimized or witnessing an emotionally charged event.

- To provide the employees of the Department with a professional work environment that employs modern technology, participative management, and visionary leadership
- To provide the employees of the Department with training and career development opportunities that enhance employees professional development, and offering job enrichment by utilizing the full potential, knowledge, skills, and abilities of all employees.

1. Establishing and Annually Updating the Department Goals and Objectives

- a. In addition to the above general objectives, Departmental Goals and Objectives will be formulated to support the Department's Vision, Mission, Organizational Values Statements, and General Objectives. In order to ensure direction and unity of purpose, goals and objectives for the Department and each organizational component will be formulated, annually updated, and disseminated in writing to all Departmental personnel. These goals may include:

- (1) Operational Strategies – These strategies establish overall direction, parameters, anticipated workloads, personnel levels and plans of action toward attainment of specific operational goals for Supervisors' areas of responsibility
- (2) Budgetary Strategies - These strategies are established at the Chief level, and consist of fiscal management plans of action, including alternate sources of funding, resource allocation, anticipated capital improvements, equipment needs and budget management
- (3) Professional Strategies – These strategies are established to direct organizational activities towards the development of the Department's management philosophy in terms of employee training and development, including job enhancement, career development, and management and leadership skills of individual supervisors

- b. Division Commanders must submit, in writing, the annual goals and objectives of their respective commands and components to the Chief of Police by April 15th.. Portions of this task may be delegated to supervisors and/or individual employees, but each Commander has the responsibility of submitting the final recommendations on the goals and objectives of their commands with the annual Budget

Proposal to the Chief of Police. Many goals and objectives are directly related to the Department's budget and require fiscal funding, and as such, Commanders should submit these recommendations each year to coincide with submission of the following year's budget.

- c. These goals and objectives will be submitted as requested by the Chief of Police and shall address the upcoming fiscal year from July 1 to June 30th inclusive. Upon review and approval by the Chief of Police, these goals and objectives will be issued and distributed to all departmental employees through a Special Order and will be conspicuously posted in the police building for reference throughout the year.

2. Personnel Input Into Goals and Objectives

- a. It is important for all employees to have an opportunity to offer input in formulating goals and objectives of the Department, irrespective of the employee's assignment. This enables employees to more fully participate in the management and operation of the Department.
- b. On or about January 1st of each year the Chief of Police will solicit input from all Department personnel regarding the annual updating of the Department's Goals and Objectives for the subsequent calendar year. This may be accomplished through announcement in Supervisory Staff Meetings, Roll Call, Departmental Meetings, Briefings, Memorandums, E-mail, or other appropriate means. Any employee is encouraged to offer input in the formulation and annual updating of the goals and objectives. All supervisors will encourage and solicit their subordinates for ideas and suggestions. These ideas and suggestions may be made in the form of:
 - 1) Written recommendations submitted to the employee's supervisor; or
 - 2) Verbal recommendations made to the person's supervisor that will be documented by the supervisor.

These recommendations will be reviewed by the immediate supervisor then forwarded through the chain of command to the Chief of Police with any appropriate comments or suggestions.

- c. The Chief of Police shall be responsible for the coordination of the goals and objectives, and will issue timetables and conduct meetings with the various organizational components. The Chief of Police will review all comments, suggestions, and recommendations for their merit and possible inclusion in the final recommendations on Departmental goals and objectives.

B. System for Evaluation of Progress Towards Attaining Goals and Objectives

1. The Chief of Police is responsible and accountable for the attainment of the annual Department goals and objectives. In order to ensure direction and unity of purpose, Commanders of each organization component will complete a quarterly written report which details:
 - a. The goals and objectives for the preceding quarter;
 - b. A statement as to whether those goals and objectives have been met; and
 - c. A statement of how they plan to meet any goals that have not been met or an explanation of why they cannot be met.
2. The Deputy Chief of Police responsible for each organizational component shall be responsible for the follow-up and evaluation of the goals and objectives, and will issue timetables and conduct meetings with the various organizational components towards their progress. The final written report on progress made towards achieving the current calendar year goals and objectives will be included in each Commander's respective annual Budget Proposal and must be submitted to the Chief of Police by December 15th of each year.

C. Strategic Plan

1. The Administrative Division will coordinate and maintain a strategic planning process to include the following elements:
 - a. Long- term goals and operational objectives;
 - b. Anticipated workloads and population trends
 - c. Anticipated personnel levels;
 - d. Anticipated capital improvements and equipment needs; and
 - e. Annual review and revision of the plan.