



DEPARTMENT GOALS & OBJECTIVES

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I. DEFINITIONS

1. Mission Statement

A broad statement of purpose or reason for existence. The mission statement provides the overarching framework within which all organizational goals are set. The mission statement defines the “why” of the organization at a high level.

2. Goal

A broad, long-term aspiration or desired outcome. Goals are the overall aim that guides efforts and provides a sense of direction. Goals are generally not specific or measurable in and of themselves but represent the ultimate impact being strived for. Goals should directly support and contribute to the fulfillment of the mission. Goals are the broader “what” the organization aims to achieve.

Characteristics of goals are:

- **Broad and General:** Goals are typically expressed in general terms, outlining the desired end state without specifying the steps to get there.
- **Long-Term Focus:** They often have a longer time horizon, ranging from months to years, or even an ongoing focus.
- **Aspirational:** Goals represent your ambitions and what you ultimately want to accomplish.
- **Provide Direction:** They act as a compass, helping you align your efforts and make decisions that move you towards your desired future.
- **Not Always Measurable:** While it's good practice to eventually make progress towards goals measurable, the initial goal statement itself might be qualitative.

Example: “The Department will fully embrace and implement the principles of 21st Century Policing.”

3. Objective

Specific, measurable, achievable, relevant, and time-bound (SMART) steps to take to reach broader goals. Objectives break down each goal into manageable steps with clear targets and timelines. Each objective should directly contribute to achieving one or more organizational goals. Objectives define “how” progress will be made toward achieving the goals.

Characteristics of objectives are:

- **Specific:** Objectives clearly define what needs to be done, leaving no room for ambiguity.
- **Measurable:** You can track progress and determine when the objective has been achieved using quantifiable metrics.
- **Achievable:** Objectives should be realistic and attainable with the resources and time available.

- **Relevant:** Objectives must align with and contribute to the overarching goals.
- **Time-bound:** Each objective has a defined timeframe or deadline for completion.
- **Action-Oriented:** Objectives often start with action verbs, clearly indicating what will be done.
- **Shorter-Term Focus:** Compared to goals, objectives typically have a shorter time horizon, often quarterly or annually.

Example: “Throughout the fiscal year, provide officers documented opportunities for continuing and advanced education and training; and opportunities for professional development.

4. Work Plan

The detailed activities and tasks required to achieve specific objectives. Work plans outline who is responsible for the specific actions to be taken, the resources needed, and the timelines for completion. Each task and activity within a work plan should directly contribute to achieving a specific objective. Work plans should be flexible enough to accommodate changes, challenges and new information that may arise during implementation. Work plans translate the “what” and “how” of goals and objectives into specific “actions and tasks.”

Characteristics of work plans are:

- **Detailed and Actionable:** Work plans break down objectives into smaller, manageable tasks with specific steps.
- **Task-Oriented:** They focus on the “how-to” of achieving objectives.
- **Timeline-Driven:** Work plans include specific start and end dates or deadlines for each task.
- **Resource Allocation:** They identify the resources (people, budget, materials, tools) needed for each task.
- **Responsibility Assignment:** Work plans clearly assign tasks to specific individuals or teams, ensuring accountability.
- **Sequencing and Dependencies:** They often outline the order in which tasks need to be completed and any dependencies between them.
- **Monitoring and Evaluation:** A good work plan may also include mechanisms for tracking progress and making adjustments as needed.

Example: “The Criminal Investigation Division commander will assign the appropriate personnel from within the division to plan and deliver one (1) Basic Investigator’s Course during the calendar year, including developing the course content, arranging for instructors, scheduling the course, arranging for appropriate classroom space, registering attendees and soliciting feedback from attendees aimed at improvement of future courses. Resources needed to support the course will be from the approved budget.”

II. ANNUAL DEVELOPMENT OF GOALS, OBJECTIVES & DIVISION WORK PLANS

A. Department Goals and Objectives

Each **September 1st**, the Chief of Police will formulate and publish department goals and objectives for the upcoming **fiscal** year. These goals and objectives **must** be based on input from all levels of the department and will be distributed to all department personnel. ***The Department Goals & Objectives should be used as a guiding reference to support department budget requests and prioritizing budget line items during the annual budget planning and preparation period.***

B. Bureau Goals and Objectives

Each September 1st, the Bureau Commanders must formulate and publish Bureau goals and objectives for the upcoming fiscal year. These goals and objectives must be based on input from all levels of the department and must be submitted to the Chief of Police and distributed to all department personnel. The Bureau goals & objectives should be used as a guiding reference to support bureau budget requests, prioritizing budget line items during the annual budget planning and preparation period, and the creation of Division Work Plans.

C. Division Work Plans

Bureau Commanders **are responsible for facilitating the development of division work plans in coordination with their district/division commanders, based on the Chief's and Bureau's goals and objectives. Bureau Commanders must submit the Division Work Plans to the Chief of Police by **October 1st** of each year. Division Work Plans should be used as a guiding reference by division and section commanders to support department budget requests during the annual budget planning period.** Established division work plans **must** be distributed to all personnel in each **affected** organizational component.

III. PROGRESS REPORTS ON ATTAINMENT OF GOALS AND OBJECTIVES

District/Division Commanders *must* report on the progress *of their division work plans* toward the achievement of the department's goals and objectives every three months (July-September, October-December, *January-March, April-June*). Reports *must* be forwarded to the appropriate Bureau Commander and to the Accreditation *Section*.

IV. PROPONENT UNIT: *Office of the Chief of Police.*

V. CANCELLATION: This directive cancels Index Code 103, dated *01-17-17*.