

GOALS AND OBJECTIVES

1. **PURPOSE:** To establish guidelines for the development, annual review and distribution of goals and objectives.
2. **OVERALL GOAL:** The Huntsville Police shall respond to the needs of the community with police services that are efficient and effective on the one hand, and fair and equitable on the other.
3. **POLICY:** The Huntsville Police Department will formulate, distribute, and review goals and objectives for each organizational component in a Strategic Plan prepared by the Chief of Police on an annual basis.
4. **SCOPE:** This Written Directive applies to all personnel employed by the Huntsville Police Department.
5. **RESPONSIBILITY:** All personnel shall comply with the guidelines established herein.
6. **DEFINITIONS**
 - A. **STRATEGIC PLAN:** The Strategic Plan is the Department's business plan for providing police services to the citizens of Huntsville, Alabama. Embodied within the strategic plan are the organization's goals and objectives.
 - B. **GOAL:** A goal is a relatively broad statement of the end or result that one intends to achieve. A goal usually requires a relatively long time span to achieve and, whenever possible, should be stated in a way that permits measurements of its achievement.
 - C. **OBJECTIVE:** An objective is the end result that one intends to attain in order to achieve partial fulfillment of a goal, and, therefore, requires a shorter time to accomplish than does a goal. Objectives should identify who, what, when and where, and include some mechanism for measuring success/failure in obtaining the stated objective. The term "*objective*" is synonymous with "*strategy*" for the purposes of this directive.
7. **PROCEDURES:** Goals and objectives shall be formulated in a **Strategic Plan** that clearly identifies, at a minimum: service and crime-related priorities; goals; short and long-term strategies to address those priorities and related goals; each organizational component's responsibility in achieving stated goals; and measurements for evaluating success/failure.
 - A. **PLAN FORMULATION AND REVIEW:** The formulation and annual review of the Department's Strategic Plan shall be a part of the planning process, involving all staff-level officers, at the direction of the Chief of Police.

- B. **NEW PROGRAMS:** New programs/plans/initiatives promoted during the course of a year for implementation in that same year must be supported by quantifiable goals and objectives that contribute to the Department's overall goal.
- C. **STAFF INVOLVEMENT:** Commanders shall actively engage personnel at all levels in the process of formulating and reviewing applicable goals and objectives.
 - 1. **METHODS:** The formulation, presentation and review of goals and objectives within each component shall be accomplished in vertical staff meetings, by committee assignments, etc.
 - 2. **DOCUMENTATION:** Involvement of all personnel in the formulation and review of progress toward attainment of stated goals and objectives shall be thoroughly documented and provided to the Accreditation Office, Bureau Commanders, and the Chief of Police upon request.
 - 3. **REVIEW:** The Chief of Police shall review the input of all personnel in the formulation of the Department's Strategic Plan.
- D. **FINALIZING THE PLAN:** The Chief of Police shall then draft a Strategic Plan that clearly articulates the short and long-term goals and objectives of the Department.
- E. **DISTRIBUTION:** The Strategic Plan shall be distributed to all personnel by the Chief of Police.
- F. **ACCOUNTABILITY:** Commanders shall be accountable for ensuring every effort is made to achieve the goals and objectives set forth in the Strategic Plan.
- G. **REPORTING PROGRESS:** Commanders shall submit periodic reports to the Chief of Police, via chain of command, in accordance with the requirements set forth below:
 - 1. **PERIODIC:** The Chief may, at his discretion, require Commanders to submit weekly, monthly or quarterly reports on their progress toward the attainment of goals and objectives.
 - 2. **ANNUAL:** Bureau Commanders shall submit an annual report that accurately reflects their success/failure in attaining the goals and objectives set forth in the Strategic Plan. The annual reports shall be made available to all personnel upon request, and copies shall be retained in the Office of the Chief of Police.