



MILLERSVILLE, MARYLAND

WRITTEN DIRECTIVE

MEMORANDUM: 11-016

FILE BEHIND: Index Code 103

TO: All Personnel

FROM: Colonel James Teare, Sr. *JT*
Chief of Police

EFFECTIVE DATE: January 1, 2012

SUBJECT: *Department Goals and Objectives – Calendar Year 2012*

In furtherance of our core mission, the following goals and objectives are established to provide direction to all department members. Our mission directs every member of the Anne Arundel County Police Department to remain committed to providing the highest level of service to our community. We are dedicated to preserving the community's peace, protecting our citizens' constitutional rights, and providing fair and just enforcement of the law while adhering to the highest level of ethical standards and professional conduct.

As public servants we pledge to improve the quality of life for everyone who lives, works, and conducts business in our county. We recognize that in order to build trust and mutual respect, it is essential to establish a partnership with the community that we serve.

Bureau Commanders, using the department's goals and objectives, are required to identify those department objectives that pertain to their command and develop the necessary work plans to meet those objectives. On or before December 15, 2011, Bureau Commanders will report to the Chief of Police, in a memo, those department objectives that pertain to their command and the work plans that will be followed to achieve those objectives.

Quarterly, on dates established by the Chief of Police, Bureau Commanders will report on the progress toward the achievement of the department's goals and objectives.

Goal # 1: The department recognizes our role as one of the most significant contributors to the “Quality of Life” of the residents, business owners, and visitors of Anne Arundel County. We remain vigilant in our efforts to reduce crime, and the fear of crime, throughout the community.

Objectives:

- Continue to advance the philosophy of Community Oriented Policing/Problem Oriented Policing within the organization. We will encourage all personnel to identify and address “quality of life” issues. These issues include short-term, long-term, and/or seasonal concerns throughout our communities. We will use alternative and varied patrol techniques to better connect with the community and further our crime prevention initiatives.
- Utilize the department’s PROTECT process and philosophy to efficiently and effectively respond to repeat calls for service, address crime patterns/trends, share information, and predict future criminal activity. The department will continue to educate, train, and hold accountable all personnel, acknowledging that we are all responsible to protect and serve the citizens of Anne Arundel County.
- Develop comprehensive traffic enforcement initiatives and educate the community on roadway safety throughout Anne Arundel County. Action plans will be based on contemporary traffic accident and calls for service data.
- Enhance and expand the department’s repeat offender initiatives. Members will identify those individuals having the greatest detrimental impact on our community’s safety and develop plans to reduce criminal behavior.
- Continue working with our federal and state partners on task forces that promote multi-jurisdictional enforcement initiatives and information sharing.

Goal #2: In our effort to continue prompt, efficient, and courteous service, we shall seek innovative public safety programs and improve upon those already in existence.

Objectives:

- Continue strengthening partnerships with the county public school system, through utilization of School Resource Officers, and all police personnel, in order to provide a safer environment for students and faculty.
- Enhance and expand our cooperative efforts with other county agencies to improve upon our customer service.
- Provide education and training to enhance the department’s professional image by focusing on customer service/customer-oriented approach.
- Continue to sponsor and coordinate the Commercial Security Network and the benefits of this partnership between the police and business community.
- Coordinate innovative recruiting efforts to enhance our department’s race demographics that would be a reflection of the community we serve.
- Evaluate and transition department staffing to ensure the most efficient use of personnel talents throughout the department.

Goal #3: The department is committed to responding to any situation with skill and efficiency, while implementing the policies and procedures that are in place, and utilizing acquired training and equipment in order to save lives and maintain the safety of the public and our officers.

Objectives:

- Continue to deploy and implement resources, and use technology that will advance the department's ability to respond to the needs of the communities and support the flow of information, such as the use of the license plate tag reader (LPR), LINX, N*DeX, Dialogics, and closed circuit capabilities.
- Maintain the department's ability to detect and respond to terrorism and extremist activities, through diligence and continued cooperation with federal, state, and local agencies.
- Initiate education and training programs to significantly reduce preventable departmental accidents.
- Retain comprehensive approaches in response to local evidence of regional, national, and international matters—such as undocumented immigrants, homeland security, and identity theft.
- Maintain a comprehensive approach to respond in the event of a critical incident or disaster, by improving upon our knowledge, skills, and equipment.