



# Apex Police Department General Order



<b>Title</b> Multi-Year Strategic Plan/Goals and Objectives	<b>Order Number</b> 106-20
<b>Effective Date:</b> July 15, 2020	<b>Amends:</b> General Order 106-19
<b>CALEA Standard:</b> 15.1.3, 15.2.1, 15.2.2	<b>Rescinds:</b>
<b>Reference:</b>	<b>Pages:</b> 4
<b>Forms:</b>	

## Multi-Year Strategic Plan/Goals and Objectives

### Purpose

The purpose of this directive is to establish a process for identifying, analyzing, reporting and updating agency goals and objectives over a multi-year period.

### Policy

It is the policy of the Apex Police Department to develop and maintain a Multi-Year Strategic Plan as a management tool to help guide the department on a continual basis toward maintaining effective public safety services.

### Definitions

*Goal* – A relatively broad statement of the end or result that one intends ultimately to achieve. (SOURCE: CALEA)

*Multi-Year Strategic Plan* – A compilation of goals for anticipated completion that encompasses more than one calendar or fiscal year.

*Objective* – An end or result that one intends to attain in order to achieve partial fulfillment of a goal. An objective is a “sub-goal” or an element of a goal. (SOURCE: CALEA)

*Strategy* – A method or list of activities necessary to achieve the objective.

## Multi-Year Strategic Plan / Goals and Objectives

### Background

1. The planning process and its product are essential to effective agency management.
2. This Multi-Year Strategic Plan is a management tool that has been developed in an effort to identify not only challenges, but also opportunities to enhance police services within the Town of Apex.
3. This plan serves as a “blueprint” to organize ideas into goals, objectives, strategies, and ultimately, action. As such, this tool is not a mandate, but rather a “road map” to direct and guide the department toward a desired result.

### Multi-Year Strategic Plan (15.1.3)

1. The Multi-Year Strategic Plan will contain at a minimum:
  - Long-term goals and operational objectives (15.1.3 (a))
  - Anticipated workload and population trends (15.1.3 (b))
    - **NOTE:** Completed workload analysis as outlined in General Order 312 – *Allocation and Distribution of Personnel* and the Town of Apex Development Report (as amended) may be used as part of the Multi-Year Strategic Plan to address anticipated workloads and population trends
  - Anticipated personnel levels (15.1.3 (c))
    - **NOTE:** The department’s Five-Year Staffing/Equipment/Facilities Plan may be used as part of the Multi-Year Strategic Plan to address anticipated personnel
  - Anticipated capital improvements and equipment needs (15.1.3 (d))
    - **NOTE:** The department’s Five-Year Staffing/Equipment/Facilities Plan may be used as part of the Multi-Year Strategic Plan to address anticipated capital improvements and equipment needs
  - Provisions for review and revision are as needed (15.1.3 (e))
  - Collaborative systems review (15.1.3(f))
2. The Multi Year Strategic Plan will be made available to all department personnel by one or more of the following methods:
  - Posting on a department bulletin board
  - Posting to the department network accessible to all personnel
  - Presented to personnel at roll call or other departmental meetings
  - Inclusion in a manual accessible to all personnel
  - Approved Document Management System (i.e. PowerDMS)
  - Any other method that ensures availability to all personnel

## Multi-Year Strategic Plan / Goals and Objectives

### Goals and Objectives

1. Written goals and objectives are identified in the Multi-Year Strategic Plan and are assigned by division (as major organizational components).
2. Division Commanders are designated as *Goal Coordinators* and are responsible to focus on the implementation of the goals and related objectives and strategies.
  - **NOTE:** *Goal Coordinators* may seek volunteers or assign team members to assist.
3. Units, sections, and functions may recommend goals and objectives to their Division Commander, the Deputy Chief of Police and/or the Chief of Police, as needed.
4. All goal concepts must be reviewed and approved by the Chief of Police prior to being included in the Multi-Year Strategic Plan.

### Evaluating Status – Review & Revision (15.1.3 (e))

#### *Multi Year Strategic Plan*

1. **Annually, the Executive Staff will meet with the Chief of Police to review the Multi-Year Strategic Plan. The review will include all goals and objectives, and how they relate to each division and the department as a whole. (15.2.1)**
  - The review may take place during the fourth-quarter progress report review.
  - **The Deputy Chief of Police is responsible for preparing a review that will include at a minimum:**
    - Recommendations for updating written goals and objectives, as needed
    - A summary of the progress made and opportunities/challenges that relate to the plan
  - Subsequent to the annual review, the Chief of Police will update the written goals and objectives and make such available to all department personnel.

#### *Goals*

1. *Goal Coordinators* will routinely review, evaluate and update the status of the progress made toward the attainment of goals and objectives, based upon the nature of the goal and objective. (15.2.2)
  - *Goal Coordinators* will report to the department, Deputy Chief of Police, and Chief of Police on the status of progress made towards the goals and objectives at least quarterly.

Text in “Green” denotes significant change in policy.

**BY ORDER OF:**

A handwritten signature in black ink, reading "John W. Letteney". The signature is written in a cursive style with a horizontal line underneath it.

John W. Letteney  
Chief of Police