

PENNSYLVANIA STATE POLICE



STRATEGIC PLAN 2019 – 2022

PREPARED BY:

THE BUREAU OF RESEARCH AND DEVELOPMENT



STRATEGIC PLAN 2019 – 2022

EXECUTIVE AUTHORIZATION

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(Signature)

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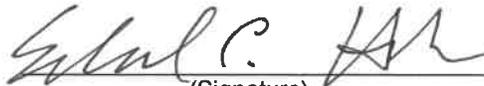
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TABLE OF CONTENTS

Call of Honor.....	A.4
Vision/Mission, Core Purpose, and Core Values	A.5
Historical Overview of the Pennsylvania State Police.....	A.6
Introduction	A.7
Strategic Planning Methodology	A.7
Anticipated Workload.....	A.7
Population Trends.....	A.8
Anticipated Personnel Levels.....	A.8
Capital Improvements.....	A.9
Equipment Needs	A.9
Plan Review and Revision	A.10
Strategic Plan Goals	A.11

PENNSYLVANIA STATE POLICE GOALS AND STRATEGIES

Goal #1: Strategies 1, 2, 3	A.12 – A.14
Goal #2: Strategies 1, 2, 3	A.15 – A.17
Goal #3: Strategies 1, 2, 3	A.18 – A.20
Goal #4: Strategies 1, 2, 3, 4	A.21 – A.24
Goal #5: Strategies 1, 2, 3	A.25 – A.27
Goal #6: Strategies 1, 2, 3	A.28 – A.30



CALL OF HONOR

"I am a Pennsylvania State Trooper, a Soldier of the Law. To me is entrusted the Honor of the Force. I must serve honestly, faithfully and, if need be, lay down my life as others have done before me, rather than swerve from the path of duty. It is my duty to obey the law and to enforce it without any consideration of class, color, creed, or condition. It is also my duty to be of service to anyone who may be in danger or distress and, at all times, so conduct myself that the Honor of the Force may be upheld."



VISION/MISSION

We are dedicated to keeping our communities safe, inspiring public trust and confidence through effective 21st century policing strategies, which include recruiting, developing, training, and retaining a skilled workforce, reflective of the Commonwealth's rich diversity, that leverages technological innovation and effective community partnerships.

CORE PURPOSE

To seek justice, preserve peace, and improve the quality of life for all.

CORE VALUES

HONOR: We are committed to upholding the Honor of the Force by providing honest and faithful police service to all who may be in danger or distress.

SERVICE: We recognize that customer service is our highest priority. We are committed to providing caring, competent, and professional police service.

INTEGRITY: We believe integrity is character in action. We are morally and ethically aware, resolute, and above reproach at all times, regardless of our duty status.

RESPECT: We must respect ourselves, our peers, those we serve, the sanctity of the law, and the institution that is the Pennsylvania State Police.

TRUST: We must solemnly value the trust that has been placed in us by those we are sworn to serve, and must be committed to holding ourselves to a higher standard of accountability to continually earn their respect, each and every day.

COURAGE: We recognize that "Courage is not the absence of fear, but the mastery of it." We stand firm in the face of danger and will confront all threats to the safety and security of our communities with intelligence and vigor.

DUTY: We do not swerve from the path of our obligations, nor do we depart from standards of professional conduct. We obey the law and enforce it without any consideration of class, color, creed, or condition.



HISTORICAL OVERVIEW OF THE PENNSYLVANIA STATE POLICE

The Pennsylvania State Police (PSP) was created by an Act of the legislature, signed into law by Governor Samuel W. Pennypacker, on May 2, 1905. It was the first uniformed police organization of its kind in the United States.

With an original complement of only 228 members, the PSP soon proved its value by controlling mob violence, patrolling farm sections, protecting game, and tracking down criminals throughout the 45,000 square miles of the Commonwealth. From the outset, the PSP established a reputation for fair, honest, and thorough service.

In 1923, the State Highway Patrol was created within the Department of Highways. The State Highway Patrol was consolidated with the State Police in June 1937 and became known as the Pennsylvania Motor Police. In 1943, the name of the Department was restored to the Pennsylvania State Police.

The legislated complement cap of the PSP is 4,719 sworn members. Currently, the authorized funded complement of sworn members is 4,362. In addition, nearly 1,800 civilians serve in a variety of roles throughout the Department.

The PSP has jurisdiction in all political subdivisions within the Commonwealth. The PSP provides full- or part-time police service to approximately 67 percent of the Commonwealth's municipalities, 61 percent of the Commonwealth's roadways, 82 percent of the Commonwealth's total land area, and 26 percent of the Commonwealth's total population.



INTRODUCTION

Performance measure reporting has become the standard for public agencies throughout the nation to ensure responsible stewardship of public resources. Performance measurements are an integral tool for our citizens and policy makers to determine how well we meet both their expectations and the expectations we have set for ourselves. The PSP is committed to providing extraordinary service to the citizens, residents, and guests of the Commonwealth, as well as our collaborative partners in the various state, federal, and municipal agencies we work with every day.

Strategic planning is widely recognized as the launching point for performance-based management and governance. The content and structure of this plan reflects our goal setting and the performance standards we have established for the next four years.

STRATEGIC PLANNING METHODOLOGY

This strategic plan represents a union of ideas from all organizational segments of the PSP, our personnel, and citizenry, coupled with our executives' vision for the future. This plan is consistent with our Core Purpose and Core Values, which themselves are derived from the *Call of Honor*. The PSP Strategic Plan serves as the foundation on which we forge our commitment to extraordinary service.

ANTICIPATED WORKLOAD

Current indicators point to an increase in workload for the PSP. A four-year analysis of data for all Troops indicated an average growth rate of three percent per year for total incidents handled. A similar rate of growth is anticipated over the course of this four-year plan (2019–2022).

Total incident figures must be further evaluated through consideration of average obligated time rates of Patrol Troopers. It is predicted that average obligated time rates will increase gradually over the course of this four-year plan, ranging between 50 and 55 percent due to higher than normal attrition during this period.



POPULATION TRENDS

The 2010 Census reflected a 3.4 percent increase in the population of the Commonwealth, from 12,281,054 in 2000, to 12,702,379 in 2010. The overall population growth rate for the United States during the same period was 9.7 percent. Population projections from the 2010 United States Census indicate that Pennsylvania's population growth is expected to remain relatively stable over the next 10 to 20 years.

ANTICIPATED PERSONNEL LEVELS

At the inception of this plan, the authorized funded complement levels for the PSP are 4,362 enlisted members and 1,784 civilian personnel. The PSP enlisted complement is comprised of:

- 4,022 enlisted members under the Administrative Code.
- 202 enlisted members assigned to Troop T (Pennsylvania Turnpike).
- 138 enlisted members assigned to the Bureau of Gaming Enforcement.

Personnel vacancies are predicted to outpace historical levels over the course of this four-year plan due to higher than normal attrition during this period. Approximately 1,500 enlisted members are currently eligible, or will be eligible, for retirement within the next four years. This represents nearly 35 percent of the Department's filled enlisted complement. The Department's ongoing goal is to be fully staffed within the scope of our authorized complement.

The PSP is an equal opportunity employer, firmly committed to promoting public confidence in the Department's integrity and professional excellence, while seeking the most qualified candidates. It is the policy of the Department to actively market and promote opportunities for employment with the agency, while also proactively encouraging minorities and females to apply in an effort to ensure our ranks reflect the diverse cultural, gender, and ethnic backgrounds of the citizens of the Commonwealth.



CAPITAL IMPROVEMENTS

Most Department installations are leased; however, Department Headquarters, the Academy, and 15 of the 16 Troop Headquarters facilities are owned by the Commonwealth. Most Troop Headquarters facilities are between 50 and 70 years old. Due to the age of most of the PSP's Commonwealth-owned facilities, population growth, and technological advancements, preliminary planning, bidding, renovations, and/or construction have been, or will be, initiated at several Troop Headquarters facilities during the next four years. Additionally, the PSP continues to renovate and upgrade its training Academy to ensure the facility maintains its standing as a world-class law enforcement training center.

The PSP is continually evaluating its leased facilities. The Department will renew, terminate, or modify contracted lease agreements based upon priorities, needs, costs, and benefits during the course of this plan.

EQUIPMENT NEEDS

The PSP is focused on providing personnel with the resources necessary to effectively provide police services in the 21st century. Providing Troopers with the latest law enforcement technology, equipment, and training is necessary to increase public safety, improve policing practices and transparency, and maximize officer safety.

Due to the rising trend in civil unrest across the United States, largely fueled by divisions in social, moral, cultural, and political views and values, the PSP realizes it is of utmost importance to research, evaluate, and procure the equipment necessary to protect Troopers, citizens, and property during such incidents. The PSP is also committed to providing Troopers with the latest training and resources to better prepare for response to, and prevention of, both foreign and domestic threats to our citizens.

The Department recognizes the need to continually monitor, upgrade, and replace mission-critical technological systems during the course of this plan. Such upgrades and replacements are necessary to increase Department efficiencies at all levels, improve customer service, and reduce waste.

In order to maintain its commitment of staying at the forefront of equipment and technology, the PSP is continuously assessing its current equipment and technological resources, while simultaneously researching and evaluating new and improved equipment, technologies, and business practices. It is a primary goal of the Department to provide its personnel with the resources necessary to increase workforce safety, efficiency, effectiveness, and customer service.



PLAN REVIEW AND REVISION

Per Department regulation, organizational segments are required to prepare individual Action Plans containing segment-specific objectives that need to be accomplished to enable the PSP to successfully achieve the goals and strategies articulated in this plan. Statistical, operational, and program updates are made via yearly progress report summaries in order to measure progress toward achieving the goals set forth within this plan. Additionally, both a citizen and internal survey will be conducted as performance measurements under this plan.

This four-year Strategic Plan will be reviewed annually by the Executive and Administrative Offices, as well as the Bureau of Research and Development, to determine if any revisions or modifications are necessary.



STRATEGIC PLAN GOALS

GOAL #1:

Improve the quality of life for Pennsylvania's citizens and guests by preventing loss of life, injuries, and property damage occurring on Commonwealth highways as a result of motor vehicle crashes.

GOAL #2:

Promote justice and preserve peace through the detection, investigation, and prosecution of criminal activity in Pennsylvania.

GOAL #3:

Promote justice, preserve peace, and prevent loss of life through diligent efforts to secure our communities, schools, houses of worship, large public gatherings, and infrastructure against both foreign and domestic threats.

GOAL #4:

Develop and maintain a distinguished and diverse workforce, reflective of the population served, by recruiting, hiring, promoting, and retaining the finest, most qualified individuals, while fostering a culture devoid of discrimination, and one that promotes personnel engagement, recognition, accountability, equality, safety, and service.

GOAL #5:

Continue to provide extraordinary police service with professionalism through community and professional partnerships, superior training, procurement of advanced equipment and technologies, and implementation of innovative business practices to increase Department efficiency.

GOAL #6:

Continue evolving a holistic risk-management strategy which emphasizes and supports personnel wellness and officer safety by providing equipment, programs, services, and resources to improve and maintain the physical, emotional, and mental well-being of our valued personnel.



GOAL #1

Improve the quality of life for Pennsylvania's citizens and guests by preventing loss of life, injuries, and property damage occurring on Commonwealth highways as a result of motor vehicle crashes.

STRATEGY #1:

Reduce crash-related injuries and fatalities by five percent over the course of this plan, as compared to the previous four-year average.

PERFORMANCE MEASURES:

Effectiveness Measures – Percentage reduction in crash-related injuries and fatalities compared against the previous four-year average.

Workload Measures – Traffic arrests, traffic warnings, driving under the influence (DUI) arrests, seat belt enforcement, commercial vehicle safety inspections and enforcement, school bus inspections, highway condition reports, and other related activities.

Efficiency Measures – Hours and costs devoted to activity compared against the desired result (i.e., reduced frequency of crashes, injuries, and fatalities).

ACTION PLANS AND PROGRESS REPORTS:

Organizational segments responsible for these activities shall conduct trend analyses through appropriate Department databases and/or other related means to continually assess and refine their effectiveness and efficiency in this area.

Troop Commanders and affected Bureau/Office Directors shall compose individual Action Plans containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Bureau of Patrol, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #1

Improve the quality of life for Pennsylvania's citizens and guests by preventing loss of life, injuries, and property damage occurring on Commonwealth highways as a result of motor vehicle crashes.

STRATEGY #2:

Reduce DUI-related crashes by five percent over the course of this plan, as compared to the previous four-year average, through diligent DUI enforcement.

PERFORMANCE MEASURES:

Effectiveness Measures – Percentage reduction in DUI-related crashes compared against the previous four-year average.

Workload Measures – DUI arrests, DUI checkpoints, DUI roving patrols, and other related activities.

Efficiency Measures – Hours and costs devoted to activity compared against the desired result (i.e., reduced frequency of DUI-related crashes, fatalities, and injuries, coupled with an increased rate of apprehension of impaired drivers prior to an adverse event).

ACTION PLANS AND PROGRESS REPORTS:

Organizational segments responsible for these activities shall conduct trend analyses through appropriate Department databases and/or other related means to continually assess and refine their effectiveness and efficiency in this area.

Troop Commanders and affected Bureau/Office Directors shall compose individual Action Plans containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Bureau of Patrol, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #1

Improve the quality of life for Pennsylvania's citizens and guests by preventing loss of life, injuries, and property damage occurring on Commonwealth highways as a result of motor vehicle crashes.

STRATEGY #3:

Improve public awareness regarding driver behavior, equipment standards, and restraint system use and their impact on avoiding or surviving motor vehicle crashes.

PERFORMANCE MEASURES:

Effectiveness Measures – Percentage of restraint system use in crashes, and percentage reduction in crash-related injuries and fatalities compared against the previous four-year average.

Workload Measures – Number of presentations to community members, significant public-awareness campaigns conducted to support this strategy, number of child safety seat inspections, and other related activities.

Efficiency Measures – Hours and costs devoted to activity compared against the desired result (i.e., public awareness of unsafe practices to the extent measurable by the citizen survey).

ACTION PLANS AND PROGRESS REPORTS:

Troop Commanders and affected Bureau/Office Directors shall compose individual Action Plans containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Bureau of Patrol and the Communications Office, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #2

Promote justice and preserve peace through the detection, investigation, and prosecution of criminal activity in Pennsylvania.

STRATEGY #1:

Reduce Crime Index Offenses (i.e., murder and non-negligent manslaughter, rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson) by five percent over the course of this plan, as compared to the previous four-year average.

PERFORMANCE MEASURES:

Effectiveness Measures – Percentage point increase in clearance rates for Crime Index Offenses compared against the previous four-year average, and percentage reduction in Crime Index Offenses compared against the previous four-year average.

Workload Measures – Criminal arrests, investigative assistance provided to other agencies experiencing similar trends, supplemental investigations, witness and suspect interviews, and other related activities.

Efficiency Measures – Hours and costs devoted to activity compared against the desired result (i.e., increased clearance rates and reduced frequency of criminal activity).

ACTION PLANS AND PROGRESS REPORTS:

Organizational segments responsible for these activities shall conduct trend analyses through appropriate Department databases, the Pennsylvania Uniform Crime Reporting System, and/or other related means to continually assess and refine their effectiveness and efficiency in this area.

Troop Commanders and affected Bureau/Office Directors shall compose individual Action Plans containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Bureau of Criminal Investigation, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #2

Promote justice and preserve peace through the detection, investigation, and prosecution of criminal activity in Pennsylvania.

STRATEGY #2:

Aggressively enforce laws related to illegal drugs, gaming, liquor, and other crimes impacting the quality of life in our communities.

PERFORMANCE MEASURES:

Effectiveness Measures – Percentage increase in arrests and seizures for the above-stated offenses compared against the previous four-year average.

Workload Measures – Arrests, liquor license violations and revocations, value of property seized, quantity of illicit contraband seized, and other related indicators.

Efficiency Measures – Hours and costs devoted to activity compared against the desired result (i.e., increased enforcement and reduced frequency of criminal behavior).

ACTION PLANS AND PROGRESS REPORTS:

Organizational segments responsible for these activities shall conduct trend analyses through appropriate Department databases, the Pennsylvania Uniform Crime Reporting System, and/or other related means to continually assess and refine their effectiveness and efficiency in this area.

Troop Commanders and affected Bureau/Office Directors shall compose individual Action Plans containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Bureau of Criminal Investigation and the Bureau of Liquor Control Enforcement, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #2

Promote justice and preserve peace through the detection, investigation, and prosecution of criminal activity in Pennsylvania.

STRATEGY #3:

Improve public awareness regarding crime prevention, victim/witness assistance, and available social services.

PERFORMANCE MEASURES:

Effectiveness Measures – Increase in public awareness as registered in relevant categories of the citizen survey administered over the course of this plan.

Workload Measures – Number of presentations to community members, significant work products prepared to support this strategy, and other related activities.

Efficiency Measures – Hours and costs devoted to activity compared against the desired result.

ACTION PLANS AND PROGRESS REPORTS:

Troop Commanders and affected Bureau/Office Directors shall compose individual Action Plans containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Bureau of Criminal Investigation and the Communications Office, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #3

Promote justice, preserve peace, and prevent loss of life through diligent efforts to secure our communities, schools, houses of worship, large public gatherings, and infrastructure against both foreign and domestic threats.

STRATEGY #1:

Continuous assessment of potential domestic security threats posed to the Commonwealth.

PERFORMANCE MEASURES:

Effectiveness Measures – Identification and mitigation of vulnerabilities.

Workload Measurements – Number of threat assessments conducted and other related activities.

Efficiency Measures – Hours and costs devoted to threat assessments and other related activities.

ACTION PLANS AND PROGRESS REPORTS:

The Domestic Security Section, Intelligence Division, Bureau of Criminal Investigation, shall compose a Department-wide Action Plan containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. Other affected Commanders/Directors may compose individual Action Plans to support this strategy and, if a plan is composed, shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Domestic Security Section, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #3

Promote justice, preserve peace, and prevent loss of life through diligent efforts to secure our communities, schools, houses of worship, large public gatherings, and infrastructure against both foreign and domestic threats.

STRATEGY #2:

Continuous improvement and refinement of our ability to collect, analyze, and share vital intelligence information in furtherance of our law enforcement and homeland security goals.

PERFORMANCE MEASURES:

Effectiveness Measures – Percentage increase in authorized intelligence consumers and contributors.

Workload Measures – Number of intelligence products prepared, analyzed, and/or shared with appropriate authorities, and the number of training courses offered to advance the concept of intelligence-led policing.

Efficiency Measures – Hours and costs devoted to intelligence-related activities.

ACTION PLANS AND PROGRESS REPORTS:

The Intelligence Division, Bureau of Criminal Investigation, shall compose a Department-wide Action Plan containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. Other affected Commanders/Directors may compose individual Action Plans to support this strategy and, if a plan is composed, shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Intelligence Division, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #3

Promote justice, preserve peace, and prevent loss of life through diligent efforts to secure our communities, schools, houses of worship, large public gatherings, and infrastructure against both foreign and domestic threats.

STRATEGY #3:

Prepare and equip our personnel to respond to the various potential threats to the security of our communities and infrastructure.

PERFORMANCE MEASURES:

Effectiveness Measures – Determined by after-action analysis of either an actual emergency response or simulated emergency training exercise.

Workload Measures – Number of training exercises prepared and conducted, number of significant mobilizations with domestic security-related implications, and other related activities.

Efficiency Measures – Hours and costs devoted to emergency training and responses compared against the actual or potential consequences of the emergency.

ACTION PLANS AND PROGRESS REPORTS:

The Domestic Security Section, Intelligence Division, Bureau of Criminal Investigation, shall compose a Department-wide Action Plan containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. Other affected Commanders/Directors may compose individual Action Plans to support this strategy and, if a plan is composed, shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Domestic Security Section, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #4

Develop and maintain a distinguished and diverse workforce, reflective of the population served, by recruiting, hiring, promoting, and retaining the finest, most qualified individuals, while fostering a culture devoid of discrimination, and one that promotes personnel engagement, recognition, accountability, equality, safety, and service.

STRATEGY #1:

Recruit, hire, promote, and retain a professional and distinguished workforce, reflective of the diversity of the Commonwealth.

PERFORMANCE MEASURES:

Effectiveness Measures – Percentage increase in applicants, applicant retention, applicants from traditionally under-represented groups, and other related indices; analyses of female and minority group promotion rates, compared against relevant national and police labor statistics and other related indicators; and analyses of Department retention, compared against relevant national and police labor statistics and other related indicators.

Workload Measures – Number of applications, tests, background investigations administered, promotions, and other related activities.

Efficiency Measures – Hours and costs devoted to recruiting activities compared against the desired result (i.e., recruitment and retention of highly qualified applicants).

ACTION PLANS AND PROGRESS REPORTS:

The Recruitment Services Section, Equality and Inclusion Office, shall compose a Department-wide Action Plan containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. Other affected Commanders/Directors may compose individual Action Plans to support this strategy and, if a plan is composed, shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Recruitment Services Section, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #4

Develop and maintain a distinguished and diverse workforce, reflective of the population served, by recruiting, hiring, promoting, and retaining the finest, most qualified individuals, while fostering a culture devoid of discrimination, and one that promotes personnel engagement, recognition, accountability, equality, safety, and service.

STRATEGY #2:

Cultivate outstanding leaders, at every level, by providing opportunities for career development through the active engagement of personnel, mentorships, training, and nondiscriminatory promotional processes.

PERFORMANCE MEASURES:

Effectiveness Measures – Percentage increase in both in-service and out-service leadership training and/or developmental programs offered to and/or attended by personnel, to include Lean Awareness and Lean Six Sigma training; increase in mentorship programs; feedback from internal survey regarding perceptions of Department leadership; examination of promotional practices; and analyses of female and minority group promotion rates, compared against relevant national and police labor statistics and other related indicators.

Workload Measures – Number of relevant in-service and/or out-service leadership training and/or developmental programs offered by the Department, number of relevant in-service and/or out-service leadership training and/or developmental programs completed by personnel, analysis of internal personnel survey and related work products, and other related activities.

Efficiency Measures – Hours and costs devoted to career development activities compared against the desired result (i.e., retention and active engagement of highly qualified personnel).

ACTION PLANS AND PROGRESS REPORTS:

The Bureau of Training and Education and the Public Safety Human Resource Delivery Center shall compose a Department-wide Action Plan containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. Other affected Commanders/Directors may compose individual Action Plans to support this strategy and, if a plan is composed, shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Bureau of Training and Education and the Public Safety Human Resource Delivery Center, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #4

Develop and maintain a distinguished and diverse workforce, reflective of the population served, by recruiting, hiring, promoting, and retaining the finest, most qualified individuals, while fostering a culture devoid of discrimination, and one that promotes personnel engagement, recognition, accountability, equality, safety, and service.

STRATEGY #3:

Promote a culture of extraordinary service by fostering a work environment that encourages personnel engagement, recognition, accountability, equality, safety, and service.

PERFORMANCE MEASURES:

Effectiveness Measures – Percent increase in positive responses from both internal and citizen surveys, percent increase in positive recognition from internal and external sources, percent increase in suggestions received and implemented through the Department Suggestion Program, relevant workforce training and education, and other related indicators.

Workload Measures – Training, awards, suggestions, promotional activities, and support activities performed in furtherance of this strategy.

Efficiency Measures – Reductions in hours and costs associated with negative indicators compared against the desired result (i.e., increases in positive responses and active engagement of personnel).

ACTION PLANS AND PROGRESS REPORTS:

The Department, as a whole, shall continue to foster the active engagement and input of all personnel, and shall recognize those personnel who display extraordinary service, both formally and informally. Individual supervisors shall routinely recognize individuals under their direction/command for positive work-related performance and/or conduct.

The Department shall develop and offer training to all personnel relative to diversity, sexual and discriminatory harassment, workplace safety, ethics, etc. The Department shall review and, when necessary, revise practices and regulations which have been altered by this plan.

Troop Commanders and affected Bureau/Office Directors shall compose individual Action Plans containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #4

Develop and maintain a distinguished and diverse workforce, reflective of the population served, by recruiting, hiring, promoting, and retaining the finest, most qualified individuals, while fostering a culture devoid of discrimination, and one that promotes personnel engagement, recognition, accountability, equality, safety, and service.

STRATEGY #4:

Maintain sufficient staffing levels to effectively and safely serve the public and other law enforcement partners, and to ensure the Department is prepared to meet the challenges of policing in the 21st century.

PERFORMANCE MEASURES:

Effectiveness Measures – Percentage increase in enlisted staffing levels (above the minimum threshold level of 4,500 members), coupled with an ongoing analysis of obligated time percentages; percentage point reduction in the aggregate obligated time rate of Patrol Troopers throughout the Department; and percentage reduction in the average ratio of cases per criminal investigator throughout the Department.

Workload Measures – Number of Troopers hired, number of Cadet classes funded, and number of separations from the Department.

Efficiency Measures – Enlisted vacancy percentages and obligated time rates compared from the baseline year (2019) against subsequent years (2020, 2021, and 2022).

ACTION PLANS AND PROGRESS REPORTS:

The Department will continually work with the Legislature and the Governor's Office to ensure appropriate staffing levels are fulfilled and maintained in furtherance of this strategy. The Bureau of Research and Development shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.

The Bureau of Research and Development shall study the impact of the enhanced data collection capabilities of the Records Management System to identify, recommend, and implement improvements to the Department's personnel allocation protocols.



GOAL #5

Continue to provide extraordinary police service with professionalism through community and professional partnerships, superior training, procurement of advanced equipment and technologies, and implementation of innovative business practices to increase Department efficiency.

STRATEGY #1:

Establish and cultivate partnerships with community groups/leaders, other law enforcement agencies, private organizations, colleges/universities, and professional associations to enhance customer service and professionalism through the exchange of information, ideas, and research.

PERFORMANCE MEASURES:

Effectiveness Measures – Increase in partnerships with community groups/leaders, other law enforcement agencies, private organizations, colleges/universities, and professional associations; increase in the number of Department-community collaborative programs developed from partnership activities; increase in competitive grant applications involving Department-college/university research collaborations; and increase in positive perceptions of customer service, as measured by the citizen survey.

Workload Measures – Number of new community partnerships with community groups/leaders, other law enforcement agencies, private organizations, colleges/universities, and professional associations; memorandums of understanding created for various partnership agreements, when warranted; number of collaborative programs developed from partnership activities; and number of grant applications involving Department-college/university research collaborations.

Efficiency Measures – Hours and costs devoted to partnership activities compared against the desired result (i.e., enhancement of customer service, increased informational exchange, and increased collaborative research products).

ACTION PLANS AND PROGRESS REPORTS:

Troop Commanders and affected Bureau/Office Directors shall compose individual Action Plans containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #5

Continue to provide extraordinary police service with professionalism through community and professional partnerships, superior training, procurement of advanced equipment and technologies, and implementation of innovative business practices to increase Department efficiency.

STRATEGY #2:

Provide personnel superior training opportunities to keep pace with modern policing techniques, tactics, administration, and management to include addressing changing community demographics through outreach and the development of interpersonal skills.

PERFORMANCE MEASURES:

Effectiveness Measures – Percentage increase in both in-service and out-service training and/or developmental programs offered to and/or attended by personnel to remain at the forefront of modern policing techniques, tactics, administration, and management; and percentage increase in both in-service and out-service training and/or developmental programs offered to and/or attended by personnel addressing changing community demographics through outreach and the development of interpersonal skills.

Workload Measures – Number of in-service and/or out-service training and/or developmental programs offered by the Department in support of this strategy, and number of in-service and/or out-service training and/or developmental programs completed by personnel in support of this strategy.

Efficiency Measures – Hours and costs devoted to related training activities compared against the desired result (i.e., innovations in policing techniques, tactics, administration, management, and development of interpersonal skills, allowing greater responsiveness to the needs of the communities we serve).

ACTION PLANS AND PROGRESS REPORTS:

The Bureau of Training and Education shall compose a Department-wide Action Plan containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. Other affected Commanders/Directors may compose individual Action Plans to support this strategy and, if a plan is composed, shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Bureau of Training and Education, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #5

Continue to provide extraordinary police service with professionalism through community and professional partnerships, superior training, procurement of advanced equipment and technologies, and implementation of innovative business practices to increase Department efficiency.

STRATEGY #3:

Research, evaluate, and procure advanced equipment and technologies, and implement innovative business, congruent with the tenets of Lean, to provide personnel with the resources necessary to increase workforce safety, efficiency, effectiveness, and customer service.

PERFORMANCE MEASURES:

Effectiveness Measures – Increase in equipment research projects and procurement of advanced equipment and technologies, and increase in innovative business practices and programs that improve efficiency, effectiveness, safety, and customer service.

Workload Measures – Number of research-based evaluations of advanced equipment and technologies, and number of innovative programs and initiatives launched to improve business practices and/or increase workforce safety, efficiency, effectiveness, and customer service.

Efficiency Measures – Hours and costs devoted to research-based evaluation activities compared against the desired result (i.e., innovations in business practices and workforce safety initiatives, and increases in workforce safety, efficiency, effectiveness, and customer service).

ACTION PLANS AND PROGRESS REPORTS:

Each Troop and Bureau/Office shall conduct a yearly Operational Assessment to identify best practices, potential cost-saving opportunities, and areas where obsolete and/or unnecessarily duplicative practices or programs can be eliminated.

The Bureau of Research and Development and the Public Safety Information Technology Delivery Center shall compose a Department-wide Action Plan containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. Other affected Commanders/Directors may compose individual Action Plans to support this strategy and, if a plan is composed, shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Public Safety Information Technology Delivery Center, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #6

Continue evolving a holistic risk-management strategy which emphasizes and supports personnel wellness and officer safety by providing equipment, programs, services, and resources to improve and maintain the physical, emotional, and mental well-being of our valued personnel.

STRATEGY #1:

Continuous development and refinement of policies and programs (e.g., Critical Incident Stress Management, Member Assistance Program) that provide confidential assistance to Department personnel and their immediate family members who are experiencing personal, emotional, psychological, and/or related medical/health problems.

PERFORMANCE MEASURES:

Effectiveness Measures – Utilization of Member Assistance Program resources by personnel, to include critical incident stress defusings/debriefings and referrals to professional and/or community resources, when warranted, and percentage increase in training programs administered by the Member Assistance Program for personnel and their families covering the warning signs and effects of critical incident stress and post-traumatic stress disorder.

Workload Measures – Number of regular Station visits by the Member Assistance Program Manager and Regional Peer Coordinators, number of Member Assistance Program referrals, and number of training programs administered by the Member Assistance Program.

Efficiency Measures – Hours devoted to assisting personnel and their families in dealing with personal issues, stress, and referrals for professional services.

ACTION PLANS:

The Member Assistance Program shall compose a Department-wide Action Plan containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. Other affected Commanders/Directors may compose individual Action Plans to support this strategy and, if a plan is composed, shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Member Assistance Program, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #6

Continue evolving a holistic risk-management strategy which emphasizes and supports personnel wellness and officer safety by providing equipment, programs, services, and resources to improve and maintain the physical, emotional, and mental well-being of our valued personnel.

STRATEGY #2:

Continuous development and refinement of policies, programs, and procedures designed to help personnel mitigate or prevent the harmful effects of critical incident stress.

PERFORMANCE MEASURES:

Effectiveness Measures – Percentage increase in relevant in-service and out-service training programs (e.g., handling combative subjects, stress shooting) designed to prepare personnel to safely and effectively handle stressful situations.

Workload Measures – Number of relevant in-service and/or out-service training programs offered by the Department in support of this strategy, and number of relevant in-service and/or out-service training programs completed by personnel in support of this strategy.

Efficiency Measures – Hours and costs devoted to related training activities compared from the baseline year (2019) against subsequent years (2020, 2021, and 2022).

ACTION PLANS:

The Bureau of Training and Education shall compose a Department-wide Action Plan containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. Other affected Commanders/Directors may compose individual Action Plans to support this strategy and, if a plan is composed, shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Bureau of Training and Education, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.



GOAL #6

Continue evolving a holistic risk-management strategy which emphasizes and supports personnel wellness and officer safety by providing equipment, programs, services, and resources to improve and maintain the physical, emotional, and mental well-being of our valued personnel.

STRATEGY #3:

Continuous improvement in developing, implementing, and administering innovative programs to encourage healthy lifestyle choices by Department personnel and aid in identifying members/enforcement officers who may be having difficulty managing stress or are exhibiting a pattern of conduct which may be of concern to the Department.

PERFORMANCE MEASURES:

Effectiveness Measures – Percentage change in the number of members/enforcement officers enrolled in the Department's Early Intervention Program (EIP), and percentage increase in member participation in the Department's Disease Management/Wellness Program (DM/WP) to assist members with managing stress and improve workforce safety, efficiency, effectiveness, and customer service.

Workload Measures – Number of programs developed for the EIP, number of members/enforcement officers enrolled in the EIP, member's participating in the DM/WP, and number of training programs conducted on the Health Ways benefit program.

Efficiency Measures – Hours devoted to analyzing data selected as indicators to determine the overall effectiveness of the EIP and the DM/WP compared against the desired result (i.e., member/enforcement officer enrollment in the EIP, and increase in member participation in the DM/WP).

ACTION PLANS:

The Bureau of Integrity and Professional Standards and the Public Safety Human Resource Delivery Center shall compose a Department-wide Action Plan containing objectives in support of this strategy and shall report yearly progress to the Bureau of Research and Development. Other affected Commanders/Directors may compose individual Action Plans to support this strategy and, if a plan is composed, shall report yearly progress to the Bureau of Research and Development. The Bureau of Research and Development, in consultation with the Bureau of Integrity and Professional Standards and the Public Safety Human Resource Delivery Center, shall monitor and evaluate Department-wide progress annually and report the results to the Commissioner.

