

**WHITEHALL DIVISION
OF
POLICE**

3-YEAR STRATEGIC PLAN



2017-2020

Vision Statement

The vision of the Whitehall Division of Police is to be a nationally accredited agency that is proficient with advanced policing techniques and adopts new technology and philosophies that ensures operational effectiveness, administrative efficiency, and community safety. The police department's professionalism sets the standard of excellence for the city of Whitehall.

Mission Statement

The mission of the Whitehall Division of Police is to reduce, solve and prevent crime, to enforce the laws in a fair and unbiased manner, to develop organizational excellence, and to form strong community relationships.

Culture Statement

The Whitehall Division of Police holds itself responsible for exceptional policing and believes in a community-oriented, mission-driven form of service. The Division is dedicated to agency innovation and improvement to ensure we are a culture by design rather than by default.

Core Values

Professionalism

The skill, good judgment and behavior expected from a law enforcement officer; being ever mindful of how my behavior affects the image and safety of my peers. Making the U.S. Constitution and my agency values my guide to how I treat and represent the community I serve.

Integrity

Holding myself to a consistent moral and ethical standard on and off duty; doing the right thing even when no one else knows, and refusing to be dishonest no matter how hard the truth may be.

Personal Responsibility

The duty to hold myself accountable to the people I serve, to accept responsibility for my actions, to avoid blaming, complaining or defending actions that I could have otherwise avoided. To be able to adapt to changes in the department and community in a professional manner. Being trustworthy and reliable; showing steadfast fidelity to my duty as a police officer and obligation to my community, peers and oath of office.

Strategic Plan Philosophy

The philosophy of the Whitehall Division of Police strategic plan revolves around the idea that strategic plans define the schemes and techniques to achieve the mission while culture determines the success. Our leaders are empowered to lead and shape culture in order to guide behavior toward strategic results. Our Core Values enforce our behavioral standards and create a culture of exceptional policing by believing in mission-driven, community oriented accountability. This culture allows the agency to carry out its mission of managing crime in a fair and unbiased manner through organizational excellence. The demand by leadership for organizational excellence helps strengthen our resolve to build strong community relationships, and achieve our vision of becoming the model for advanced policing techniques and philosophies.



2017-2020 Goals

- ✦ **Develop Organizational Excellence**
- ✦ **Reduce, Solve and Prevent Crime**
- ✦ **Improve Quality of Life in City of Whitehall**
- ✦ **Build Strong Internal and External Relationships**

Strategic Goals and Objectives 2017-2020



Goal 1: Develop Organizational Excellence

Objective 1.1 Establish Minimum Training Standards and Career Development Plan

Strategies:

	Description	Responsible Party	Timeline	New Funding	Employee Development
1.1.1	Develop benchmark training standards	Chief	2/1/2017		Policy
1.1.2	Implement training standards	Chief	7/1/2017	Training	Policy
1.1.3	Establish career development plan (Voluntary)	Chief	7/1/2017		Policy

Analytics:

- Through Quarterly Review Audits (QRA), out of compliance issues should drop to zero.
- Annual Chief Chats will measure success of career development and mood of the agency.
- Annual inspection of training records will determine success of benchmark training standards.

Strategic Goals and Objectives 2017-2020



Goal 1: Develop Organizational Excellence

Objective 1.2 Ensure Fair and Reasonable Recognition and Discipline System

Strategies:

	Description	Responsible Party	Timeline	Funding	Employee Development
1.2.1	Implement Discipline Grid	Chief	2/1/2017		Policy
1.2.2	Develop and implement Quarterly review audit (QRA)	Sergeant Rex Adkins	2/1/2017		Policy
1.2.3	Develop and implement standardized award program	Chief	6/1/2017		Policy

Analytics:

- Reduction in discipline incidents and grievances.
- Improvement in out of compliance audit issues from quarter to quarter/annually.
- Annual awards banquet review attendance.

Strategic Goals and Objectives 2017-2020



Goal 1: Develop Organizational Excellence

Objective 1.3 Ensure Clear and Concise Accountability Standards

Strategies:

	Description	Responsible Party	Timeline	Funding	Employee Development
1.3.1	Evaluate and Implement Rules and Regulations	Chief	6/1/2017		Policy
1.3.2	Define Expectations Agency-wide	Chief	2/1/2017 - 3/1/2017 Implemented		Policy Roll Call
1.3.3	Implement on-line directives system with testing and tracking ability	Deputy Chief Tracy Sharpless	4/1/2017	Funded IT	Policy

Analytics:

- New rules and regulations printed and assigned.
- Sign off on agency expectations with follow up review.
- Lexipol implemented by April 1, 2017.

Strategic Goals and Objectives 2017-2020



Goal 2: Reduce, Solve and Prevent Crime

Objective 2.1 Increase Focus on Drug Crimes

Strategies:

	Description	Responsible Party	Timeline	Funding	Employee Development
2.1.1	Increase drug tip response by 50% at patrol level	Narcotics Sergeant and Crime Analyst	2/1/2017 - Measure Monthly		Policy and Roll Call Training
2.1.2	100% patrol officer focus	Deputy Chief Dan Kelso	2/1/2017 - Measure Quarterly		Policy and Training
2.1.3	Supervisor led patrol efforts directed at high drug areas	Deputy Chief Dan Kelso	One per Quarter	Drug Fines, LETF, HIDTA	
2.1.4	Develop street level drug recognition training program	Sergeant Allen	4/1/2017		Training after 4/1/2017
2.1.5	Create narcotics intelligence database	Sergeant Allen Crime Analyst Kellie McKinley	4/1/2017		Training after 4/1/2017
Analytics: <ul style="list-style-type: none"> • Measure of 50% tip response. • End of year measure of all road patrol drug enforcement involvement. • Number of quarterly enforcement efforts by shift. • Increase in patrol level drug cases. 					

Strategic Goals and Objectives 2017-2020



Goal 2: Reduce, Solve and Prevent Crime

Objective 2.2 Reduce Juvenile Related Crimes Through Education and Enforcement

Strategies:

	Description	Responsible Party	Timeline	Funding	Employee Development
2.2.1	Develop crime analytics report to direct quarterly efforts	Crime Analyst Kellie McKinley	2/1/2017		
2.2.2	Quarterly task force efforts directed at juvenile crime	Shift Supervisors	3/1/2017	OCJS & Operating	Roll Call
2.2.3	Develop gang awareness program (officers/schools)	Sergeant John Grebb	6/1/2017		Roll Call
2.2.4	Develop and implement three (3) school anti-violence programs	SROs	One per year	Training, Operating, COPS	Training

Analytics:

- Reduction in Juvenile Crimes
- Will follow the expected increase in crime rate due to focus, followed by decline
- Number of school training programs implemented
- Quarterly review of enforcement efforts

Strategic Goals and Objectives 2017-2020



Goal 2: Reduce, Solve and Prevent Crime

Objective 2.3 Reduce Theft Related crimes by 20%

Strategies:

	Description	Responsible Party	Timeline	Funding	Employee Development
2.3.1	Implement Public Awareness Campaign	Chief	2/1/2017	Grant, Operating	
2.3.2	Use special duty and auxiliary to target high theft areas	Shift Supervisors	2/1/2017 – Ongoing	Operating	Roll Call
2.3.3	Minimum of four (4) agency theft saturation efforts per year	Deputy Chief Dan Kelso	3/1/2017	Operating & Grant	
2.3.4	Increase arrests for theft related incidents by 50%	Deputy Chief Dan Kelso	Ongoing	Operating	Roll Call

Analytics:

- Use of social media analytics
- Expected increase in theft-related crime rate due to focus, followed by reduction measures
- Quarterly review of theft saturations
- Monthly review of theft related crime arrests

Strategic Goals and Objectives 2017-2020



Goal 2: Reduce, Solve and Prevent Crime

Objective 2.4 Reduce Traffic Crashes by 20%

Strategies:

	Description	Responsible Party	Timeline	Funding	Employee Development
2.4.1	Increase traffic citations for driving behavior by 40%	Deputy Chief Dan Kelso	1/1/2020	Operations, OCJS	Roll Call
2.4.2	Increase jaywalking enforcement by 10%	Deputy Chief Dan Kelso	1/1/2020	Operating	Roll Call
2.4.3	Problem Site Identification (PSI) Focus	Deputy Chief Dan Kelso	2/1/2017 - Monthly	Operating, OCJS	Roll Call

Analytics:

- Traffic crash comparative reports
- Activity reports
- PSI after action analysis

Strategic Goals and Objectives 2017-2020



Goal 3: Improve Quality of Life in City of Whitehall

Objective 3.1 Increase Mobile Community Watch and Police Presence

Strategies:

	Description	Responsible Party	Timeline	Funding	Employee Development
3.1.1	Increase the size of the Mobile Community Watch by 100%	Deputy Chief Tracy Sharpless	1/1/2018	Grant	Training
3.1.2	Hire ten (10) new auxiliary officers	Aux. Major Cardamone	1/1/2018	Operating	Training
3.1.3	Identify large events and implement foot patrols	Deputy Chief Dan Kelso	2/1/2017 – Ongoing	Operating	Roll Call

Analytics:

- Measure of staffing levels
- Monthly Large Event Foot Patrol (LEFP) report

Strategic Goals and Objectives 2017-2020



Goal 3: Improve Quality of Life in City of Whitehall

Objective 3.2 Increase Focus on High Visibility Nuisance Violations

Strategies:

	Description	Responsible Party	Timeline	Funding	Employee Development
3.2.1	Improve communication with city departments and property managers	Deputy Chief Tracy Sharpless	3/1/2018		Roll Call
3.2.2	Increase checks on vacant buildings for trespass and B&E	Deputy Chief Dan Kelso	2/1/2018 - Ongoing	Operating	Roll Call
3.2.3	Assign one officer and one detective to each major apartment complex	Deputy Chief Dan Kelso	2/1/2017 - Ongoing	Operating	Roll Call
3.2.4	Implement clearer city code enforcement protocols	Deputy Chief Tracy Sharpless	3/1/2017	Operating	Roll Call
3.2.5	Increase in high visibility nuisance crimes by 20%	Deputy Chief Dan Kelso	1/1/2017 - Ongoing	Operating	

Analytics:

- Quarterly report on city department and property managers, including monthly contacts with apartment complexes by assigned officers
- Monthly IMC report reference vacant building checks
- Increase in city code enforcement efforts
- Monthly report and comparison for nuisance crimes

Strategic Goals and Objectives 2017-2020



Goal 3: Improve Quality of Life in City of Whitehall

Objective 3.3 Focus on Domestic Violence and Human Trafficking Issues

Strategies:

	Description	Responsible Party	Timeline	Funding	Employee Development
3.3.1	Agency wide human trafficking training	Sergeant John Grebb	1/1/2018	Operating, Training	Roll Call
3.3.2	Assign a detective to human trafficking focus	Deputy Chief Tracy Sharpless	1/1/2018	Operating, Training, Grant	Training, Policy
3.3.3	Zero Case audit compliance issues	Sergeant Grebb	Quarterly	Operating	Roll Call
3.3.4	Implement HT awareness into the schools	SRO	6/1/2017 - Annually	Grant	Training

Analytics:

- Case audits by detective bureau (5 per month)
- Quarterly reports from HT detective
- Review training records for HT training
- SRO reports
- Review of DV cases quarterly for enforcement

Strategic Goals and Objectives 2017-2020



Goal 4: Build Strong Internal and External Relationships

Objective 4.1 Strengthen Partnership with DSCC and VA

Strategies:

	Description	Responsible Party	Timeline	Funding	Employee Development
4.1.1	Collaborate on Joint Training	Deputy Chief Dan Kelso	8/1/2017	Operations	
4.1.2	Quarterly meetings with both	Chief	2/1/2017 - Ongoing	Operating	
4.1.3	All officers to tour base	Deputy Chief Dan Kelso	12/1/2017	Operating	Roll Call

Analytics:

- Quarterly report on joint efforts
- Quarterly meetings – report to agency
- Track attendance for tour

Strategic Goals and Objectives 2017-2020



Goal 4: Build Strong Internal and External Relationships

Objective 4.2 Improve Internal Communications and Relations

Strategies:

	Description	Responsible Party	Timeline	Funding	Employee Development
4.2.1	Implement standardized selection process for specialty positions	Chief	2/1/2017		Policy, Roll Call
4.2.2	Officers to work their cases with detective when possible	Sergeants	2/1/2017 - Ongoing	Operating	Roll Call
4.2.3	Ensure transparency with decisions that affect employees	Chief	2/1/2017		Roll Call, Policy

Analytics:

- Completion of selection directive
- Quarterly report on officers who worked their cases
- Employee satisfaction survey twice a year

Strategic Goals and Objectives 2017-2020



Goal 4: Build Strong Internal and External Relationships

Objective 4.3 Strengthen Partnership with DSCC and VA

Strategies:

	Description	Responsible Party	Timeline	Funding	Employee Development
4.3.1	Work with other agencies to develop best practices for policing	Chief	2/1/2017 - Ongoing		Roll Call
4.3.2	Develop liaisons with community groups	Deputy Chief Tracy Sharpless	2/1/2017 - Ongoing	Operating	Roll Call
4.3.3	Implement town hall meetings with the Chief's Office	Chief	3/1/2017 - Quarterly	Operating	

Analytics:

- Selection of one policing issue per quarter, One best practices report
- Quarterly report from liaisons
- Quarterly report from Chief to agency reference town hall meetings