

PENNSYLVANIA STATE POLICE



STRATEGIC PLAN 2023 – 2026

PREPARED BY:

THE BUREAU OF RESEARCH AND DEVELOPMENT



STRATEGIC PLAN 2023 – 2026

EXECUTIVE AUTHORIZATION

COMMISSIONER:

Colonel Christopher L. Paris



(Signature)

ACTING DEPUTY COMMISSIONER OF OPERATIONS:

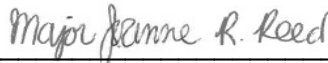
Major George L. Bivens



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ACTING DEPUTY COMMISSIONER OF STAFF:

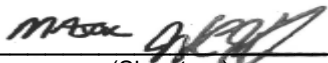
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CALL OF HONOR

"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 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 4,740 sworn members. Currently, the authorized funded complement of sworn members is 4,676. 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 68 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 a stable workload for the PSP. A four-year analysis of data for all Troops indicates an average decline of two percent per year for total incidents handled. Incident rates are anticipated to remain steady over the four-year course of this plan (2023–2026).

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 four-year course of this plan, ranging between 50 and 55 percent due to the decrease in available Patrol Troopers under the current complement cap.



POPULATION TRENDS

The 2020 Census reflected a 2.4 percent increase in the population of the Commonwealth, from 12,702,379 in 2010 to 13,002,700 in 2020. The overall population growth rate for the United States during the same period was 7.4 percent. Population projections from the 2020 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

Currently, the authorized funded complement levels for the PSP are 4,676 enlisted members and 1,827 civilian personnel. The PSP enlisted complement is comprised of:

- 4,282 enlisted members under the Administrative Code.
- 229 enlisted members assigned to Troop T (Pennsylvania Turnpike).
- 148 enlisted members assigned to the Bureau of Gaming Enforcement.
- 17 enlisted members assigned to the Bureau of Liquor Control Enforcement.

Personnel vacancies are predicted to remain relatively static for the foreseeable future. Nearly 1,200 enlisted members are currently eligible for retirement or will be eligible for retirement within the next three years. This represents over 25 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 to ensure our ranks reflect the diverse cultural, gender, and ethnic backgrounds of the citizens of the Commonwealth.



CAPITAL IMPROVEMENTS

Most PSP facilities are leased; however, PSP Department Headquarters, the PSP Academy, and 14 of the 16 Troop Headquarters buildings 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 to six 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. During this plan, the Department anticipates constructing a new state-of-the-art training academy. This four-and-one-half year project will thrust the PSP Academy to the pinnacle of law enforcement training facilities.

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 this plan.

EQUIPMENT NEEDS

The PSP is focused on providing personnel with the resources necessary to provide effective 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 prepare better 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 this plan. Such upgrades and replacements are necessary to increase Department efficiencies at all levels, improve customer service, and reduce waste.

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

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

Statistical, operational, and program updates will be made via a Yearly Progress Report Summary to measure progress towards achieving the goals set forth within this plan. The Yearly Progress Report shall be the responsibility of the Bureau of Research and Development utilizing data provided by designated Department segments.



STRATEGIC PLAN GOALS

GOAL #1:

Ensure Pennsylvania's highways are a safe means of transportation for both residents and visitors through enhanced visibility, prudent enforcement, and public-awareness education.

GOAL #2:

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

GOAL #3:

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 that promotes recognition, accountability, equality, safety, and service.

GOAL #4:

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

GOAL #5:

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.

As the longest serving uniformed police organization of its kind in the United States, the Pennsylvania State Police must uphold the highest level of professionalism and continue to stand as a beacon which other agencies strive to emulate. As such, it is the responsibility of every Department member/employee to contribute to the attainment of these goals.



STRATEGIC GOALS

GOAL #1

Ensure Pennsylvania's highways are a safe means of transportation for both residents and visitors through enhanced visibility, prudent enforcement, and public-awareness education.

To ensure the safety of all who travel on Pennsylvania's 121,770 miles of roadway, the Department will take a multifaceted approach, including enforcement, education, and prevention. Through prudent enforcement, the Department will aim to deter unsafe driving behavior by targeting aggressive, distracted, and impaired drivers. As one of the largest law enforcement agencies in the nation, the PSP will use its many resources to enforce Pennsylvania traffic laws to reduce crashes. The Department will leverage its robust communications infrastructure and numerous community relations assets to engage with the communities we serve and educate them on safe driving practices, crash prevention, and occupant protection. The following are strategies the Department will use to achieve this goal:

- Utilize members with advanced training, such as Drug Recognition Expert (DRE) and Advanced Roadside Impaired Driving Enforcement (ARIDE), to enforce impaired driving laws to reduce alcohol/drug related crashes. *Responsible Department Segment – Bureau of Patrol*
- Utilize the Department's Commercial Vehicle Enforcement Program to target unsafe commercial vehicle violations. *Responsible Department Segment – Commercial Vehicle Safety Division, Bureau of Patrol*
- Utilize the Department's many communications tools to continue assertive communications campaigns targeting safe driving practices, seatbelt safety, impaired and distracted driving dissuasion, and other traffic safety topics. *Responsible Department Segment – Communications Office*
- Rigorous enforcement of occupant safety and aggressive/distracted driving violations through participation in programs such as "Click-it-or-Ticket," PA Aggressive Driving Enforcement and Education Program (PAADEEP), and Selective Traffic Enforcement (STEP). *Responsible Department Segment – Bureau of Patrol*



STRATEGIC GOALS

GOAL #2

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

The PSP recognizes the integral role it plays in the administration of justice in the Commonwealth. Specifically, by providing full- or part-time police services to approximately 68 percent of the Commonwealth's municipalities and providing specialty services to municipal law enforcement agencies. The following are strategies the Department will use to achieve this goal:

- Reduce Crime Index Offenses (i.e., murder and non-negligent manslaughter, rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson).
Responsible Department Segment – Bureau of Criminal Investigation
- Aggressively enforce laws related to illegal drugs, gaming, liquor, and other crimes impacting the quality of life in our communities.
Responsible Department Segments – Bureau of Criminal Investigation, Bureau of Liquor Control Enforcement, and Bureau of Gaming Enforcement.
- Continue investing in, and expanding upon, the Department's reporting and records management systems to increase situational awareness and efficiency.
Responsible Department Segment – Bureau of Communication and Information Services
- Improve public awareness regarding crime prevention, victim/witness assistance, and available social services.
Responsible Department Segments – Bureau of Criminal Investigation and Communications Office
- Bolster internet crime investigation capabilities and training to assist the Department in combatting the ever-increasing prevalence of internet-based crimes.
Responsible Department Segments – Bureau of Criminal Investigation and Bureau of Training and Education



STRATEGIC GOALS

GOAL #3

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 that promotes recognition, accountability, equality, safety, and service.

The core purpose of the PSP is to seek justice, preserve peace, and improve the quality of life for all. These lofty goals are impossible to achieve without the steadfast dedication of all Department personnel. In recent years, the Department has prioritized inclusivity to fill its ranks with diverse personnel. As the population of the Commonwealth becomes more diverse, so should the Department. The following are strategies the Department will use to achieve this goal:

- Continuous analysis and necessary revision of the Recruitment Action Plan.
Responsible Department Segments – Recruitment Services Section and Bureau of Training and Education
- Continue targeted recruiting to increase underrepresented populations in the ranks of the Department.
Responsible Department Segments – Recruitment Services Section, Bureau of Training and Education
- Develop and maintain an equal employment opportunity plan.
Responsible Department Segment – Equality and Inclusion Office
- Continuous analysis of performance management measures to ensure Employee Performance Reviews (EPR) and Member Performance Evaluations (MPE) thoroughly and accurately assess the performance of all personnel.
Responsible Department Segment – Public Safety Human Resource Delivery Center (PSHRDC)



STRATEGIC GOALS

GOAL #4

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

To best serve the communities of the Commonwealth, it is important for Department personnel to be actively engaged in these communities. As such, Department personnel must be properly trained and equipped to maximize the benefits of community interactions. The following are strategies the Department will use to achieve this goal:

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

Responsible Department Segment – Bureau of Research and Development

- 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.

Responsible Department Segment – Bureau of Training and Education

- 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.

Responsible Department Segment – Office of Community Engagement



STRATEGIC GOALS

GOAL #5

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.

As social and political tensions continue to rise, it is increasingly important for the Department to monitor threats to infrastructure and social institutions persistently. The proliferation and prevalence of social media platforms continue to present challenges to intelligence and situational awareness. The following are strategies the Department will use to achieve this goal:

- Continuous assessment of potential domestic security threats posed to the Commonwealth.
Responsible Department Segments – Intelligence Division, Bureau of Criminal Investigation
- Continue investing in, and expanding upon, the Department's intelligence infrastructure as provided by the Pennsylvania Criminal Intelligence Center (PaCIC), Department Watch Center (DWC), and the Western Pennsylvania All Hazards Fusion Center (WPAHFC).
Responsible Department Segment – Intelligence Division, Bureau of Criminal Investigation
- 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.
Responsible Department Segment – Intelligence Division, Bureau of Criminal Investigation
- Prepare and equip our personnel to respond to the various potential threats to the security of our communities and infrastructure.
Responsible Department Segment – Bureau of Training and Education

