

2012-2017



EPHRATA POLICE DEPARTMENT STRATEGIC PLAN





**Mike Warren, Chief of Police
Ephrata Police Department**

MISSION STATEMENT

The Ephrata Police Department's mission is to enhance the quality of life throughout the City of Ephrata by working in cooperation with our citizens to preserve the peace, enforce the law, and promote a safe and caring environment.

DEPARTMENT VISION

To be a progressive leader in public safety for Grant County and to be a trusted community partner working to make the city of Ephrata a secure and productive place to work, live, and to visit.

DEPARTMENT VALUES

ETHICS: Ephrata Police Department reflects honesty, loyalty, and compassion towards its citizens.

PRIDE: Ephrata Police Department is proud to serve the community through honorable and professional policing.

DEDICATION: Ephrata Police Department is dedicated to results through accountability and leadership.

CRIME REDUCTION AND COMMUNITY SAFETY



The Ephrata Police Department will adhere to its core values and fulfill its mission by establishing and working towards accomplishing the major priorities established by its strategic plan. These priorities will set the direction for the department and guide its programs and actions.

- GOAL #1** Enhance the quality of life for all citizens, and reduce criminal activity and the conditions that foster crime and the fear of crime.
- GOAL #2** Improve community trust, interaction, involvement, and accountability.
- GOAL #3** Enhance agency efficiency and effectiveness.
- GOAL #4** Provide a work environment that attracts and retains a diverse cadre of quality personnel, rewards excellence, and enhances the skills of and opportunities for all personnel.

GOAL #1: Enhance the quality of life for all citizens, and reduce criminal activity and the conditions that foster crime and the fear of crime.

We will reduce criminal activity and the conditions that foster crime and the fear of crime, while increasing the quality of life. This goes beyond traditional law enforcement strategies and utilizes additional techniques and tactics. While enforcing the law through arrest, deterrence, and use of the criminal justice system will be utilized, we will supplement the use of these tactics with education, prevention, and intervention. Society cannot arrest its way out of the variety of social ills that exist. Nor can the police resolve the issues without support, desire, and involvement of the public. However, police can impact crime and the conditions that foster crime to varying degrees. The Ephrata Police Department (EPD) believes that any crime is too much and it is also unacceptable. Our goal is to eliminate all crimes. We will utilize all legitimate avenues to accomplish this priority.

We will use the following strategies:

- 1.1 Target violent crime and criminals.
This specifically includes Robberies, Assaults, and Sex crimes.
- 1.2 Target non-violent crime and criminals.
This specifically includes burglaries, break-ins, and graffiti.
- 1.3 Target firearms related offenses.
This specifically includes committing any offenses while in possession of a firearm and possession of a firearm by a felon.
- 1.4 Disrupt gang activities.
This specifically includes any crimes that are gang related or gang involved. The actions will include efforts toward enforcement, intervention, prevention, and education.
- 1.5 Disrupt illegal drug activities.
This specifically includes sales, manufacture, or transportation of drugs, whether illegal drugs or legal drugs used illegally. Great emphasis will be placed on public activities, activities near schools and parks and activities in residential areas.
- 1.6 Expand existing and implementing new initiatives that safeguard families, children, and the elderly from domestic violence, sexual violence, and victimization in general.
- 1.7 Strengthen and enhance efforts to deal with Habitual Offenders.

- 1.8 Strengthen existing and implement new partnerships with Federal, State, and local agencies to deal with crime, criminals and the conditions that foster crime.
- 1.9 Focus on youth related crime
Deal with crimes committed by youth of various ages through enforcement, intervention, education and prevention.
- 1.10 Improve the Quality of Life in all areas.



Success will be measured by:

- Reduction in crime levels overall and in specific crimes.
- Citizen perception of safety and their quality of life.
- Number of firearms related crimes; number of firearms seized, number of charges related to firearms, etc.
- Number of gang members identified, arrested, existing, etc.
- Number of illegal drug offenses reported and investigated; number of arrests involving drugs; amount of drugs seized; number and amount of drug related items seized; number of locations where drug related issues are substantially reduced or eliminated.
- Number, scope, and impact of initiatives to safeguard families, children.
- Number of Habitual Offenders arrested and intervened.
- Increased and enhanced partnerships with various entities.
- Level of youth related crimes; number and impact of prevention, intervention, and education.

It should be noted that even though many of these have numeric metrics, the true goal is to have an effect, a positive outcome. We are more focused on outcomes, rather than outputs, and results instead of efforts.

GOAL #2: Improve community trust, interaction, involvement, and accountability.

It is imperative that the public trusts the Ephrata Police Department to act legally, ethically, professionally, compassionately, and appropriately. This expectation deals with the overall actions of the Department and the actions of our personnel individually and collectively. The Police Department cannot be effective without the trust, confidence, and the support of the citizens it serves. This trust must be earned every day. Trust can be enhanced by increasing the amount, frequency, and quality of police-citizen interactions. The EPD will interact with the citizens it serves on a daily or regular basis, and do so in a professional and courteous manner. The EPD will increase its opportunities for citizens to be involved with their Police Department, and the Police Department will seek out different ways to be involved with the community. The EPD will continue to be and will enhance its level of accountability to the community.

- 2.1 Continue to fully investigate all complaints or concerns expressed regarding departmental or individual actions.
- 2.2 Increase the quality and quantity of information to the public.

This will include additional crime prevention materials, enhanced crime and statistical information, safety tips, contact names and numbers, and enhanced general information.
- 2.3 Develop programs and materials to educate citizens about various components and operations within the Department.
- 2.4 Enhance media interactions and relationships.
- 2.5 Enhance interactions with and service delivery to non-English speaking persons.
- 2.6 Solicit citizen feedback regarding the level and quality of service delivered.
- 2.7 Increase partnerships with other Ephrata City Departments, and other entities doing community outreach activities.
- 2.8 Increase the number, variety, and quality of crime prevention programs, efforts, and initiatives offered to the community and our citizens.
- 2.9 Utilize problem solving, community oriented policing strategies to actively engage residents and community stakeholders in crime prevention initiatives.

- 2.10 Create additional methods for citizen involvement and support, such as “Volunteers in Police Services”, etc.
- 2.11 Implement additional methods for the department to be involved with various community and social entities.



Success will be measured by:

- Number of compliments and commendations of agency personnel.
- Levels of cooperation with other entities.
- Number, quality, and scope of information to the public.
- Input from citizens regarding services delivered.
- Number of and area covered by Community and Business watch type programs.
- Levels of citizen participation in and with EPD.
- Number, variety and quality of crime prevention programs.
- Level of involvement with the community social entities.

GOAL #3: Enhance agency effectiveness and efficiency.

The Ephrata Police Department is charged with protecting and serving the City of Ephrata and its citizens. The Department is entrusted with substantial resources to accomplish its mission and responsibilities. The public expects that the Department will utilize its resources in a manner that is as effective and efficient as possible. The EPD is committed to excellence in service, and we will continue to improve our effectiveness and efficiency.

- 3.1 Enhance our proactive, crime focused, problem oriented performance measurement and accountability process.

The focus will center on results in each and every neighborhood.

- 3.2 Continually review departmental operations to promote continuous department-wide service improvement.

The focus will center on initiating a succession plan and the re-organization of the leadership team (this would consist of creating a Captain's position and an Office Manager's position).

- 3.3 Explore the use of various technologies, techniques, and equipment to enhance the ability of departmental personnel to deliver effective and efficient service.
- 3.4 Enhance the use of analytical, statistical, and content data throughout the department.
- 3.5 Obtain accreditation through WASPC.
- 3.6 Expand departmental relationships with other entities to increase coordination, cooperation, communication, effectiveness, and efficiency.
- 3.7 Improve internal communication and coordination.



Success will be measured by:

- Enhancements to the performance measurement process.
- Enhancements to the quality of life and levels of crime reduction in neighborhoods.
- Degree of service improvements, including response time enhancements.
- Expanded use of data throughout the department.
- Achieving accreditation status.
- Enhancement and expansion of departmental relationships with other entities.
- Improve internal communication and coordination.
- Restructure of Department to make it more effective and efficient.

GOAL #4: Provide a work environment that attracts and retains a diverse cadre of quality personnel, rewards excellence, and enhances the skills and opportunities for all personnel.

People are the foundation and primary resource of the Ephrata Police Department. As a service providing entity, people are the core of EPD operations. The community deserves and is entitled to the best possible services. To provide this level of service, excellent, high quality people with diverse backgrounds, skills, and experiences must be attracted and retained. The excellent actions of our personnel must be recognized and encouraged. We must continue to develop, increase, expand, and enhance the skills of all personnel and provide developmental and advancement opportunities for all.

- 4.1: Enhance our recruiting plan and activities by focusing on recruiting diverse, highly skilled, service-oriented professionals for careers with the Ephrata Police Department.

The Department will focus on enhancing the Reserve Program and the reputation within the law enforcement community to encourage lateral applications.
- 4.2: Develop and expand the skill sets of all personnel by providing training as beneficial, and by exposing them to different tasks and assignments; implement expanded supervision, management, general training programs to ensure that Ephrata residents are served by highly skilled, service-oriented personnel.
- 4.3: Increase the ability of personnel in all components to interact with persons whose primary language is not English.
- 4.4: Develop a comprehensive and viable career development program that rewards and supports employee excellence at all levels throughout the department.
- 4.5: Implement a lateral entry program to attract experienced personnel.
- 4.6: Maintain an organizationally healthy attrition level.
- 4.7: Expansion of recognition and rewards programs.



Success will be measured by:

- Number, scope and breath of training offered to and received by agency personnel; utilization of internal development opportunities.
- Increase skill level of agency personnel to interact with non-English speaking persons.
- Implementation of a career development/career ladder plan for sworn officers; consideration of options for a career development/career ladder plan for support personnel.
- Implementation of a lateral program; number of lateral entry personnel hired.
- Level of attrition.
- Enhanced programs to recognize and reward employee excellence.