



Strategic Plan Accountability Response

2021 3rd Quarter

Philip Lukens
Chief

Alliance Police Department

October 1, 2021



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Resource Allocation



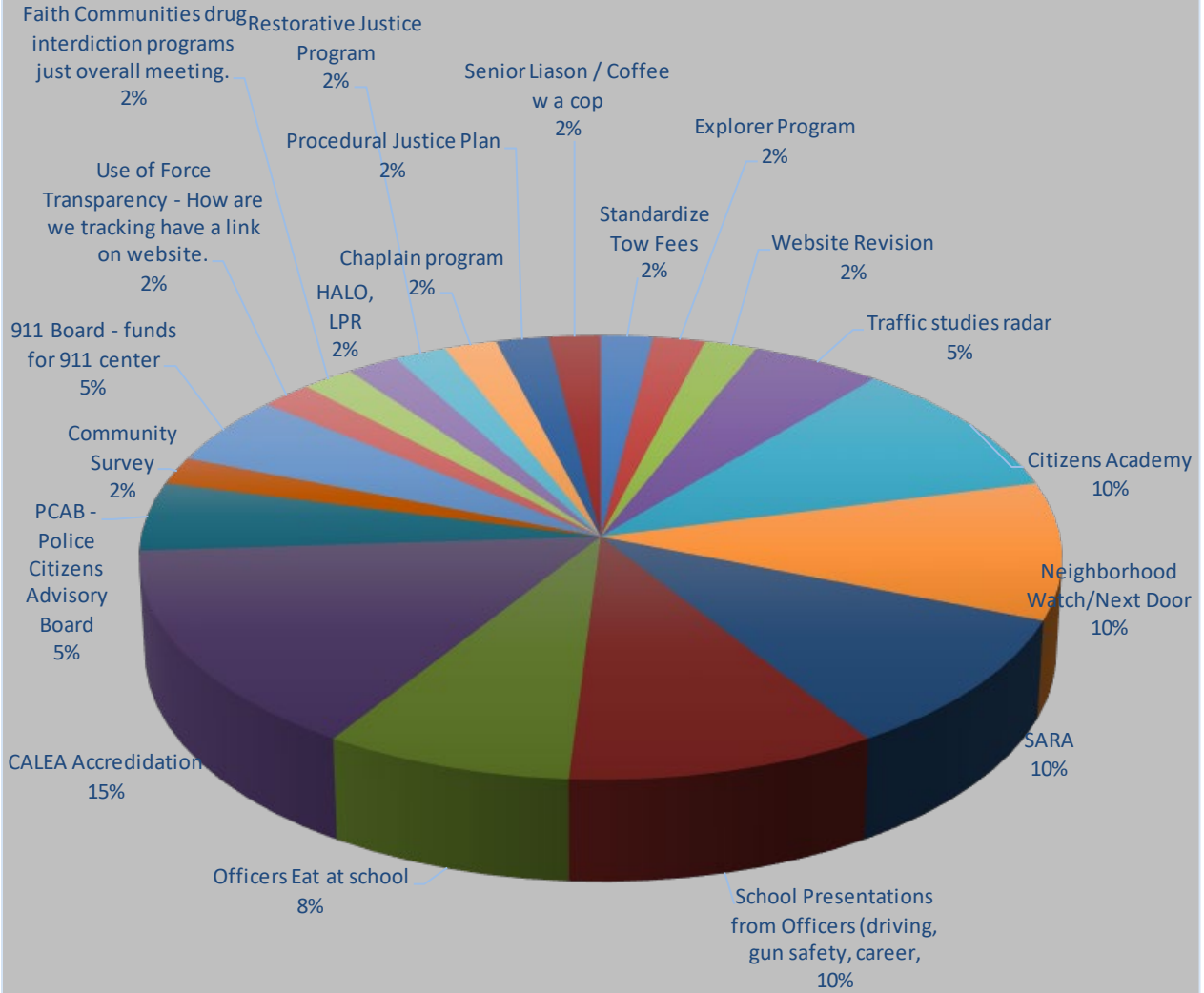


Goal #1 – Community Partnership





Goal #1





Objective 1

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Administration	Lt Buskirk
Purpose		Measures of Success	
Standardized Tow Fees		Rotational Tow Contract Executed	

Action Plan:

Introduce a contract with rotational tow companies with a standard tow rate that will be charged for all vehicles towed as a result of police action. **Completed and awarded to Red Beard Towing**

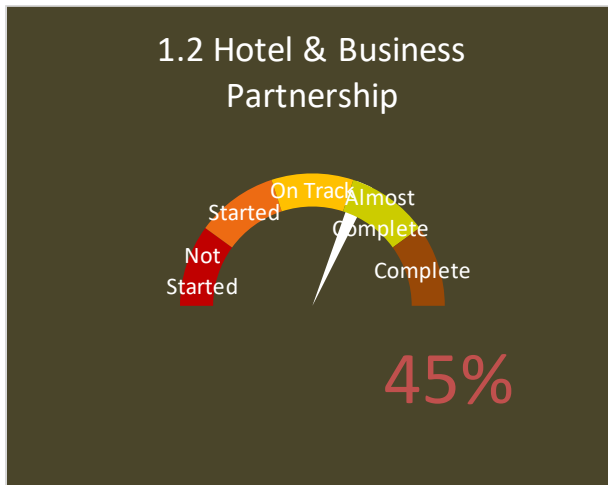


Objective 2

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Officer McLaughlin
Purpose		Measures of Success	
Hotel and Business Partnership		10 entities participate in partnership	

Action Plan:

Nightshift officers work with the hotels on a daily check in basis to ascertain intelligence on possible criminal activity and then follow up. **Dayshift officers work with the businesses with routine checks and intelligence gathering. 5 hotels need businesses with Dusatko. Still progressing**



Objective 3

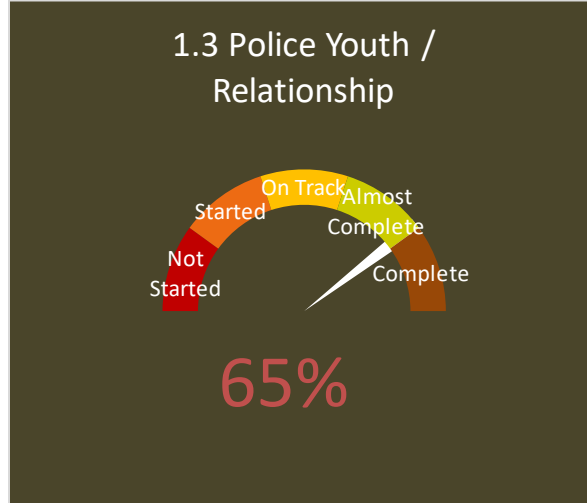




2021 STRATEGIC PLAN ACCOUNTABILITY RESPONSE

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	SRO Dusatko
Purpose		Measures of Success	
Police/Youth Relationship		5 explorers participating in the program	
Action Plan:			

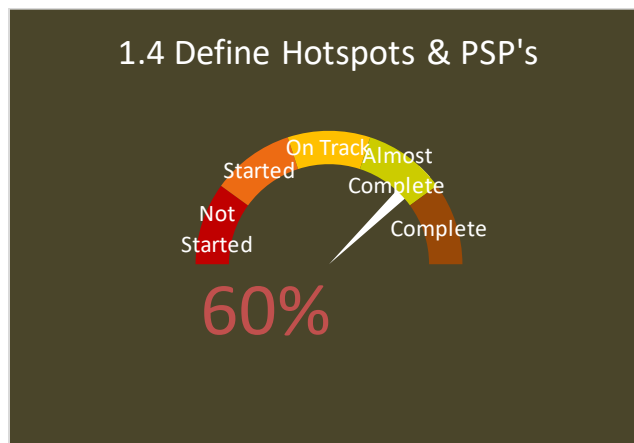
Officer's mentor the youth in law enforcement related activities and community service. **Had setbacks with open house. Waiting for fall. Struggling with interest.**



Objective 4

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Define Hotspots & PSP's		1 each will be identified with a positive impact	
Action Plan:			

Hotspots for crime or problems in the community will be identified, and plan will be authored and implemented with measurable results to test against impact. **Each officer received app with playbook for their phone. All officers received training in evidence based hotspots and strategies.**





Objective 5

Time Frame	Funding Year	Department Division	Accountable
2021-2022	2021-2022	Administration	Chief Lukens
Purpose		Measures of Success	
Increase Fleet		Increase by 3-4 cars in 2021 and 4-5 in 2022	

Action Plan:

Implement used cars to increase fleet by 3 in 2021. Retain all cars in 2021 & 2022. Begin rotating out old cars in 2023. **Added 2 unmarked for admin, 1 pickup, 2 marked explorers, 1 marked charger. (6)**



Objective 6

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol/Communications	Sergeant Buskirk
Purpose		Measures of Success	
Strengthen Community Relationship		52 Articles	

Action Plan:

Officers and dispatchers author an article to be submitted to the newspaper on a weekly basis. **Engaging on Facebook as well including Community Update. Coordinating with all news outlets. Revised measure of success to include increase community awareness in survey by 20%.**





Objective 7

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Sergeants
Purpose		Measures of Success	
The Pumpkin Patch / Safety Day		1 annual safety day event with free pumpkins	
Action Plan:			

Obtain approximately 600 pumpkins for elementary kids and host a safety day event with the pumpkin giveaway. Pumpkins are planted by the FOP. FOP is hosting the event.



Objective 8

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Revise Police Website		Website revision complete by year end.	
Action Plan:			

To increase transparency and community interaction, the website will be utilized to provide departmental updates and information. Complete except for recruiting videos. Need additional page for policing theory on chief page.

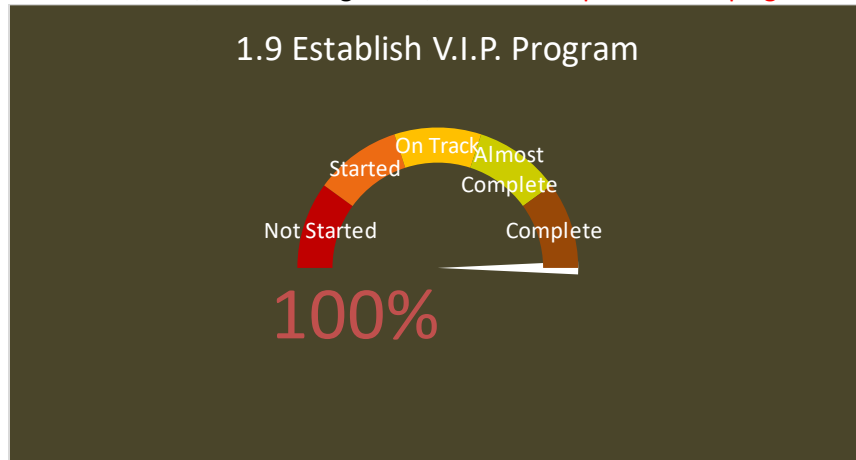




Objective 9

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Sergeant Felker
Purpose		Measures of Success	
Establish VIP Program		5 volunteers will be recruited and deployed	
Action Plan:			

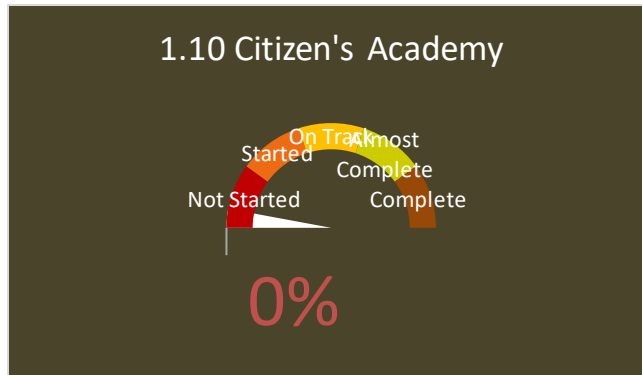
Traffic enforcement volunteers, national night out, CERT. **Multiple VIP's helping in numerous facets.**



Objective 10

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Citizen's Academy		20 attendees graduate the program	
Action Plan:			

Host a 12-week citizen's academy program teaching various facets of law enforcement. **Due to time constraints this will be postponed a year. A hybrid will be "Crack the Case" which is also postponed due to staffing.**





Objective 11

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Sergeant Felker
Purpose		Measures of Success	
Neighborhood Watch		11 beats each host 1 annual meeting	
Action Plan:			

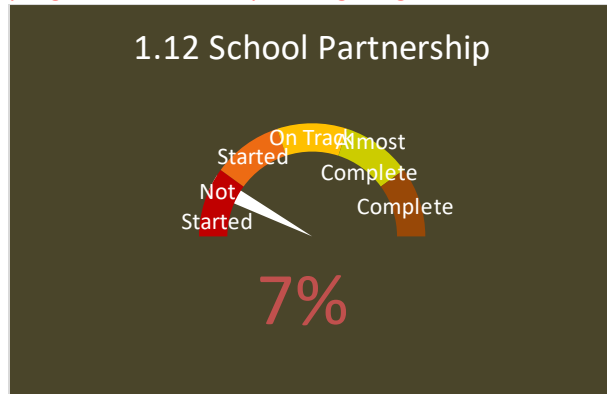
Divide the city into 11 beats. Assign 1 patrol officer to each beat. Facilitate neighborhood meetings. **Remains on track with staff shortage 2 beats remain in need of more meetings.**



Objective 12

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	SRO Dusatko
Purpose		Measures of Success	
School Partnership		4 school presentations, each officer eats 2 times	
Action Plan:			

Patrol officers will eat at a different school 2 times while on dayshift. 4 types of presentations will be given at the school. **This program remains in planning stages.**

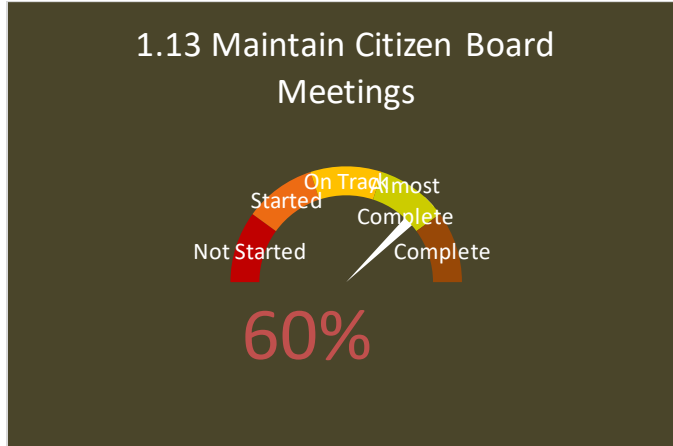




Objective 13

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Maintain Citizen Board Meetings		Facilitate 10 meetings during the year	
Action Plan:			

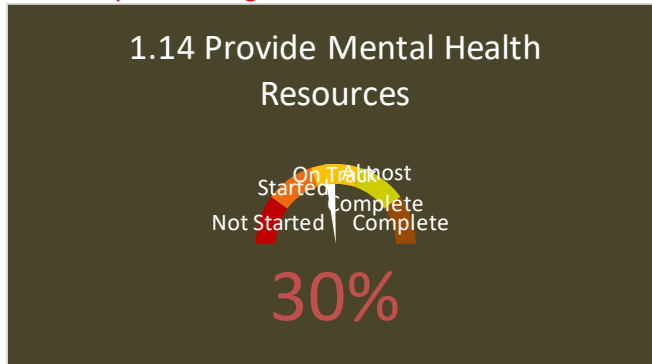
Facilitate meetings with appointed citizens to have dialogue regarding police department best practices. **Remains on track.**



Objective 14

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Sergeants
Purpose		Measures of Success	
Provide Mental Health Resources		Train 5 officers in CIT, 5 VA volunteers	
Action Plan:			

Host Crisis Intervention Training and obtain 5 certified police officers. Establish victim’s advocacy program offering greater citizen support in times of crisis. **Much of the training is in place including a grant, but nobody has attended yet. Training was cancelled due to COVID. Working on other plans.**





Objective 15

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Sergeants
Purpose		Measures of Success	
Faith Partnership		3 Pastoral Partners	
Action Plan:			

Utilize pastoral partners with CIT and VA program to also include substance abuse counseling and mentorship. **We now have 2 partners as a part of VIP. Meeting scheduled in October to gain additional volunteers.**



Objective 16

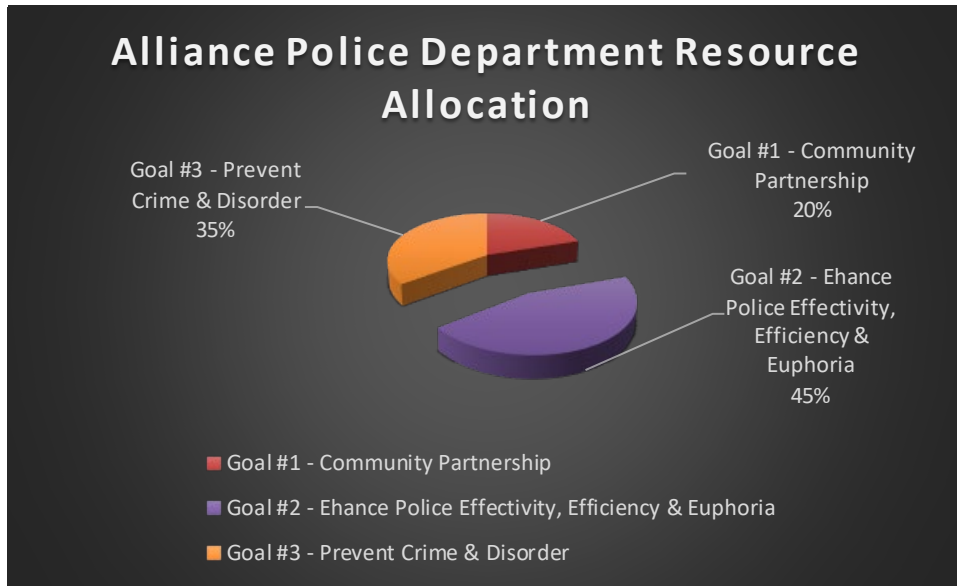
Time Frame	Funding Year	Department Division	Accountable
2021-23	2021-23	Patrol	Sergeants
Purpose		Measures of Success	
Restorative Justice		Program established in 2022 with 2 cases	
Action Plan:			

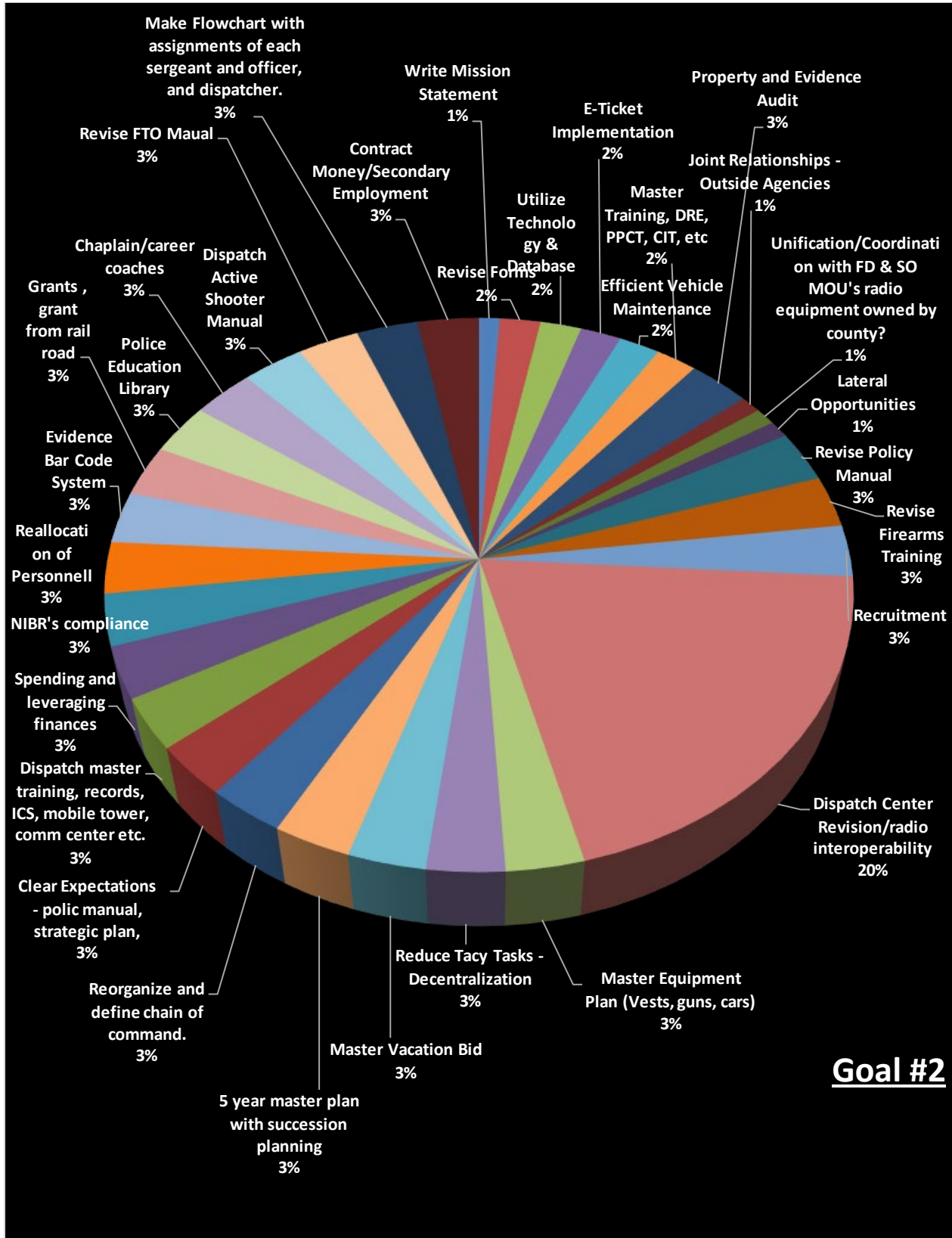
Establish restorative justice program to reduce court dockets, recidivism and community victimization. **This project is requiring additional resources which have not been identified yet.**





Goal #2 – Enhance Police Effectivity, Efficiency and Euphoria





Goal #2





Objective 1

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Author Mission, Values, Vision		Mission, Values, Vision internalized	
Action Plan:			

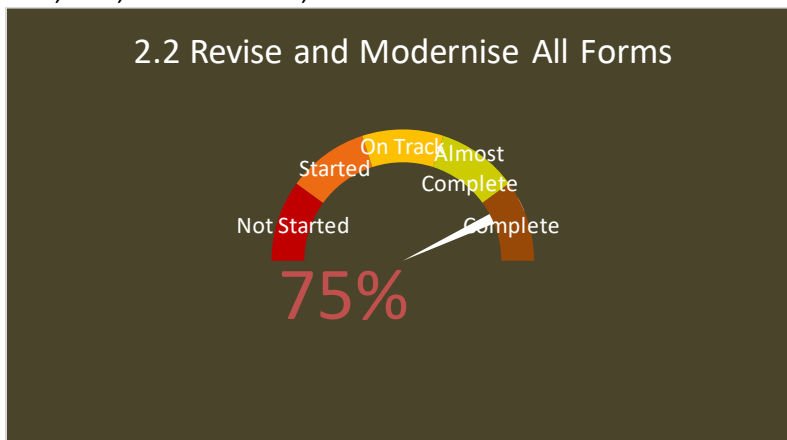
Meet as an entire department, write a mission statement, and define values and vision. Know each prior to leaving the meeting.



Objective 2

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Administration	Jess Kaye
Purpose		Measures of Success	
Revise and Modernize All Forms		All forms revised and automated	
Action Plan:			

Eliminate unnecessary forms, modernize forms, and automate forms. Include new forms such as request for restitution, DUI, HIPPA Release, etc. **Almost all revised. Still need victims pamphlet**

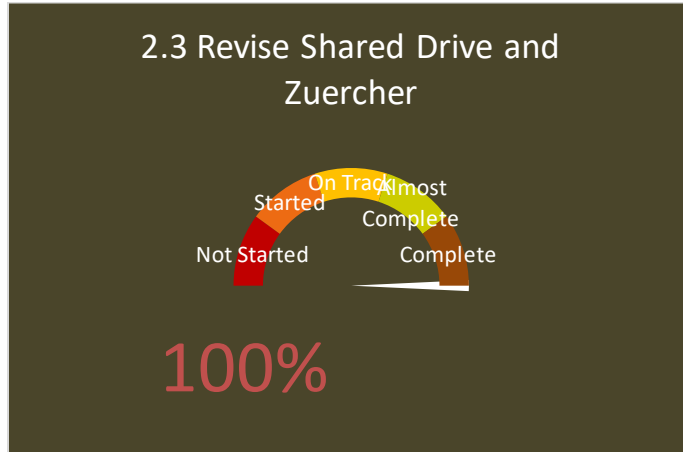




Objective 3

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Supervisors
Purpose		Measures of Success	
Revise Shared Drive and Zuercher		Department becomes 90% paperless	
Action Plan:			

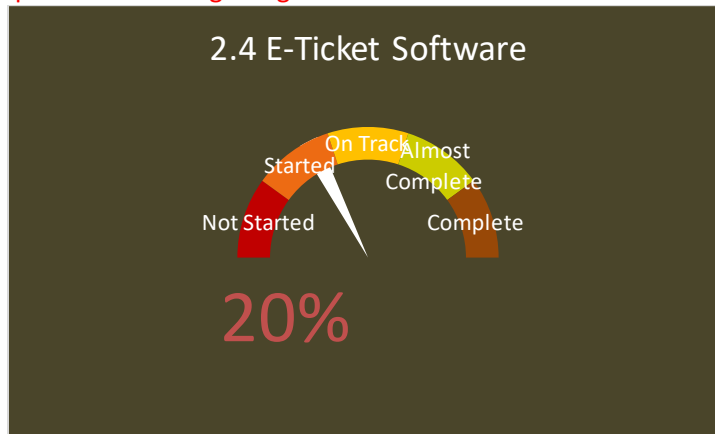
Revise the drive to include maintaining accessible files. Remove obsolete files. Utilize drive to reduce paper. Implement Zuercher database to the fullest extent to include tracking calls and dispositions of all calls and community policing projects or assignments.



Objective 4

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Sgt. Peterson
Purpose		Measures of Success	
E-Ticket Software Implementation		Software is utilized	
Action Plan:			

E-ticket software was purchased in the past and has not been implemented. The interface will be set up and implemented. **Several Help Tickets to Central Square. We are not seeing progress. Have abandoned Central Square and are migrating to Tracs.**

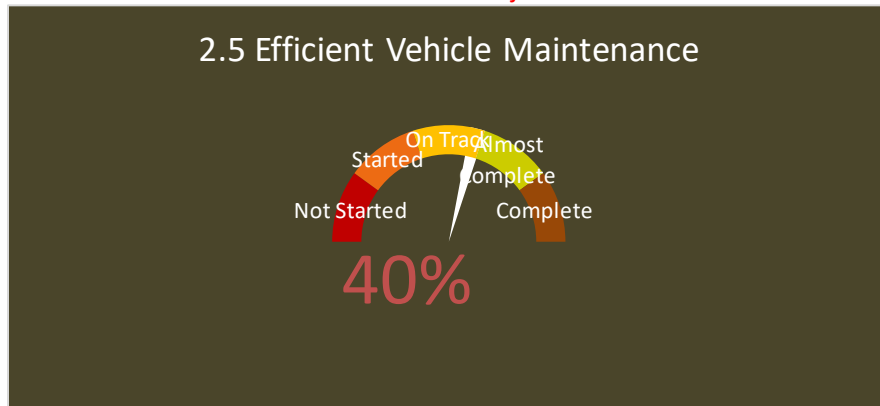




Objective 5

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Sergeants
Purpose		Measures of Success	
Efficient Vehicle Maintenance		10% reduction in vehicle maintenance expense	
Action Plan:			

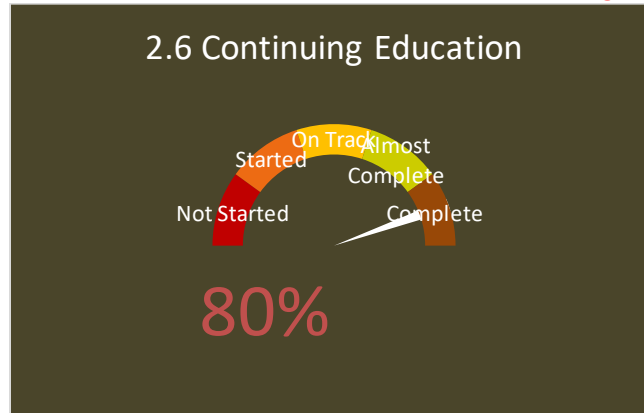
Utilize multiple sources in the community to obtain efficient and cost effective maintenance. **With the increase in fleet and numerous vehicle issues which had not been corrected, there was no reduction in vehicle maintenance. This will remain an objective for 2022.**



Objective 6

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Sgt. Grumbles
Purpose		Measures of Success	
Continuing Education		All staff received 40 hours of training	
Action Plan:			

Create master training plan to include state required continuing education for driving, firearms (revised), Datamaster, PPCT, DRE, ARIDE, intermediate weapons, de-escalation of force, investigative tactics. **Briefing trainings have been implemented, ARIDE, NW3C, and more for the fall. Almost all members have a minimum of 30 hours. 4 members will receive the remaining training in October and November. Barring any COVID cancellations all members will achieve this goal before December 1.**

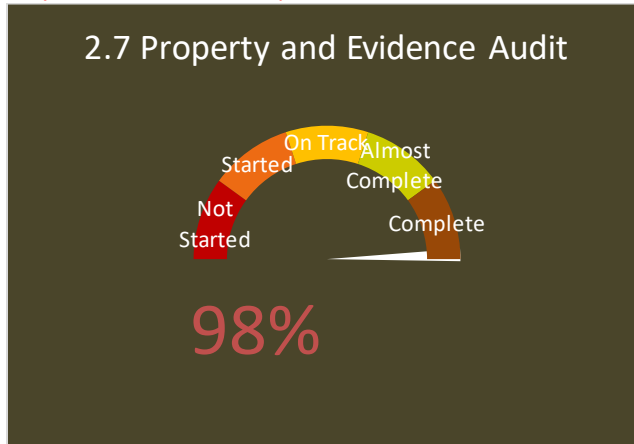




Objective 7

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Property/Evidence	Tech. Kaye
Purpose		Measures of Success	
Property and Evidence Audit		Audit Complete	
Action Plan:			

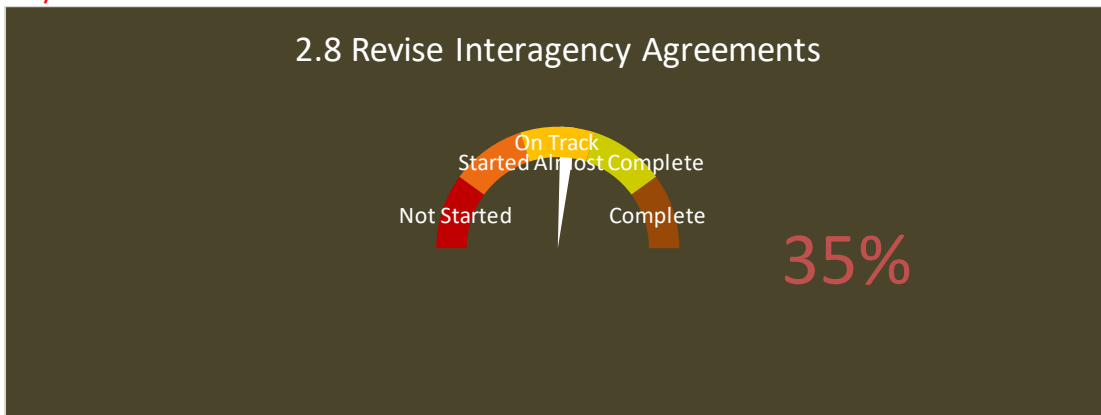
Audit all property for evidence and safekeeping ensuring accurate records and accountability. This included relocating property and is almost complete. 1 box left.



Objective 8

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Revise Interagency Agreements		Agreements with BBCSO and NSP	
Action Plan:			

Revise interagency agreements with all entities we work with to include FBI, WING, BBCSO, NSP, HHS, and Fire Dept. WING is almost done, DHS is complete, others continue. Several MOU's are held up currently.





Objective 9

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Increase Lateral Opportunities		Have 1 lateral opportunity for every employee	
Action Plan:			

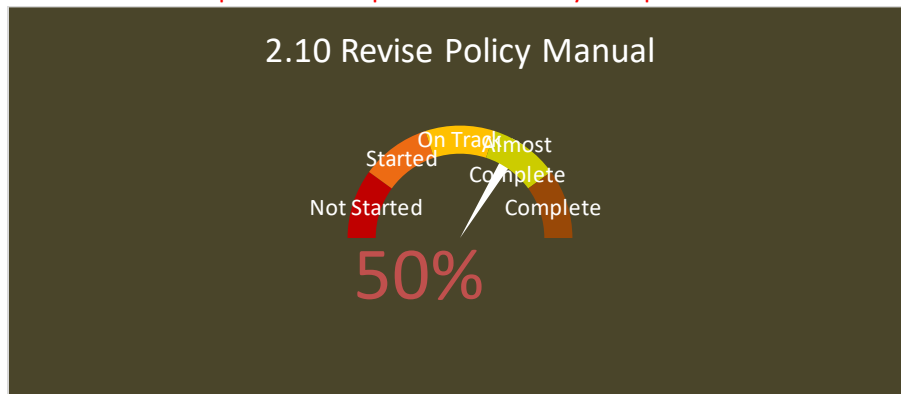
Increase opportunities for specialists, photographers, crime scene techs, SWAT, crash investigation etc. **INTERPOL is on hold due to staffing. Each employee has been assigned a lateral opportunity.**



Objective 10

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Revise Police Department Policy Manual		Manual revised and implemented	
Action Plan:			

Revise policies for the entire department in compliance with national standards. **Manual is underway. Dispatch portion is almost complete. Patrol portion is halfway complete.**

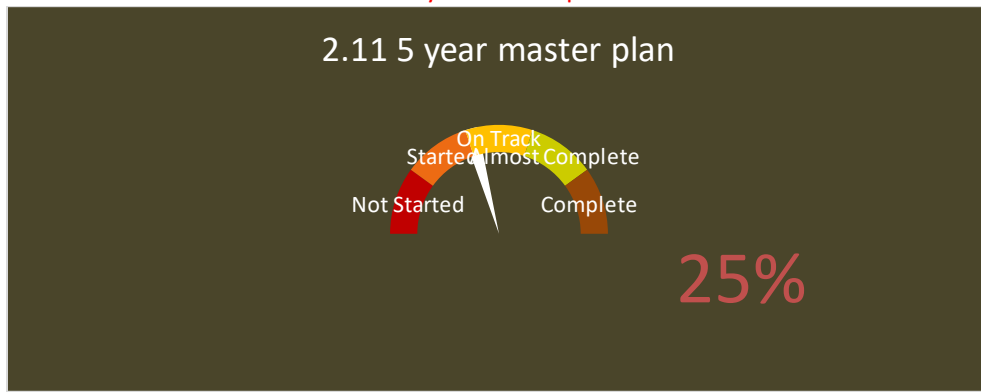




Objective 11

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Create 5 year master plan		Plan created and adopted	
Action Plan:			

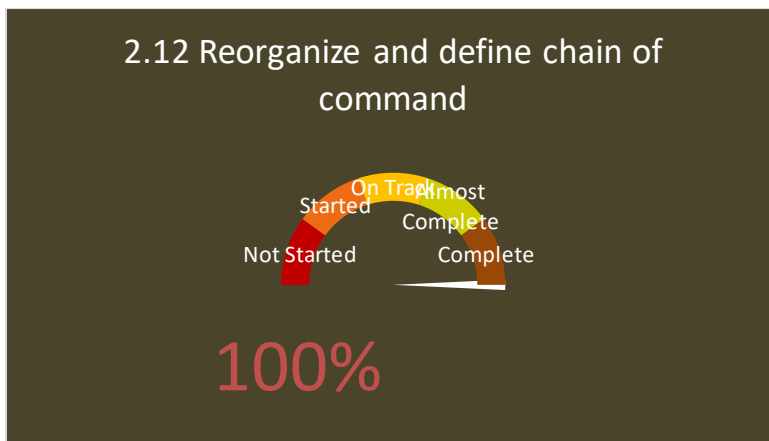
Create a plan with capital improvements, depreciation schedules (vests, firearms, cars and other equipment), succession planning, training and strategic policing adjustments with clear expectations. **Started but need additional results from this year to complete.**



Objective 12

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Reorganize and define chain of command		New organizational chart implemented	
Action Plan:			

Create a new organizational chart, and implement new procedure for respective employees making adjustments.

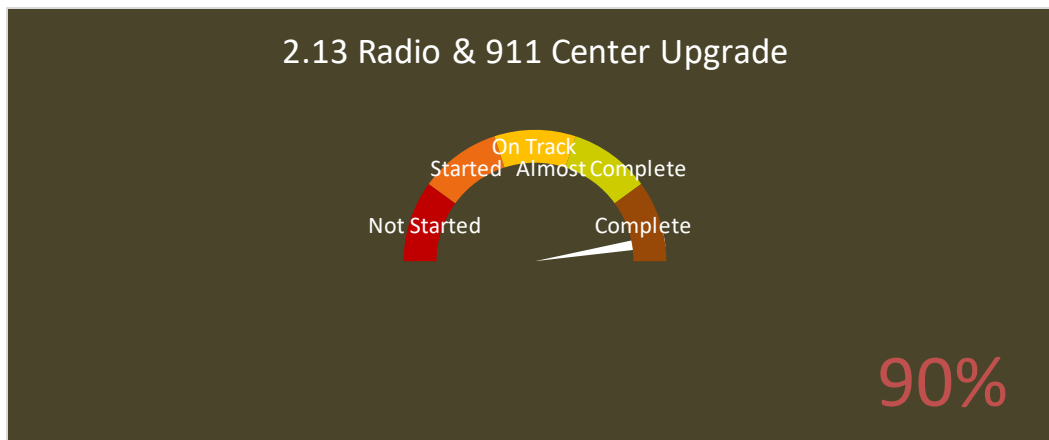




Objective 13

Time Frame	Funding Year	Department Division	Accountable
2021	2021-2022	Dispatch	Chief Lukens
Purpose		Measures of Success	
Radio & 911 Center Upgrade		Upgraded equipment and standards	
Action Plan:			

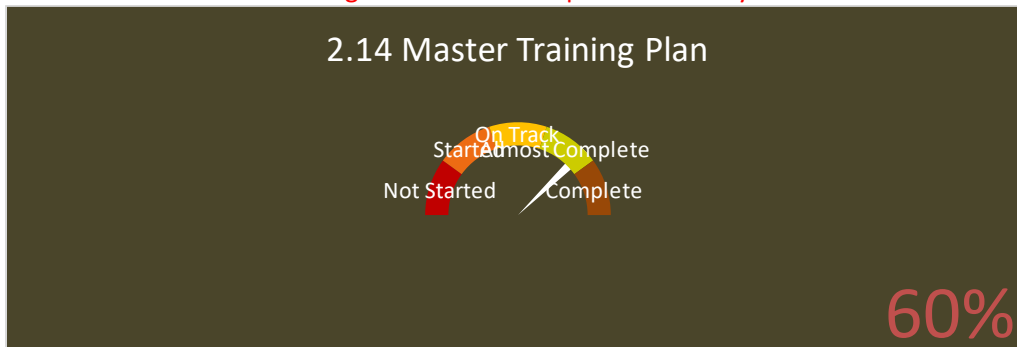
Upgrade 911 PSAP to Viper 7, GEO codes and GIS mapping, Rapid SOS, Next Gen 911, join state P25 and integrate 800 mhz system. **GIS done, Rapid SOS implemented, joined state P25, New consoles are installed. Training starts Oct 4. Go live Oct 15. Viper 7 on order with install by Dec 1. Training Dec 6.**



Objective 14

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Dispatch	Svr. McCracken
Purpose		Measures of Success	
Master Training Plan		All dispatchers trained to national standards	
Action Plan:			

NIBRS Training, ICS, Active Shooter, mobile tower, APCO, CALEA. **Master training plan complete. Implementation remains time contingent. A need for a police academy has also been identified.**





Objective 15

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Ofc. Vera Chavez
Purpose		Measures of Success	
Recruiting		Fully staffed with an eligibility list	
Action Plan:			

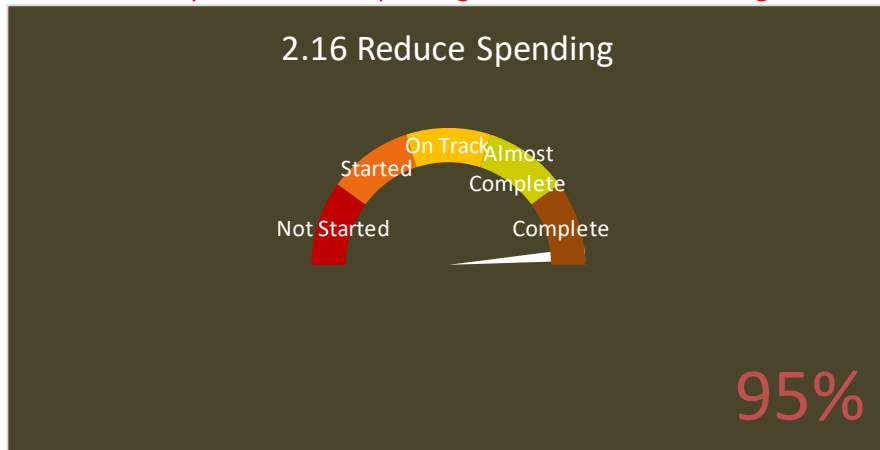
Supervisors work with high school, college for recruiting. Two new recruiting videos, 1 for dispatch, 1 for patrol. **Recruiting officer assigned. Multiple avenues. This remains a struggle.**



Objective 16

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Reduce Spending		85% of approved budget.	
Action Plan:			

Track expenses and savings. Look for grants and cost reduction. **Multiple cost savings efforts have been implemented. Ultimately we fell short spending a little over 90% of budget.**

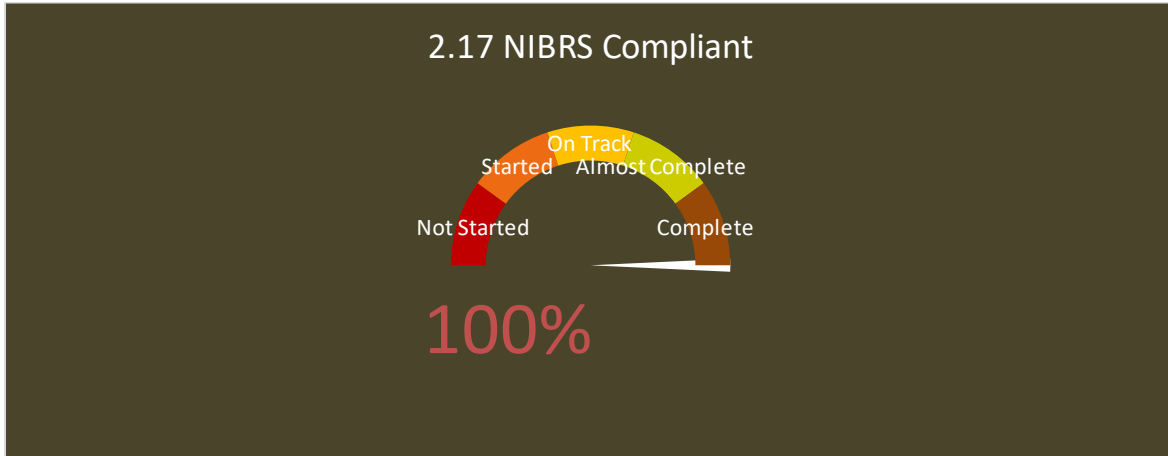




Objective 17

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Dispatch	Sgt. Felker
Purpose		Measures of Success	
NIBRS Compliant		All reports current with NIBRS	
Action Plan:			

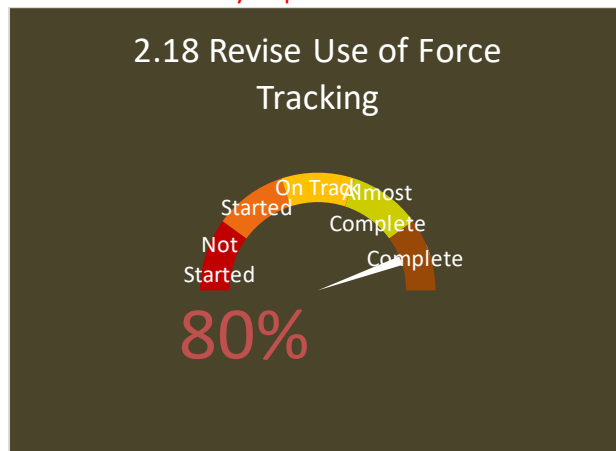
Revisions to rejected reports for submission. New practices implemented for initial reports to ensure ongoing compliance. **We are now NIBRS compliant and Use of Force Compliant with the state of Nebraska.**



Objective 18

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Sgt. Grumbles
Purpose		Measures of Success	
Revise Use of Force Tracking		Use of force tracked in the database	
Action Plan:			

Utilize Zuercher to flag use of force reports. Use of force reports are tracked and reviewed with a disposition. **This is on track, but a new use of force policy will be implemented before it is complete. Trained under ICAT with de-escalation. Policy implementation is estimated for the end of October.**

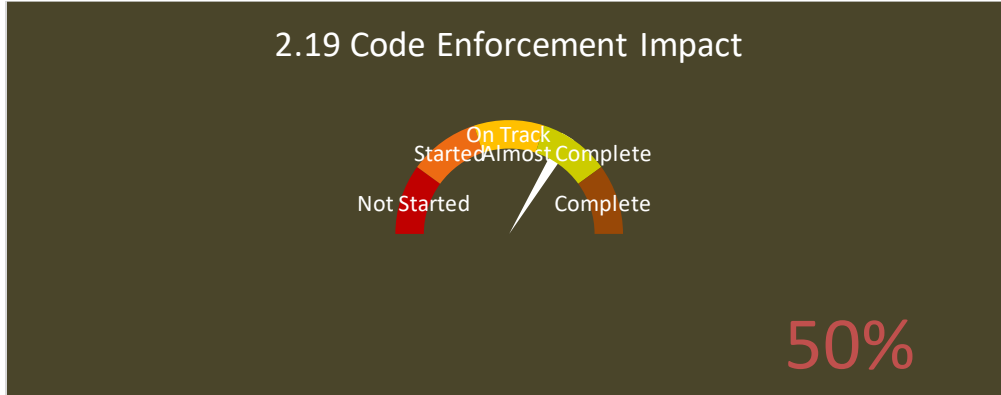




Objective 19

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Code Enforcement	Ofc. Ravert
Purpose		Measures of Success	
Code Enforcement Impact		Increase proactive code enforcement by 10%	
Action Plan:			

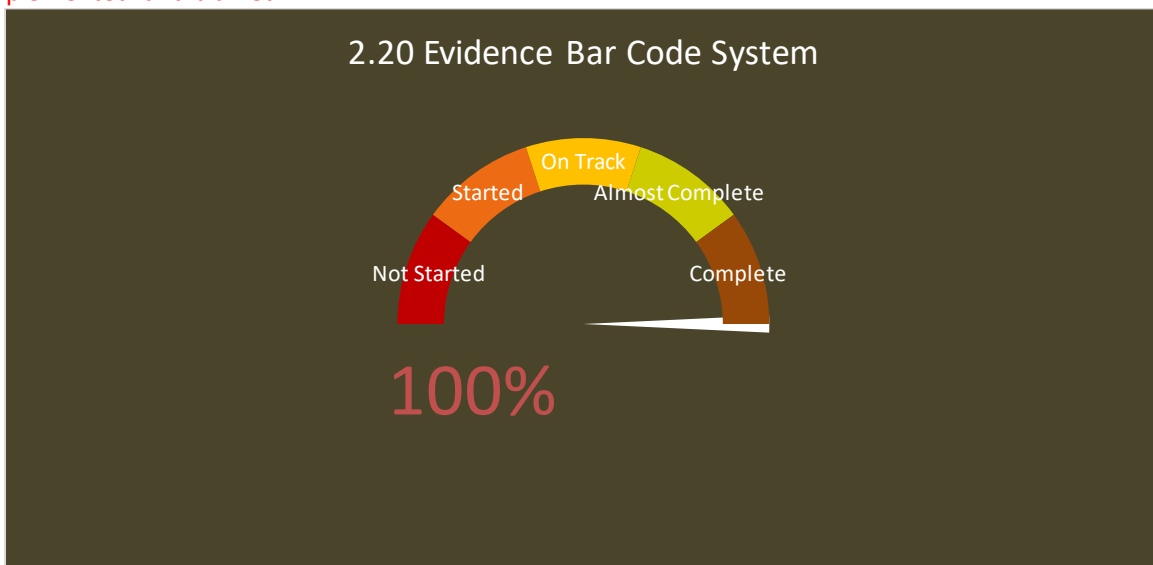
Target severe and egregious violations to ensure compliance. **On track.**



Objective 20

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Property & Evidence	Tech Kaye
Purpose		Measures of Success	
Evidence Bar Code System		Program implemented	
Action Plan:			

The department has purchased an evidence bar code system. The system has not been implemented due to wiring issues in the vault. These issues will be corrected so the hardware can be used. **Implemented and trained.**

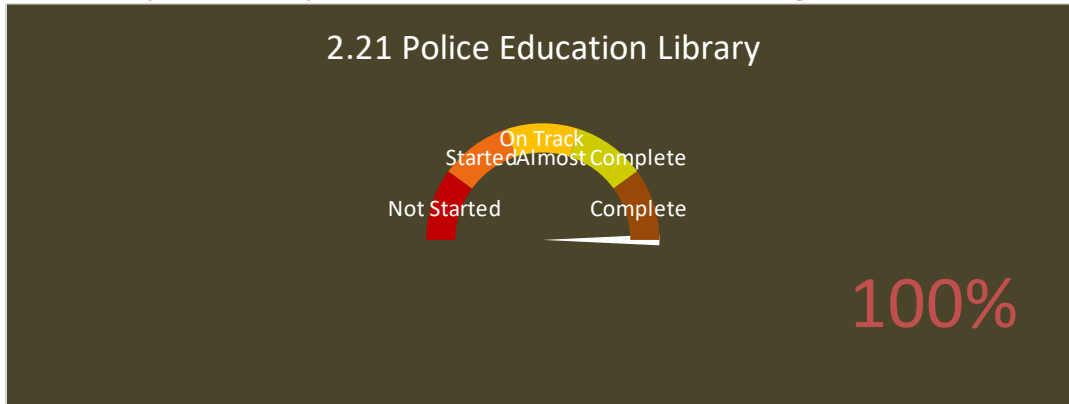




Objective 21

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Police Education Library		5 members utilize the books.	
Action Plan:			

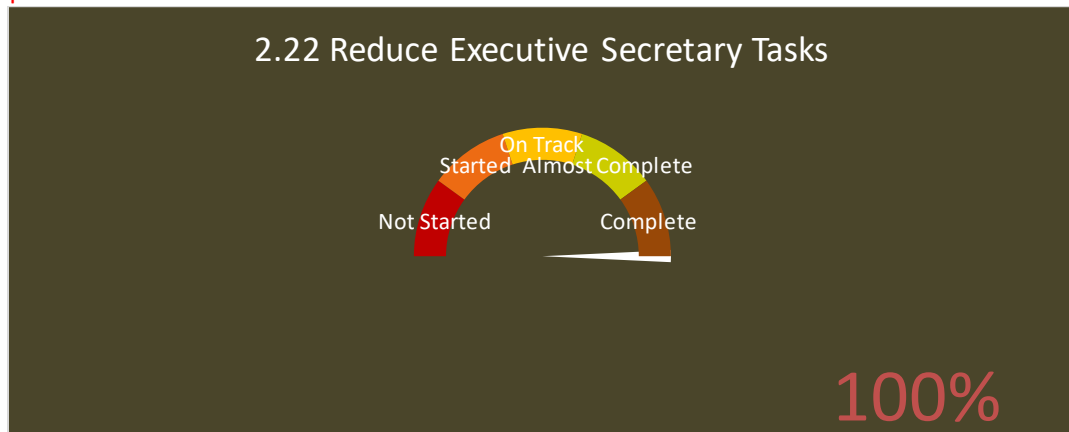
Police related educational books are purchased and checked out for personal and professional growth. **The library is a normal pattern of use with additional books being added.**



Objective 22

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Reduce Executive Secretary Tasks		Secretary retires without interruption	
Action Plan:			

Individual's complete time sheets, sergeants handle equipment purchases, dispatch supervisor coordinates all records requests. Evidence tech handles billing. **Tasks have been handled and we are in the position to maintain in her absence.**





Objective 23

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Supervisors
Purpose		Measures of Success	
Master Vacation Bid		Bid is complete within the first month of the year	
Action Plan:			

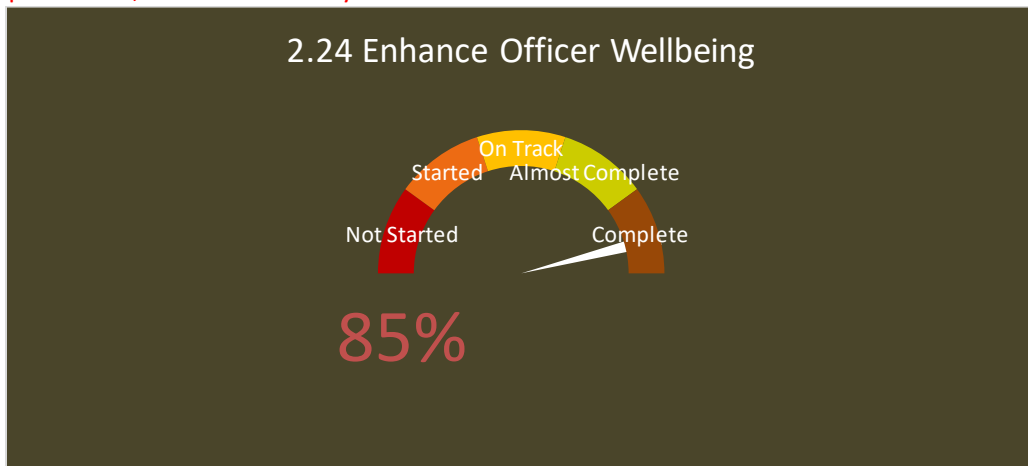
FOP required vacation bid for dispatchers and officers is complete and locked into the schedule at the first of the year. **Done and scheduled for December 2021.**



Objective 24

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Police Department	Chief Lukens
Purpose		Measures of Success	
Enhance Officer Wellbeing		Mental, Physical and Career support programs	
Action Plan:			

Implement mental health resources, physical health incentives, career coaching. **Career coaching has been implemented, but not utilized yet.**

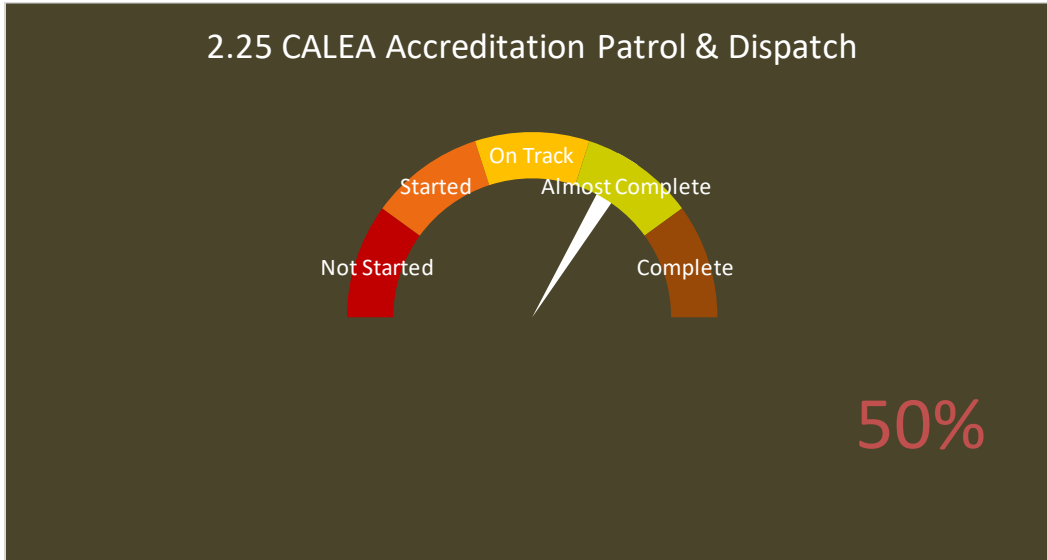




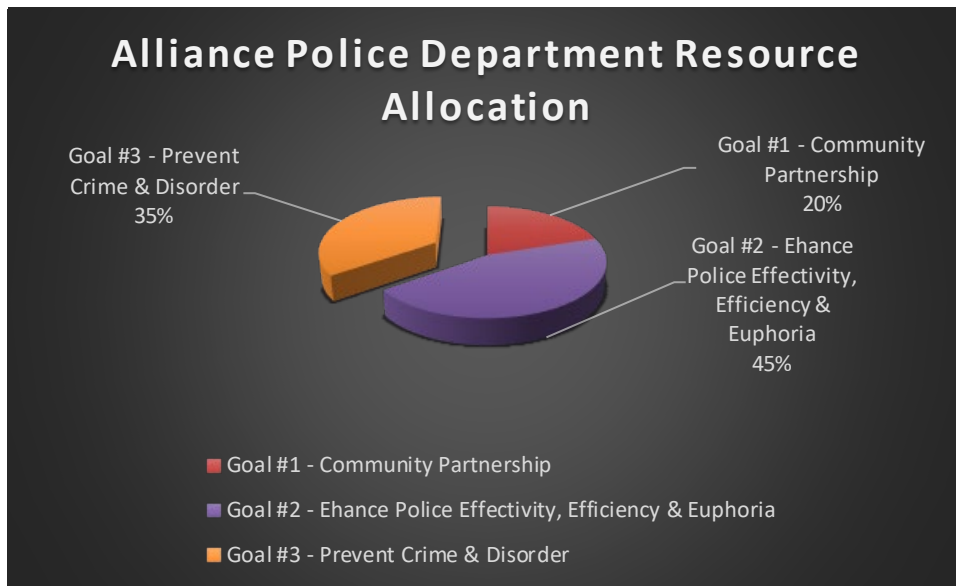
Objective 25

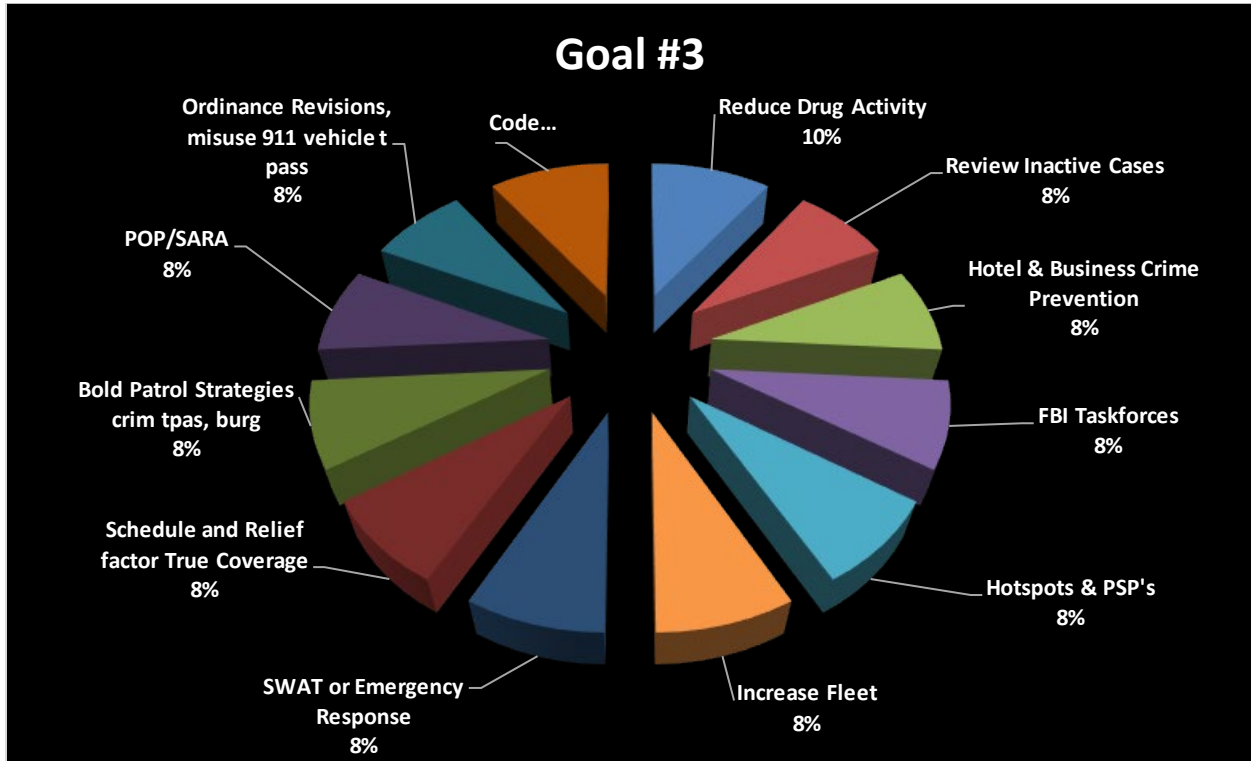
Time Frame	Funding Year	Department Division	Accountable
2021-23	2021-23	Police Department	Chief Lukens
Purpose		Measures of Success	
CALEA Accreditation Patrol & Dispatch		CALEA Accredited	
Action Plan:			

Pursue accreditation for patrol and dispatch to include adopting national standards, revising policy and changing the culture of the department to comply with the new standards. **This is on track but pending a grant before going forward to save funds.**



Goal #3 – Prevent Crime and Disorder

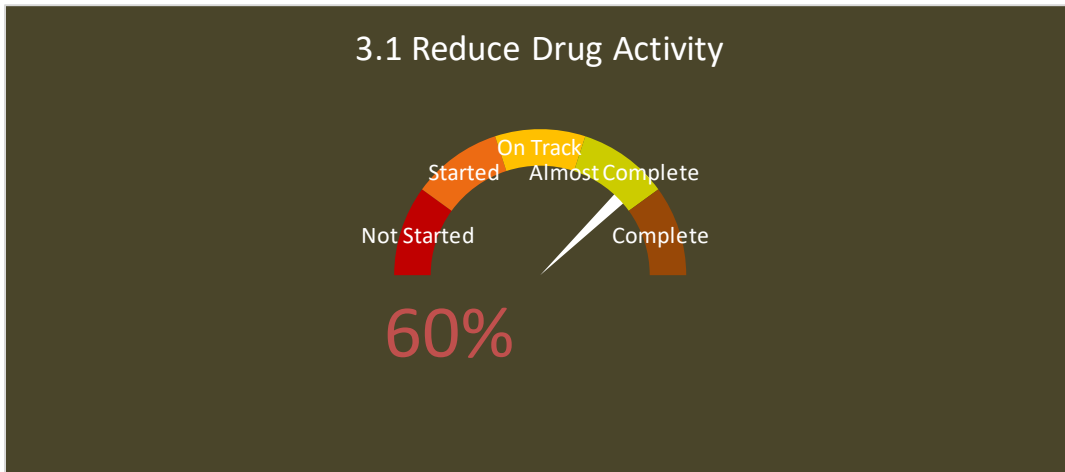




Objective 1

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Sergeants
Purpose		Measures of Success	
Reduce Drug Activity		10% more arrests and convictions than 2020	
Action Plan:			

Maintain relationship with WING, increase drug buys, target nuisance residences. This remains a struggle with such extreme usage. **We were the first in Nebraska to join PAARI, entered into an agreement with DHS, and have impacted the drug trade. Overdoses, burglaries and thefts are going down.**

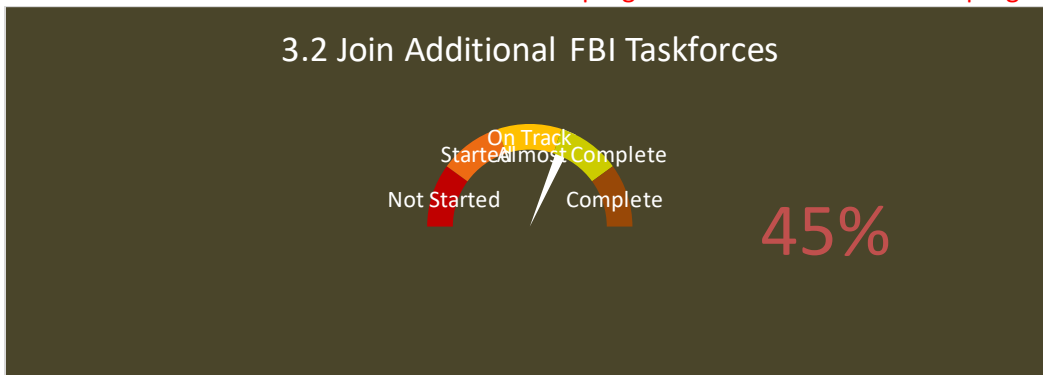




Objective 2

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Sergeants
Purpose		Measures of Success	
Join additional FBI Taskforces		Have a representative on 4 task forces	
Action Plan:			

Gang violence, violent crime, organized crime, crimes against children, human trafficking, terrorism and cyber threats. **We have 1 on the state human trafficking task force and 2 now on DHS. 1 additional is in the works with INTERPOL. We have not progressed due to clearances in progress.**



Objective 3

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Chief Lukens
Purpose		Measures of Success	
High Risk Entry Team		A team of 4-6 members	
Action Plan:			

A team of officers for search warrants and any high risk issue. **A team has been formed, and is just starting deployments.**

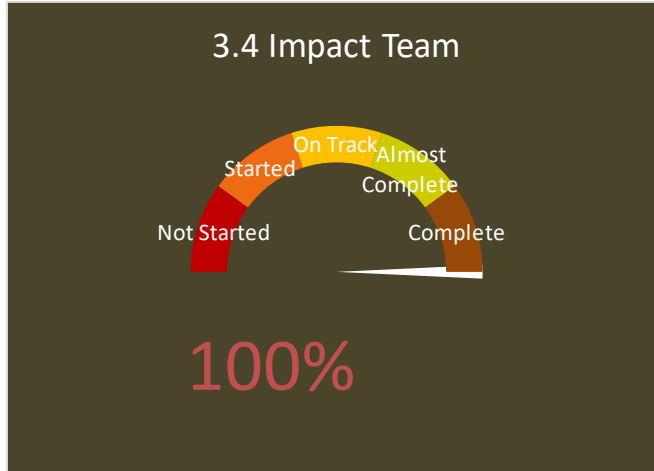




Objective 4

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Chief Lukens
Purpose		Measures of Success	
Impact Team		A team of 4-6 members	
Action Plan:			

A team of officers for target crimes such as drugs, thefts, burglaries etc. to execute PSP's and POP's.



Objective 5

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Chief Lukens
Purpose		Measures of Success	
Technology Utilization		Implement 1 new investigative technology	
Action Plan:			

Research the use of pole cams, ALPR, drones etc. Multiple things have been researched. Many were put on the capital improvements budget contingent upon grants. However, 1 hardware/software system was purchased to acquire cell phone data. This is now frequently utilized. The first in the panhandle.

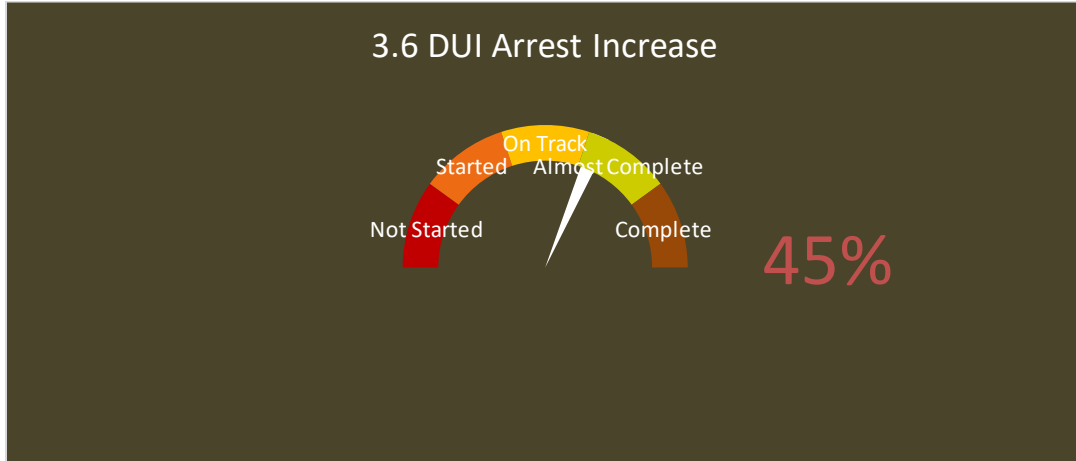




Objective 6

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Sergeants
Purpose		Measures of Success	
DUI Arrest Increase		Increase DUI arrests by 20%	
Action Plan:			

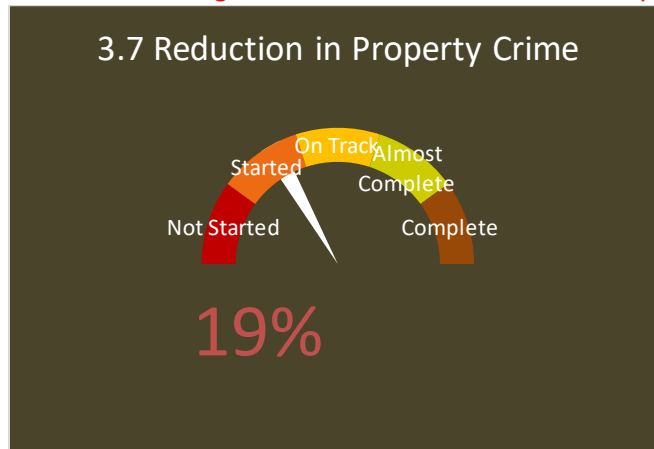
More proactive patrol, traffic stops during peak drinking hours. Arrests have increased over last year. We will wait until the end of the year for a full assessment.



Objective 7

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Sergeants
Purpose		Measures of Success	
Reduction In Property Crime		Reduce property crime by 10%	
Action Plan:			

More proactive measures to reduce property crime. This is a struggle given the recent burglary trend. We are seeing progress with the EBP methods being deployed to include the play book and extensive attention on CFS. The reduction is starting but we are unsure if there will be progress over last year.

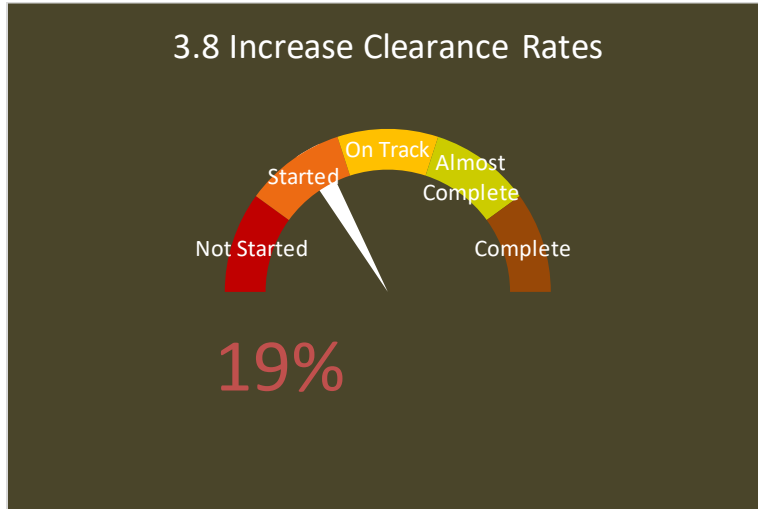




Objective 8

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Patrol	Sergeants
Purpose		Measures of Success	
Increase Clearance Rates		Increase clearance rates by 5%	
Action Plan:			

Ensure more cases are solved and increase efforts to ensure case solvability. **This remains a struggle due to staffing constraints. This will remain on the objectives for next year. Our current focus is to reduce the crimes at the onset.**



Objective 9

Time Frame	Funding Year	Department Division	Accountable
2021	2021	Administration	Chief Lukens
Purpose		Measures of Success	
Revise Municipal Ordinances		5 new ordinances implemented	
Action Plan:			

Revise municipal ordinances to address misuse of 911, Vehicle Trespass, Train trespassing, disorderly conduct, fugitive violation, nuisance and abatement, environmental blight. **A parking ordinance, and park usage ordinance have been drafted.**

