

# United States Park Police



2017

2021

## STRATEGIC PLAN

Mission	Vision	Workforce Development	Professional Enrichment	
Building Trust	Dependable Presence	Resource Protection	Contemporary Policing	Integrity
Information Sharing	Transparency of Action	One NPS	Service	Effective Use of Technology
Diversity and Inclusion	Support Workforce	Honor	Values	Succession Planning
Open Dialogue	Support Employee Wellness	Dignity and Respect	Community Engagement	

## About our United States Park Police 225th Badge

At the center of this 225th anniversary badge is the current USPP badge and insignia, with our core values clearly emblazoned [INTEGRITY~ HONOR ~ SERVICE]. A horizontal gold ribbon through the center depicts our years of service 1791 to 2016. Symbols of our three geographic areas surround the insignia all framed in the shape of one of our historic badges. The left border is the American flag and the right border is the National Police Week flag. The bottom border is an eagle with spread wings, and the top is bordered by 13 gold stars, symbolizing the 13 USPP HEROES who have paid the ultimate sacrifice. This badge embodies the essence of this organization. We are proud of who we are and what we represent. This is the foundation of our future.



## Mission

We, the United States Park Police, support and further the mission and goals of the Department of the Interior and the National Park Service by providing quality law enforcement to safeguard lives, protect our national treasures and symbols of democracy, and preserve the natural and cultural resources entrusted to us.



Papal visit - Washington, DC

## Vision

We, the United States Park Police, strive to be the premier police organization within the Federal Government:

- ♦ Delivering professional full-service law enforcement to the National Park Service and neighboring communities, thus providing a safe haven for enjoyment of these areas without fear.
- ♦ Serving people with respect and dignity.
- ♦ Ensuring citizens are free to safely exercise their constitutionally protected rights.
- ♦ Providing all employees the opportunity to grow, receive recognition, and thrive with pride within our organization.

## Values

We, the members of the United States Park Police, believe that integrity, honor and service are the foundation of everything we do. We insist on fairness and responsibility in all facets of our professional and personal conduct and demand the highest standards of ethical behavior.

We are dedicated to protecting human life and to providing quality service to the public, the National Park Service, and the Department of the Interior.

We meet community needs with sensitivity, professionalism, and we hold ourselves accountable to each other and to the citizens we serve.



## ***Message from the Chief***

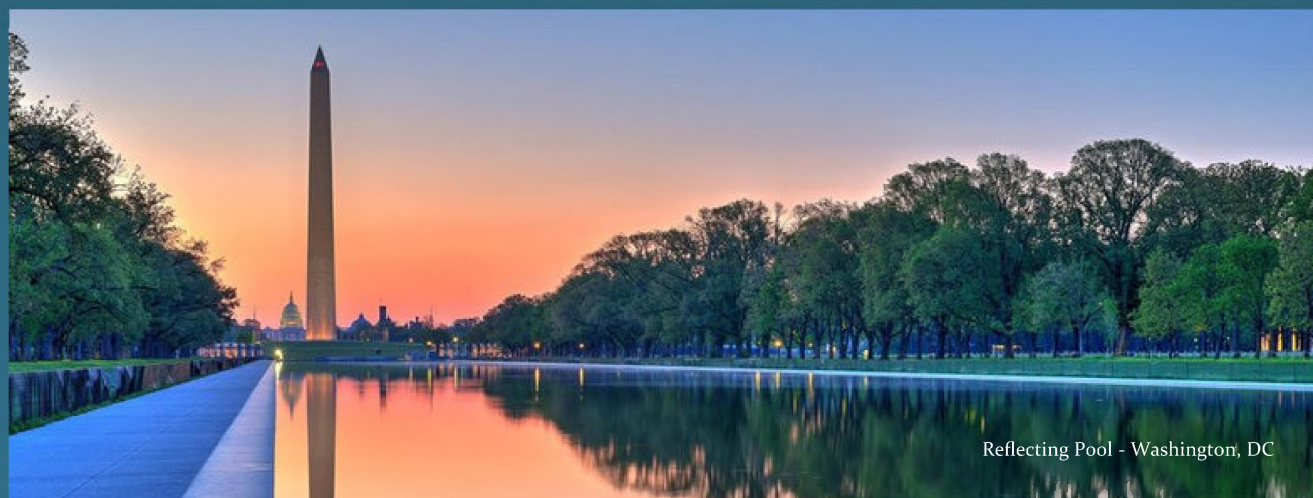
The United States Park Police has been providing law enforcement services to diverse and emerging communities since the 18th century and has been a proud member of the National Park Service since 1933. Organizationally, the USPP reports to the Associate Director, Visitor and Resource Protection Directorate within the Washington Support Office (WASO). Our success is based upon the sanctity and preservation of our nation's civil liberties and our enduring commitment to evolve with the growth of our nation and its communities. Today, law enforcement organizations across this nation are adapting to societal demands.

The President's "21st Century Policing" report identifies the expectations of law enforcement by today's society in building legitimacy and trust with all of the communities that we serve. The National Park Service Director's "A Call to Action" further guides our organization in adapting to the opportunities of this century in: 1) protecting our visitors and employees; 2) protecting the resources entrusted to us; 3) and enhancing the visitor experience; all of which will create the next generation of stewardship.

We have developed this strategic plan, with your assistance, to address the current and future needs of the communities and resources we protect and the people we serve. The Strategic Plan has been informed by the many perspectives of our diverse constituency of stakeholders and it will guide us as we pursue our mission over the next five years.



*Chief Robert D. MacLean*



Reflecting Pool - Washington, DC

# Guiding Principles

There are several critical and intrinsic principles that will guide the implementation of this Strategic Plan. We, the United States Park Police, will:

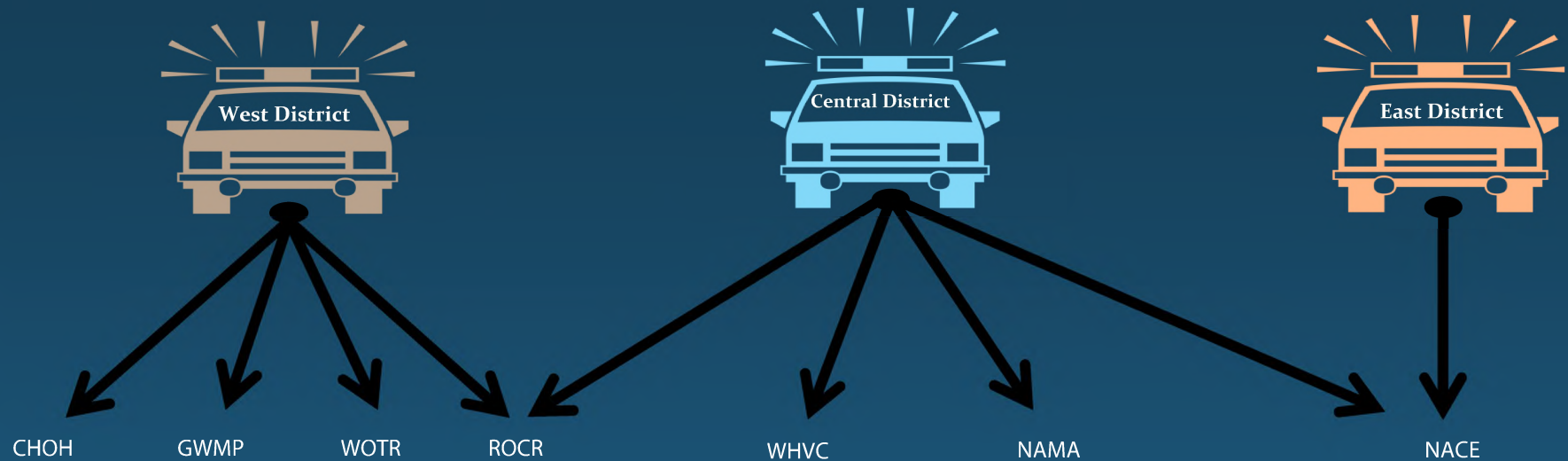
- ◆ Embody and exemplify the NPS organization while remaining proud of and true to our heritage.
- ◆ Encourage and foster the meaningful participation and engagement of the DOI, and the NPS, intentionally seeking and embracing diverse perspectives and individuals to address mutual challenges and opportunities.
- ◆ Strengthen and enhance the VRP collaboration within the NPS Directorates, Regions, Parks, and Programs as well as our Public Safety partners throughout our areas of responsibility to leverage resources and improve our collective effectiveness and efficiency.
- ◆ Build relevant accountability mechanisms into local implementation plans and create work environments where employees are included, valued, and self-accountable.
- ◆ Treat every employee, partner, and community we serve with the dignity and respect that they deserve.



National Park Service Centennial Display (Washington Monument grounds)



## USPP PRIMARY AREAS OF RESPONSIBILITY AND JURISDICTION



CHOH - Chesapeake and Ohio Canal National Historical Park

GATE - Gateway National Recreation Area

GOGA - Golden Gate National Recreation Area

GWMP - George Washington Memorial Parkway

NACE - National Capital Parks - East

NAMA - National Mall and Memorial Parks

PRSF - Presidio San Francisco

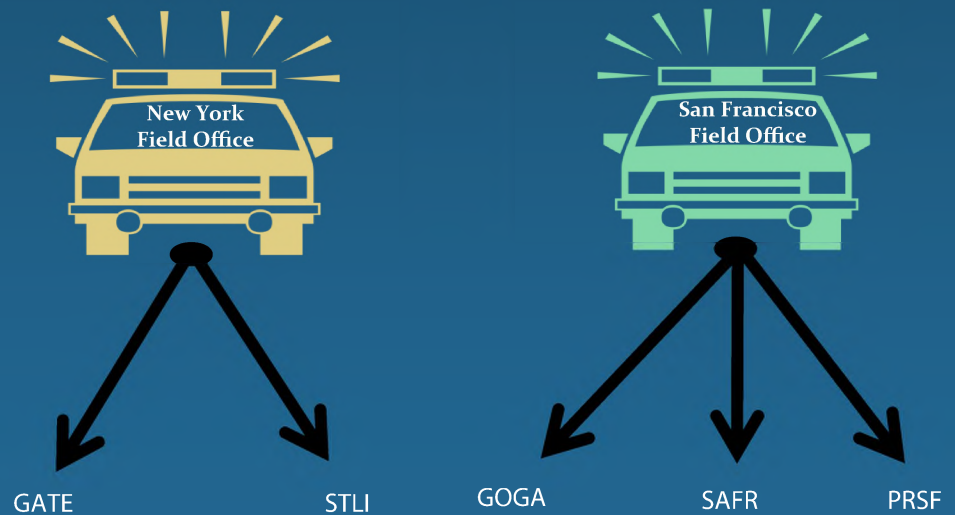
ROCR - Rock Creek Park

SAFR - San Francisco Maritime National Historic Park

STLI - Statue of Liberty and Ellis Island

WHVC - White House Visitor Center

WOTR - Wolf Trap National Park for the Performing Arts





San Francisco Field Office



Marine Unit - New York Field Office

## Strategic Plan

The United States Park Police is proud of its long and honorable history, firmly established in visitor and resource protection since 1791. Just as the first Park Watch provided protection for symbolic areas, assisted those in need, and prevented and investigated criminal activity, our employees of today maintain the same mission and values. Over time, our jurisdiction and responsibilities have significantly increased as the Nation's Capital grew and as we expanded geographically to provide the same level of service to the Icons and national parks in the New York City and San Francisco metropolitan areas.

While our mission and values have not significantly changed, the United States Park Police as an organization, must continually adjust its strategic direction/vision to ensure we are evolving in a way which allows us to ensure legitimacy and trust within the communities we serve. Our strategic plan is how we accomplish this important task and how we remain a relevant and contemporary organization. By bringing together a diverse committee of internal and external stakeholders, we are able to determine the path forward for our organization over the next five years.



Community Outreach—Washington, DC





## From Strategic Planning to Strategic Results

Our Strategic Plan begins with a vision of the ideal future of the Force. Within this vision comes broad reaching themes that show where we will focus our efforts. These areas are where we must excel to achieve success. During the Strategic Planning process, three major themes that incorporate the ideal direction of the Force emerged: Enhanced Public Service and Engagement Effective Use of Relevant Technology Support and Development of the Workforce.

To further define these themes of success, a series of goals were developed.

- ◆ Each goal statement describes the future desired state of the Force and is supported by actionable steps to make them a reality. These actionable steps are achievable and demonstrate the tangible success of our Strategic Planning efforts.
- ◆ Tier 1 actions are short term actions that are critical to successfully moving towards our goals. Tier 2 actions build upon the success of Tier 1 goals and provide long term plans for turning our goals into reality.



United States Park Police Strategic Planning Meeting  
February 16 – 19, 2016





## Strategic Themes

### *Enhanced Public Service and Engagement*



We will be a visible and engaged presence in our National Parks, providing visitor protection and safety while maintaining an open and inviting atmosphere. We will demonstrate a transparency of action that builds trust and open dialogue with all we serve.

### *Effective Use of Relevant Technology*



We will implement technology that provides better service and a safer environment to those that visit our National Parks. Our staff will have the skills and capacity to effectively utilize and maintain these technologies to the benefit of those we serve.



### *Support and Development of the Workforce*

We will provide all employees with the opportunity and resources to thrive within the organization. Workforce satisfaction, wellness and growth will ensure innovation. By providing support and development of the workforce, the organization will succeed.



## Enhanced Public Service and Engagement



National Night Out - Washington, DC



New York Field Office



Community Outreach—Washington, DC



## Enhanced Public Service and Engagement

At the core of our mission we provide **QUALITY SERVICE** to the public that visits the National Parks and Icons we protect. Our **ENGAGEMENT** with the public is central to their safe and enjoyable experiences. We strive to provide open dialogue, **TRANSPARENT ACTION**, and a **DEPENDABLE PRESENCE** that is welcomed and comforting to our visitors. Our public service and engagement builds a strong bond with the community and deters criminal activity, creating a safer environment for all that come to enjoy these public lands.



- ◆ The dependable and visible presence of USPP officers in parks creates positive impacts on visitors.
- ◆ A balanced approach to visitor and resource protection fosters a safe visitor experience and maintains open access to our national treasures.
- ◆ Our community engagement builds trust through transparency of action, open dialogue and commitment to public service.



# Effective Use of Relevant Technology



Cockpit view—Aviation Unit



Patrol Vehicle view



Command Center— New York Field Office





## Effective Use of Relevant Technology

Technology has been rapidly expanding as our society develops. Leveraging the **BEST OF CURRENT AND EMERGING TECHNOLOGY** is a **FORCE MULTIPLIER** in providing service to the public and towards the protection of our National Parks. Through the implementation of technology with a **PROFESSIONAL TECHNICAL STAFF**, we will create safer environments and better responsiveness to the public.

- ♦ Critical existing technology works effectively and delivers consistent results across the Force.
- ♦ Relevant emerging technologies are embraced consistently across the organization in order to increase safety and improve transparency with the public.
- ♦ A robust staff capacity, improved information management systems, and contemporary technological resources are in place to support Force-wide operations.



## Support and Development of the Workforce





## Support and Development of the Workforce

Our employees are the most valuable aspect of our organization. We will ensure they have the **SUPPORT STRUCTURES** in place to allow them to focus on the mission of the Force. We will provide support systems, **EMPLOYEE DEVELOPMENT** processes and **SUCCESSION PLANNING** to create an atmosphere where our employees can be at their best in providing services to the public.



- ♦ The organization provides support for the physical, mental and emotional well-being of employees.
- ♦ A comprehensive employee development process is in place to support employees' professional enrichment throughout their career with the USPP.
- ♦ A succession planning structure, linked to the employee development process, is in place to ensure the future effectiveness of the USPP workforce.

## Achieving Success

We will realize success by achieving these goals and objectives, supported and sustained by an appropriately developed and diverse workforce. This will allow our employees to be present and engaged with all of our partners, which will ensure transparency, security, and the connection with those that we serve.



USPP Recruit Class (March 6, 2017) - Washington, DC



Honor Guard - Police Week

## Strategic Planning Committee

Major Steven Booker  
Captain Raymond Closs  
Captain Robert Lachance  
Captain Pamela Smith  
Lieutenant Brandi Adamchik  
Officer Elizabeth Kessebeh  
Ms. Pamela Blyth





The strategic planning process was a collaborative effort that involved the considerable investment of time and effort by many dedicated employees and partners. The Strategic Planning Committee would like to thank those employees within the Department of the Interior, the National Park Service and the United States Park Police as well as those critical external partners, who contributed to the successful development of this plan. Success was truly a team effort!

