

West Chester Police Department

2021 – 2024 Strategic Plan





Message from the Chief of Police

In recognition of the West Chester Police Department's commitment to keep the West Chester and East Bradford communities informed, engaged, and safe, it is with great pride that I present to you our Strategic Plan for 2021-2024. As the Chief of Police and a part of the Borough leadership team, I recognize that in order to achieve any of these goals, all departments and personnel must collaborate and work together. This Strategic Plan was created with a focus on how the efforts of the West Chester Police Department can cohesively contribute to the overall direction, priorities and vision set by the mayor and our leadership team.

Our Strategic Plan is a proactive tool designed to provide guidance and structure for the Department to continually improve its service to the citizens of West Chester Borough and East Bradford Township. In recognition of the importance of this document in translating our Department's Mission and Values into goals and objectives, we have invested a considerable amount of effort into developing a plan that helps us continue to effectively allocate our limited resources on the most important issues facing our community.

As such, the following four strategic goals will direct our efforts for the next four years:

- Data-Driven Approaches to Law Enforcement
- Community Partnership
- Department Workforce
- Department Infrastructure

This plan does not cover everything that needs to be accomplished within the agency, but instead places focus on priority areas. This document is fluid in nature and is designed to be dynamic and flexible so it can evolve as we face the challenges of today and tomorrow.

Collaboration is a cornerstone in the development of our four strategic goals and it will continue to be necessary for their successful implementation. This requires that we build upon the strong relationships that we have already formed within the community and continue to forge new relationships with others. Working together towards these common interests, we will continue to provide a quality of service to our community that is the hallmark of the West Chester Police Department.

On behalf of the entire West Chester Police Department, I would like to extend my gratitude to our community for its continued input and support.

Sincerely,

A handwritten signature in black ink, appearing to read 'J Morehead', written in a cursive style.

James L. Morehead
Chief of Police

Thank you to the following individuals who served on the West Chester Police Department Strategic Planning Committee: Mayor Jordan Norley, Mr. Jon Brill, Ms. Mandie Cantlin, Mr. Pat Davis, Ms. Lillian DeBaptiste, Ms. Theresa Eadie, Ms. Karina Gonzalez, Ms. Sara Hinkle, Mr. Daniel Hollander Esq., Ms. Dawn Mader, Mr. Josh Maxwell, Mr. Sean Metrick, Mr. John O'Brien, Ms. Kate Shaw, Dr. Bob Sokolowski, Mr. Mike Stefano, Officer Micaela Winter

West Chester Police Department



Our Mission

The West Chester Police Department will enforce laws, promote peace and safety, partner with our neighbors, and provide exceptional service to make West Chester and East Bradford the best possible place to live, work, go to school, and visit.

Our Vision

The West Chester Police Department will be regarded as an essential community partner in making West Chester and East Bradford a safe and thriving place for all residents and visitors.

Our Values

- Honor
- Integrity
- Professionalism
- Commitment
- Leadership

Guiding Principles

Collaboration	We believe collaboration with the public is a cornerstone for ensuring safety and security for all.
Trust	We work every day to earn the trust and confidence of those we serve.
Inclusion	We believe that our community will be stronger and safer by embracing, respecting, and protecting our community's diversity.
Dedication	We are dedicated to serving the public with honesty, integrity, and fairness, and to ensuring that our officers and staff have the resources and support they need to proudly serve and protect all who live in and visit our community.
Excellence	We expect the best from ourselves, and we hold ourselves accountable to the highest standards of professionalism and service.

"If you fail to plan, you are planning to fail." **Benjamin Franklin**

West Chester Police Department

Strategic Goals for 2021 – 2024

Four strategic goals will direct our efforts and investments during 2021 – 2024:

- I. **Data-Driven Approaches to Law Enforcement:** Use data gathering and analysis strategies to prevent, reduce, and solve crimes
- II. **Community Partnership:** Partner with residents, organizations, and institutions to help solve community problems, build trust, increase safety and the perception of safety, and ensure readiness to respond to public needs
- III. **Department Workforce:** Develop and retain a talented, effective, diverse, and responsive workforce
- IV. **Department Infrastructure:** Invest in technology, equipment, and state accreditation

Following are the priority objectives for each goal, all of which are designed to position the Department to most effectively prevent, reduce, and solve crimes, and to increase the safety and security of all people in the community.

Goal I: Data-Driven Approaches to Law Enforcement

Use data gathering and analysis strategies to prevent, reduce, and solve crimes

Priority Objectives

1. **Crime and Incident Analysis:** Conduct and publish a monthly and annual crime analysis to identify trends and priorities.
2. **Emerging Issues:** Identify and implement strategies to address emerging issues related to mental health, traffic safety, pedestrian safety, opioid and other substance abuse, community events, emergency preparedness, and demographic changes.
3. **Quality of Life Issues:** Identify and implement strategies to address quality of life issues related to noise, alcohol abuse, underage drinking, vandalism, and landlord/tenant relations.
4. **Community-Oriented Policing:** Review regularly and update as appropriate the Department's approach to community-oriented policing and crime prevention.

Goal II: Community Partnership

Partner with residents, organizations, and institutions to help solve community problems. Build trust, increase safety, the perception of safety, and ensure readiness to respond to public needs

Priority Objectives

1. Community Presence and Partnerships:

- a. Ensure regular police presence in every neighborhood and at major community events.
- b. Continue to build one-on-one relationships with business owners, neighborhood associations, nearby municipalities, faith-based communities, West Chester Area School District/ other educational institutions, and other concerned stakeholders to identify public safety needs and solutions.
- c. Participate in and initiate community meetings to identify and address safety and security issues facing specific communities and populations.
- d. Continue to build a strong partnership with West Chester University to promote institutional collaboration.
- e. Conduct outreach to build relationships and trust with specific populations, such as immigrants, women, older adults, youth, people of color, and others, that express concerns about safety and security based on their identity.

2. Communications:

- a. Ensure transparency and encourage public engagement by publishing monthly and annual reports on police activity and performance.
- b. Solicit feedback and ideas from community members on a regular basis to identify areas for improvement.
- c. Develop and implement print and social media approaches to distribute transparent, timely, and accurate information about incidents, events, and initiatives.
- d. Educate community members about available resources, points of contact, and emergency preparedness.
- e. Distribute messages that promote shared values, responsibility for each other's safety and security, and respect for others.

Goal III: Department Workforce

Develop and retain a talented, effective, diverse, and responsive workforce

Priority Objectives

1. Recruitment:

- a. Enhance recruitment and retention efforts to attract talented, diverse people to work for the department.
- b. Increase the diversity of department officers and staff to reflect the diversity of our community.
- c. Position the department to meet the needs of new generations of officers who value autonomy, direct communication, and opportunities for specialization and advancement.

2. Retention:

- a. Identify and implement initiatives that will improve job satisfaction for officers and administrative staff.
- b. Promote open communication and collaboration within the department and with borough administration.

3. Structure and Processes:

- a. Implement regular opportunities for officers and administrative staff to provide input and ideas for the Department.
- b. Review and update as appropriate the Department's staffing and leadership structure to ensure optimal staffing, support for officers, and administrative support.

4. Professional Development:

- a. Identify opportunities for training, investing in professional development to support career advancement for officers and administrative staff.
- b. Provide training opportunities for officers and administrative staff including, but not limited to – De-escalation, Mental Health, Special Needs, and Implicit Bias.
- c. Ensure internal department communications are effective with achieving shared understanding about policies, changes, and community needs.
- d. Provide resources that support officer fitness and well-being.

Goal IV: Department Infrastructure

Invest in technology, equipment, and state accreditation

Priority Objectives

1. Technology:

- a. Maximize the use of technology to increase the community's feeling of security and safety.
- b. Establish a planning and policy review process for identifying, assessing, and implementing appropriate advances in law enforcement technology, including Cameras, Noise Decibel Enforcement, and License Plate Recognition systems.

2. Equipment:

- a. Conduct regular inventories and assessment of equipment. Make certain officers have the equipment they need to ensure their own safety, secure the safety of those they serve, support crime prevention, and crime solving.

3. Accreditation:

- a. Obtain and maintain an accredited status with the Pennsylvania Law Enforcement Accreditation Commission.
- b. Invest in quality training in accordance with an accredited status.

4. Fiscal Responsibility:

- a. Continually review all policies/ procedures to ensure the most efficient and effective use of resources.
- b. Secure adequate funding to meet the personnel and infrastructure needs of the department.