



2020 Goals & Objectives

Completed by Captain Richard McDonald

In accordance with our WO Directive and CALEA standards, I have compiled the Goals and objectives for the West Orange Police Department for the calendar year 2020. This was completed with input from all Division Commanders.



MISSION STATEMENT

***Our mission is to protect the lives, property, and rights of all people;
maintain an ethical environment of mutual respect, trust and dignity;
foster a partnership with the community we serve;
and, improve the quality of life for all within the township.***

METHODOLOGY

Our departmental policy requires the formulation and annual updating of written goals and objectives for the agency and for each major organizational component within the agency. Established goals and objectives should then be made available to all agency personnel.

Commanding officers should be held accountable for those portions of the agency's goals and objectives that relate to their functions. A "major component" is a bureau, division, or other component depicted on the organizational chart as the first or second level below the agency's CEO, or the CEO may designate the organizational levels or functions for participation.

Goals and Objectives were broken down into the following five Divisions:

- Patrol Division
- Criminal Investigations Division
- Officer of Professional Development (Accreditation and Training)
- Administration/Staffing
- Office of Professional Responsibility (Internal Affairs and Compstat)

PROGRESS FROM 2019'S GOALS AND OBJECTIVES:

Below is the list of departmental goals from last year, 2019. I have stated the goal and the apparent results.

- GOAL #1: To increase crime prevention and enhance safety and security for the residents of West Orange.

METHODS: This was attempted through increased utilization of investigative technologies, targeted enforcement, state of the art intelligence sharing, enhanced communication with the public, and our community service programs. A major component of this endeavor was the utilization of COMPSTAT, mapping capabilities and hot-spot targeting. The department also aimed to create a systematic pattern response strategy to target specific areas of crime and activity. The department also relied upon relationships to share information with surrounding towns and utilizing other relevant law enforcement resources whenever possible.

RESULTS: We can see dramatic decreases in MV Thefts, Larceny-Thefts and burglaries. Although these property crimes are often a result of cyclical trends, it does show that crimes are being prevented within the Township and the residents have a legitimate reason to feel safer. Reports of robbery also saw a continued drop from the past two years. In conclusion, the goal appears to enhance safety and security will be an on-going and continuous attempt to create a safe township.

	2017	2018	2019
Rape	17	9	13
Total Robbery	37	32	24
Total Assaults	212	243	258
Burglary	119	138	83
Larceny-Theft	650	625	473
MV Theft	74	90	79

- GOAL #2: To improve the technological capabilities of the WOPD and update the tools and resources that our personnel utilize.

METHODS: This was attempted by researching and implementing improvements in resources such as the existing CAD System, the media tablets/computers as well as MVR's located in patrol vehicles, and most importantly, to update our vehicle fleet with new vehicles.

RESULTS: Although the CAD System was not updated this past year, the Township made some strides in technology in side-job hiring (EDS), employees punching in/out for duty (KRONOS), and

scheduling (PLANIT). Also of note is that four new police vehicles were purchased, outfitted and placed into service during 2019. The Township began a side job hiring program with an outside tech company named EDS. This new system has made side job hiring easier and no longer takes staffing hours every week. The Township has also began utilizing Planit for scheduling and Kronos for accountability.

- GOAL #3: To enhance the department's already impressive reputation with our citizenry and open lines of two-way communication with the community as a whole.

METHODS: This was attempted by utilizing social media and traditional media to keep the community involved and up to date with departmental strategies, programs, safety tips and goals. This was also attempted by enhancing the department's website to include up to date Internal Affairs Summary Reports, a good portion of departmental directives and procedures, and regularly report information regarding officer use of force, misconduct complaints, and our stop/search/arrest data.

RESULTS: Although the department's social media program can still be improved, the Township's social media pages, the Township's website and local online news sources were utilized throughout the year to spread the word about the newer community-based programs that the department is rolling out such as Operation HOPE and the Take Me Home Project.

- GOAL #4: To improve the internal investigative functions of the agency through increased technology and streamlined procedures.

METHODS: This was attempted through relying on body worn camera footage to investigate citizen complaints. This decreased the length of time for most internal affairs complaints, as they strived to complete standard investigations within 30 days. A more streamlined process was also attempted in the hiring and selection process through the creation and reliance upon standardized checklists for applicant documentation.

RESULTS: The investigative functions of the Internal Affairs office saw a great increase in productivity due to the utilization of BWC footage to quickly and effectively complete complaint investigations.

The department also created new Use of Force Command Review procedures to ensure that each incident utilizing force (physical force and above) was reviewed during 2019 by command personnel to ensure compliance with departmental procedures. This review is now completed on an Agency document for ease.

- GOAL #5: To keep on the fore front of police training and provide the most current and progressive training for our employees.

METHODS: This was attempted through enhancement of our in-service training program to include supervision training for newly promoted personnel, and the following training blocks for all employees: Legal Aspects including the 1st and 4th amendment, Bias Based Policing and implicit biases, pursuits, and the continued growth of our Defensive Tactics program that included De-Escalation Techniques, Situational Awareness and Officer Created Jeopardy.

RESULTS: This year had a hands-on training experience for our Active Shooter program with real life scenarios presented at the US Army Picattiny Training Facility. The training day also utilized scenarios related to unknown risk motor vehicle stops, emotionally disturbed persons, verbal de-escalation techniques, and officer safety.

The department now also utilizes a bi-weekly mandatory random BWC reviews to identify compliance with proper procedures as well as potential training issues.

Departmental Goals and Objectives for 2020:

GOAL #1: To increase crime prevention and enhance safety and security for the residents of West Orange.

This will be attempted specifically by utilizing COMPSTAT, hot spot mapping, law enforcement intelligence sharing, inter-agency coordination and our community service programs. Traffic enforcement techniques will also rely upon monthly crash analysis reports and targeting high traffic locations through enforcement, education and engineering.

GOAL #2: To increase the technological capabilities of the Department.

This will be attempted specifically in the areas of our existing 911 system, ALPR's, and possibly a new CAD system.

GOAL #3: To maintain the high level of professional within the West Orange Police Department through the re-accreditation of CALEA.

Specifically by continuing the high level of excellence achieved after our on-site assessment in Fall 2019.

GOAL #4: To continue to strive for professional excellence in the areas of Bias Based Policing and community relations.

Specifically during 2020, the Department shall be correlating the race and ethnicity data of drivers within the Township during motor vehicle accidents. This data should provide a solid indicator of drivers' racial compositions, and assist in effectively analyzing the self-initiated interactions of our officers with the public to determine racial inaccuracies.

GOAL #5: To continue the approach for enhanced training in our in-service and officer career development training program for sworn officers and the field training program for our dispatchers.

For the sworn officers, specifically in the areas of criminal investigations, verbal de-escalation and dealing with persons with mental illness.

For the new dispatchers, a field training program should be created and placed into effect.

Conclusion:

As can be seen above, the Department had numerous goals and objectives for the calendar year 2019. All goals have the basic premise, which is to make the Police Department a highly functional environment and to assist in providing the highest quality of service to West Orange and assist in maintaining a safe and healthy community. This can be accomplished by reducing crime, by providing service programs to the community or by utilizing modern technology or investigatory methods. Striving to be better should be a continuous process and these annual goals and objectives should be the measuring stick to ensure that the Department is progressing in the right direction every year.

Respectfully submitted,

Richard McDonald

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Accreditation Manager