



## 2020 STRATEGIC PLAN

### MISSION

The Community Police Working Group is a committed group of residents, organization leaders, and city and police administration advocating on behalf of our black, brown and other marginalized communities. We build trust, collaboration and mutual understanding and respect among the community and police to create a just, safe, and equitable Lancaster City.

### VISION

The Lancaster City Community Police Working Group envisions: An empowered, unified community, committed to fairness, transparency, and integrity.

### VALUES

Integrity, Courage, Respect, Compassion, Intention

### AREAS OF FOCUS

1. Role of the Community Police Working Group
2. Race Relations
3. Police Department Hiring Practices
4. Community Engagement

---

## AREAS OF FOCUS #1 - ROLE OF THE COMMUNITY POLICE WORKING GROUP

### GOAL

The Community and Police Working Group (CPWG) is known for: the relationships they have built between the community and police, their internal and external communications, their ability to respond quickly and effectively in emergencies and the group's impact on city-wide policies and processes that positively impact black and brown and other marginalized communities in the city of Lancaster.

### STRATEGIES

#### COMMUNICATION/TRANSPARENCY

1. Introduce the CPWG and explain its role
2. Develop a communications process between Police, City Administration, and the Working group in response to community inquiries and emergencies
3. Develop a process to document resident complaints, issues, and resolutions
4. Identify and create relationships and partnerships with trusted community members to support the work of the CPWG

#### EMERGENCY RESPONSE/SAFETY



## 2020 STRATEGIC PLAN

1. The CPWG has trained community police facilitators responding to emerging issues and shares information on what actions can be taken
2. Create a follow up plan and process after emergencies or crisis situations
3. Create a role for a Liaison/Connector on the CPWG
  - a) Create a “job description” for the liaison role that includes being present during emergency situations
4. Conduct the trainings below so that all CPWG members to step into the liaison role
  - a) De-escalation
  - b) Cultural awareness
  - c) Leadership development
  - d) Conflict management
  - e) Coalition building

## ADVISORY - POLICIES AND PROCESSES

1. CPWG will provide policy and process recommendations to Lancaster City Administrations and Police Department related to:
  - a. Use of Force
  - b. Hiring
  - c. Other: policies not highlighted here that may be of community interest later

---

## #2 - RACE RELATIONS

### GOAL

Develop a community where conversations about race are sustained and cultivate a culture where difficult conversations build mutual respect among all residents.

### STRATEGIES

1. Commit to facilitating a minimum of #4 community conversations annually in partnership with community resources on race relations and creating safe spaces to have conversation at the neighborhood/block level
2. Develop a process to identify areas of need or concern within all neighborhoods as a starting point in order to develop a plan for change
3. Support the Chief/Police Department to ensure that the police department is culturally competent



## 2020 STRATEGIC PLAN

---

### **#3 - Recruitment and Hiring Goal Statement**

#### **GOAL**

CPWG is involved in hiring a police force that reflects, understands, and values the community they serve.

#### **STRATEGIES**

1. CPWG is engaged in the recruitment and hiring process of police officers and now in the search for a new Chief of Police.
2. CPWG provides recommendations to support intentional recruiting efforts
  - a) Examples are:
    - Focus on increasing diversity that reflects the community, and hiring local residents
3. CPWG is advising and supporting the development of a recruitment plan
  - a) Ensure committee members reflect the community
  - b) Ensure background investigators are culturally competent and value different cultures.

---

### **#4 - Community Engagement**

#### **GOAL**

The police are proactive and engaged in building relationships with the community that create unity and safety in our neighborhoods.

#### **STRATEGIES**

1. Develop a community engagement plan for the police bureau and CPWG that incorporates education on laws, policies, and processes.
2. Ensure the CPWG supports the police engagement team.
3. Determine a method to track and report progress within the community engagement plan.
  - a) Create a dashboard to show the progress quarterly
  - b) Create a CPWG report that will be shared with City Council