

**THE VALORI GROUP**  
**Dr. Louis A. Valori, Principal**



***BOROUGH OF YEADON, PA***  
***POLICE DEPARTMENT***  
***EFFICIENCY STUDY***  
***2022***



**BOROUGH OF YEADON, PENNSYLVANIA  
POLICE DEPARTMENT EFFICIENCY STUDY**

**TABLE OF CONTENTS**

<b>CONTENT</b>	<b>PGS.</b>
1. Foreword/Disclaimer	1-2
2. Objective of the Assessment/Background on Personnel	3-5
3. Yeadon Borough, PA	6
4. Yeadon Borough, PA Police Department	7-8
5. Assessment Team Members	9
6. Executive Summary – Top Ten (10) Takeaways	10-11
7. Operations, Staffing, Areas of Concern/Findings, Analyses, Recommendations	12-74
A. Chief's Office and Superior Officers	
B. Internal Affairs	
C. Patrol Division	
D. Criminal Investigation Division	
E. Municipal Court	
F. Youth Services	
G. Traffic Safety	
H. Technology and Equipment	
I. Licensing/Records	
J. Special Events	
K. Communications/Dispatch	
L. Property and Evidence	
M. Crossing Guards	
N. SLEO's	
O. Schools	
P. Fleet Management/Maintenance	
Q. Animal Control	
R. Office of Emergency Management (OEM)	
S. Parking Enforcement	
T. Communications – Internal, External, Social Media, Community Relations	
U. Training, DEI, and Performance Evaluations	
V. New Hires, Retention, Attrition	
W. Budgeting and Grants	
X. Building and Infrastructure	
Y. Prisoner Detention	
Z. Borough Manager and Yeadon Borough PD Operations	

8. Conclusion and Special Thanks/Disclaimer	75
9. Appendices	76+
A. Duties and Responsibilities – Chief of Police	
B. Union Contracts – Delaware County Lodge 27 of the Fraternal Order of Police (2018-2022)	
C. Police Department Duty Manual – Last Reviewed: 10/2010	
D. Borough of Yeadon Handbook	
E. Yeadon Borough Police Department Policy Manual – Section 4.102 Prisoner Detention (6/1/09)	
F. Borough of Yeadon Emergency Operations Plan (EOP)	
G. Yeadon Police Department Policy Manual (in its entirety)	

## **1. FOREWORD/DISCLAIMER**

The Valori Group is honored to have had an opportunity to learn about the operations of the Yeadon Borough Police Department. As a law enforcement agency that relies on public tax dollar support, it is imperative to ascertain best practices in the industry and how they can apply to the current and future operations of the Department.

Police Officers' responsibilities have expanded rapidly beyond the traditional role of policing. The success of police departments in Yeadon and nationwide greatly depends on the ability to recruit, develop, and onboard officers who not only recognize their traditional role in law enforcement, but also in their duties to, and within, the community as a whole. In order to ensure lasting relationships and inspire community participation, it is critical police departments form a bond with their community and build trust among its members.

Our assessment has revealed the Yeadon Borough Police Department has many challenges to overcome before it can successfully carry out its mission of providing a safe community with compassion, fairness, and respect for all.

We have completed our thorough review of the Department. This report outlines the employment, operational, and procedural activities, its associated support by investments and financial resources using an industry standard modeling framework and areas in need of additional assistance. The report offers recommendations and guidelines and further identifies opportunities which can enhance the way the Department functions, protects, and serves its constituents and improves the overall quality of life within the municipality.

We believe the information and data obtained furnishes a reasonable basis for our findings and recommendations. Our assessment determined the Department needs assistance in accomplishing its overall mission of providing a wide array of services that are critical to the operations of the Borough.

Furthermore, we did identify several key areas where Departmental procedures, practices, and policy could be improved. Those areas are briefly outlined in the Executive Summary Section as well as further detailed in the Operations, Staffing, Areas of Concern/Findings, Analyses, Recommendations Section.

We hope you will find this assessment useful and informative, and we look forward to the continued dialogue amongst community members, elected officials, and staff on how to make the operations of the Yeadon Borough Police Department better to serve the needs of the community.

Disclaimer: Any findings, observations, or analyses in this report are outside recommendations from consultants on how to improve operations of the Police Department. The ultimate responsibility lies with the elected officials, professionals, union members and representatives, staff members, and the general public to implement any changes in the future. This report is not intended to blame or unfairly criticize any one or more individuals for any failings or challenges that may or may not be evident in the current Department structure, facilities, or operations. Law enforcement is a collaborative effort, and it takes the hard work and dedication of elected officials, professionals, union members and representatives, staff members, and the general public to make it all work.

## **2. OBJECTIVE OF THE ASSESSMENT**

The Borough of Yeadon engaged The Valori Group to perform a comprehensive strategic and operational assessment of the Borough's Police Department.

The purpose of this thorough analysis, known as a Law Enforcement Efficiency Study in the industry, is to furnish awareness and recommendations for defining and implementing an enhanced operating model to create an agency that better serves the community.

In finalizing this report, The Valori Group would like to thank the elected officials of the Borough, and the command, managerial, and operational team members of the Yeadon Police Department, as well as others who generously gave their time, knowledge, and resources which are incorporated within the assessment. The responses and insights provided to The Valori Group have proven to be all-important in the development and preparation of such a meaningful report. The Valori Group would also like to recognize the members of the Borough of Yeadon community at large, whose expectations for law enforcement protection and services have been met with some level of disenfranchisement and disappointment in recent times. The assessment wishes to foster an enhanced dialogue with the community, so the agency better reflects the needs and expectations of the constituents it serves. Remember, in life, every challenge presents an opportunity – for growth, for learning, and for getting out of our comfort zone in order to persevere. The goal is not merely to survive, to do what we have always done, but to thrive, and make Yeadon Borough a better place in which to live, work, and play. We hope this assessment will assist the community in this process.

## **BACKGROUND ON PERSONNEL**

The agency has 19 officers (including full-time and part-time) as of November 1, 2022.

Here is a list of titles and years of service. Note there are five (5) officers with over 20 years of experience. Their retirements would create additional staffing shortages which would need to be addressed by the Mayor as the Department Head and by the Governing Body for budgetary purposes.

### **Administration**

Lieutenant 14 years, 8 months

### **Squad 1**

Sergeant 8 years, 7 months

Officer 2 years, 8 months

Officer 2 years, 8 months

### **Squad 2**

Sergeant 8 years, 2 months

Officer 7 years, 1 month

Officer No information provided

### **Squad 3**

Sergeant 23 years, 1 month

Officer 17 years, 4 months

Officer 7 years

**Squad 4**

Sergeant	36 years, 8 months
Officer	13 years, 10 months
Officer	2 years, 8 months

**Part-Time Officers**

Officer	24 years
Officer	4 months
Officer	1 month

**Investigations**

Det. Sgt.	23 years, 1 month
Detective	21 years, 4 months
Detective	2 years, 8 months

According to the FBI: UCR data from 2019, “nationwide, the rate of sworn officers was 2.4 per 1,000 inhabitants. The rate of full-time law enforcement employees (civilian and sworn) per 1,000 inhabitants was 3.5. (Based on Table 74.)”

*Crime in the United States, <https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/topic-pages/police-employee-data>*

Based on the aforementioned, we recommend a more comprehensive staffing review by the incoming Chief to determine if an increase of full, or part-time, sworn officers is warranted to increase the Department staffing level to the FBI standard of 28 officers.



### **3. YEADON BOROUGH, PA**

Yeadon is a borough in eastern Delaware County, Pennsylvania and it is bordered on the south by the borough of Darby, on the northwest by the borough Lansdowne, on the west and north by Upper Darby Township, and on the east, across Cobbs Creek, by the city of Philadelphia. According to the 2020 Census, the population is 12,054, although the July 1, 2021, Census estimates the same at 11,960. It has a total area of 1.6 miles, all of it land.

#### **4. YEADON BOROUGH, PA POLICE DEPARTMENT**

The Yeadon Borough, PA Police Department in Delaware County was established on August 29, 1894, dedicated to service, and committed to its community. The Department was formed to focus on providing effective police service to all persons within their jurisdiction. Department members are tasked with reducing crime along with the fear of it, through cooperative interaction and collaboration with the community in order to protect and improve the quality of life for all members of the community.

The Yeadon Police Department's mission is to protect and preserve life and property; to understand and serve the needs of the community; and to improve the quality of life by maintaining order, recognizing, and resolving community problems, and apprehending criminals.

As enacted and currently operating, the Yeadon Police Department is overseen by the Mayor's office under the leadership of the Honorable Rohan K. Hepkins. The Mayor is elected at large to a four (4) year term with the primary responsibility of overseeing and supervising the Police Department and Public Safety (Yeadon Borough website). The Mayor is the official spokesperson for the community and represents the Borough in various civic and social activities (Yeadon Borough website).

The voters of Yeadon give legislative and executive authority to the Borough Council. The Council is comprised of seven (7) members, of which each serves four-year terms that are staggered. The chief responsibility of the Council includes supervising borough operations, adopting an annual budget, levying borough taxes, approving contracts and bids, and passing necessary policy and regulatory ordinances. Additionally, the Council appoints officials to run the daily affairs of the borough, along with members of various municipal boards and commissions (Yeadon Borough website).

The Borough Council consists of Council President Sharon Council-Harris, Council Vice President Learin Johnson, President Pro Tempore Tomeka (Taliah) Jones-Waters, Councilmember Nicole Beaty, Councilmember Carlette Brooks, Councilmember LaToya Monroe, and Councilmember Liana Roadcloud.

## **5. ASSESSMENT TEAM MEMBERS**

### **Dr. Louis A. Valori (Consultant/Report Author)**

Dr. Louis A. Valori is a decorated 28-year U.S. Army Veteran (Ret.) with the rank of Lieutenant Colonel Military Police and Detective Sergeant with 25 years of diverse law enforcement experience in Morris County, NJ. He is the principal owner of The Valori Group, a comprehensive consulting firm based in Hainesport, NJ. He has also served as an elected municipal government official (Township Council and Board of Education) in Parsippany-Troy Hills Township, NJ. Dr. Valori has a Doctorate in Education along with a Master's Degree in Public Administration. In 2019, Dr. Valori led Philadelphia Sheriff-elect Rochelle Bilal's 23-member transition team when she took office in January 2020.

### **Thomas S. Russo, Jr., MPA, CPM, Harvard PLC (Editor/Typist)**

Mr. Russo is a Chief Executive Officer (CEO) with over 25 years of proven servant leadership experience involving budgeting, purchasing, human resources, public relations, project management, contract negotiations, government relations, economic revitalization & redevelopment, public speaking, social media, and community relations. Mr. Russo holds a Public Leadership Credential (PLC) from Harvard University's renowned Kennedy School of Government; Diversity, Equity, Inclusion (DEI) Certification from Rutgers University, Certified Public Manager (CPM) degree from Fairleigh Dickinson University/State of NJ, a Master of Public Administration (MPA) degree from Seton Hall University, and a Bachelor of Arts (BA) degree in Communication & Political Science from Rutgers University. He is president of Russo Communications, LLC, a boutique consulting firm based in Basking Ridge, NJ. He is also an author, editor, and an adjunct professor at Pillar College, Seton Hall University, and Fairleigh Dickinson University, teaching ten (10) courses on a rotating schedule: Project Management, Administration & Management, Human Resources Management, Organizational Communication, History of the Nonprofit Sector, Leadership & Management of the Nonprofit Sector, NJ Politics, Comparative Politics, Human Performance in Organizations, and Organizational Decision Making.

## 6. EXECUTIVE SUMMARY

The Valori Group has successfully concluded its qualitative and quantitative review of the operations, policies, and procedures of the Yeadon Borough Police Department. Below, we present you a summary of key findings that are detailed throughout the final report. All of these areas present opportunities for growth, improvement, or simply a different way of looking at existing operations. We remain committed to working with you in the future on the implementation of various recommendations under separate contract for services if the opportunities present themselves for such consideration. And, as always, we thank you for the opportunity to serve you and the good people of Yeadon Borough. These summary items are presented in no particular order, and further details on each item can be found in the body of our report.

### **Top Ten (10) Takeaways (randomized order):**

1. Borough Manager – PD Oversight – There is limited (if any) involvement by the Borough’s Chief Administrative Officer in the operations of the Police Department. This limitation should be reviewed and changed, both by ordinance and by practical implementation of daily tasks, duties, and standards.
2. Social Media/Website/Public Alerts – The Police Department has a very limited (if any) social media and Internet presence – this needs to change in 2023. Also, the Department should utilize a public information system like Rave (or similar) to provide essential communications between emergency services and the community which include non-emergency and emergency alerts, 9-1-1 call mapping, the ability to send text messages to 9-1-1 callers, emergency profiles of residents and facilities, instant notification between police and schools and persons with special needs registrations.
3. Internal Affairs (IA) – Strong consideration should be given to a more formal organizational strategy on staffing this important component of law enforcement operations in order to enhance the public’s trust in the Department.

4. Grants – Yeadon administrative staff and elected officials need to build collaborative relationships with county, state, and federal officials to obtain a greater amount of public safety grant funding for capital and operational needs of the Department. The new Chief should be tasked with this from day one.
5. Facility Improvements – The existing Police Department facility is woefully inadequate for 21<sup>st</sup> century policing. Consideration should be given to moving the Department to a new off-site facility or as part of a completely new municipal complex. Grants (see item #4 above) could, and should, be obtained and leveraged for this purpose.
6. Policies and Procedures – Updated – Existing policies are outdated and need to be updated in 2023 by the new Chief. Special attention should be paid to the Prisoner Detention Policy as it relates to the two (2) very unfortunate incidents which occurred this year.
7. Community Policing/Relations – Improving community relations on a daily basis needs to be the priority of all officers in the Department including the new Chief.
8. Diversity, Equity, Inclusion (DEI) Training – Proper implementation of DEI training should be achieved through an institution of higher learning such as Rutgers University or a comparable institution. This is critical to long-term understanding of community needs as well as improving relationships with internal customers (staff).
9. Information Technology (IT)/Power DMS – The new Chief should work with IT partners to improve areas of security (panic buttons, cameras, etc.) as well as foster the implementation of a document/policies tracking system like Power DMS for accountability purposes.
10. Training & Performance Evaluations – Enhanced training procedures should be implemented along with performance evaluations for all officers and Borough staff. Yeadon public sector unions may need to be a part of this strategy implementation.

These, and other recommendations, if agreed to by the duly elected Borough leadership (Mayor and Council), should be the responsibility and charge for the next Borough Police Department Chief of Police. **Everyone** needs to be held accountable for the overall success of the Borough's Police Department operations.

## **7. OPERATIONS, STAFFING, AREAS OF CONCERN/FINDINGS, ANALYSES, RECOMMENDATIONS**

In the following subsections of Item #7, we provide the original list of questions which were carefully created by The Valori Group and provided to the Acting Chief for review and comment. Our synopsis and analysis of his responses follow each set of questions. Responses were received on September 2, 2022. Note that in the absence of a formally appointed Chief of Police, answers will mention "Acting Chief" for accuracy of current circumstances. When the Borough hires a new Chief, it is expected that he/she/they will manage the operations according to Borough Ordinance, Mayoral goals & expectations, and Governing Body budgetary guidelines. If answers were received from other Yeadon Borough staff members, this report shall reference the same.

### **7.A. Chief's Office and Superior Officers**

#### **Chief of Police**

1. What are the responsibilities of the Chief based on current Borough ordinances?
2. Tell us about the current administrative support staff for the Chief and if any changes need to be made for the same.
3. What hours does the Chief currently work?
4. Does the Chief attend Borough Council meetings?
5. Does the Chief attend community events?
6. Does the Chief visit local businesses, houses of worship, and schools?
7. Does the Chief receive unlimited use of an unmarked vehicle?
8. Does the Chief respond to after-hours requests from elected officials in the Borough? Manager? Solicitor?
9. Does the Chief handle the budget or delegate that responsibility to other staff members?
10. Does the Chief involve himself in any aspect of the political process in the Borough?

11. Are there any capital improvements that are needed in the physical office/building space for the Chief?
12. Does the Chief need any new equipment or technology for his office that has not been provided?
13. What officer in the Department is currently working on updating your written Department policies and procedures manual which was last updated in 2011?
14. Where do officers currently attend training? Is it in-person or virtual? Who is in charge of keeping track of all Departmental training?

The Acting Chief provided a copy of the “Duties and Responsibilities of the Chief of Police” for our review (Please see the Appendices in this report, Item #9A). Candidly, we observe they look like they have been drafted quite some years ago, and deserve revisiting by the Department, Borough Solicitor, and/or outside consultants. In fact, they look like they were done on a typewriter or certainly with an outdated PC font. It simply sets an unprofessional tone from the outset to see the chief law enforcement job description look like something from the 1980’s or 1990’s at best.

There are currently two (2) full-time secretaries in support of the Chief of Police (as well as other personnel to be mentioned later). He is expected to work from 0800-1600 on a daily basis. The Acting Chief is expected to attend Borough Council meetings and community events. He indicated he visits local businesses, houses of worship, and schools only “as needed.” We find this to be a very troubling response to the important question about community policing, which starts at the top. This topic will also come up with our interview of the Borough Manager in Item 7z. More attention and a prioritization of the same should occur when the new Chief is hired.

The Acting Chief has access to a vehicle and is accessible after hours. He handles the budgetary requirements and needs of the Department. He also stays out of the political process in Yeadon, which is critical now and in the future as this position must be above reproach.



When asked about capital improvements, the Acting Chief indicated, quite correctly, that the police station “is too small for the department.” He also stressed that “the station is on the 2<sup>nd</sup> floor which means prisoners must be walked up a flight of metal stairs, [REDACTED]

[REDACTED]

Department [REDACTED]

[REDACTED]

[REDACTED]

No new equipment or technology was referenced being needed by the Acting Chief in his office.

When asked about updating the written Department policies and procedures manual which was last updated in 2011, the Acting Chief stated that no officer was working on the same. We find this to be an issue, both for the current Acting Chief and the previous Chief who should have been monitoring and reviewing these policies at least annually or bi-annually. This certainly must be a priority of the new Chief as you cannot expect 21<sup>st</sup> century law enforcement for your community with outdated policies and procedures, as well as outdated facilities. This is a terrible combination.

Officers are required to attend mandatory training via MPOETC online, with other various training sites.

Based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief indicated that the Chief of Police has never had a Confidential Secretary. This is something that should be reviewed for proper operations. Also, he reiterated that a new police station is needed because the current facility “is outdated and too small.”

Perhaps the most concerning item of interest to readers of this report Section is that when asked about written department policies and procedures during this updated inquiry, specifically “how come it hasn’t been overhauled for many years?” the Acting Chief stated that “it was being worked on by the prior Chief of Police.” We find this answer curious in that it is not evident on its face that updated policies and procedures were the priority either of the former Chief of Police (2018-2022) or the department head, the duly elected Mayor of Yeadon. Special attention going forward by the next Chief of Police needs to be paid to update policies and procedures.

### **Superior Officers**

1. What are the current ranks and how many officers are in each?
2. Tell us about the current administrative support staff for the Superior Officers and if any changes need to be made for the same.
3. What hours do the Superior Officers currently work?
4. Do they visit local businesses, houses of worship, and schools?
5. What vehicles do they use on a daily basis?
6. What budget responsibilities do they have?
7. Are there any capital improvements that are needed in the physical office/building space for them?
8. Do they need any new equipment or technology for their offices that have not been provided?

There is one (1) Lieutenant and five (5) Sergeants in the Department. The two (2) secretaries who support the Chief Police also support the Superior Officers. Four (4) of the sergeants work 12-hour rotation with their squad and the Det. Sgt. works 0830-1630. They also visit local businesses, houses of worship, and schools “when needed.” This needs to be addressed and made a priority.

They have patrol vehicles and are expected to monitor and approve squad overtime.

No mention of new space or new equipment was referenced for the Superior Officers.

## **7.B. Internal Affairs**

### **Internal Affairs**

1. How many officers in the Unit?
2. How does the total number of officers in the Unit compare to the IACP standards (10% of an agency's overall size)?
3. What is the selection process for members of the IA Unit?
4. What is the training process for members of the IA Unit?
5. What is the current case load?
6. Is there a central file depository located in the Department containing all complaints received?
7. Do current policies properly enumerate job responsibilities for the IA Unit?
8. Does the IA Unit publish, on the Department's website, a brief synopsis of all complaints where termination, reduction in rank or grade, and/or suspension of more than five (5) days was assessed?
9. What would other officers say about the current staff members?
10. Are there any capital improvements that are needed in the physical office/building space for them?
11. Do they need any new equipment or technology for their offices that have not been provided?

Internal Affairs (IA) is handled by the Acting Chief and his designee. The International Association of Chiefs of Police (IACP) standard for staffing IA is 10% of an agency's overall size. Therefore, there should be consideration for two (2) staff members (outside of the Chief) being in charge of the Internal Affairs of this Department. There was no mention of a selection process for members of the IA Unit or any training process. This should be addressed and corrected.

The Acting Chief indicated there were currently no active investigations. He said there is a central file depository located in the Department containing all complaints received.

Since there is no "IA Unit", there is no publishing on the Department website or Borough website of any synopsis of all complaints where termination, reduction in rank or grade, and/or suspension of more than five (5) days was assessed. This should be considered a best practice to be addressed and corrected.

No mention of new space or new equipment was referenced for Internal Affairs.

Based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated that Internal Affairs is usually "handled by the Chief, Lieutenant, and/or a Detective could be assigned if needed." As incidents do occur in the Department, indeed any department, that require monitoring of office actions, we find this answer to be lacking. To reiterate the IACP standard of 10% of a department's total staffing should be Internal Affairs, the Yeadon Borough Police Department must have dedicated staff members for this activity. The Acting Chief further stated in this subsequent inquiry that the DA's office has a Special Investigations Unit that is used for Internal Affairs.

As we have seen with the unfortunate incidents this year in the Department as it relates to Prisoner Detention, and the seemingly inconsistencies related to the same which will be addressed in detail in Section 7y in this report, we must stress the importance of a dedicated IA unit within the Department if permitted by ordinance, statute, or contract.

## **7.C. Patrol Division**

### **Patrol Division**

1. What are the responsibilities as enumerated by ordinance or policy?
2. How many patrol areas?
3. How many patrol officers?
4. What type of schedule is currently used? How long has this methodology been in place?
5. What type of community policing activities do the patrol officers participate in?
6. Are there any capital improvements that are needed in the physical office/building space for them?
7. Do they need any new equipment or technology for their offices that have not been provided?

The current policy on Patrol should be reviewed for any modifications. The Borough is not split into patrol areas. Perhaps this is something to be considered overall or within each squad. There are eight (8) full-time and three (3) part-time officers. Although the geographical size of the Borough might warrant this number of officers, special consideration should be given to increasing the same based on the population of the Borough as well as specialized areas like Investigations and Internal Affairs.

Patrol Officers are referenced to engage in more community policing than the Acting Chief and Superior Officers, this should and must continue – although the Acting Chief referenced “residents” specifically and not business owners, houses of worship, or schools.

Once again, the Acting Chief correctly identified the need for additional space for the Department, as the “police station is too small for our department’s size.” Also, he indicated that Patrol needs new vehicles and tasers need to be upgraded. Therefore, special attention should be paid by the Mayor and Governing Body on addressing a more consistent replacement schedule for both vehicles and tasers.

## **7.D. Criminal Investigation Division**

### **Criminal Investigations Unit (Detective Bureau)**

1. What are the current duties and responsibilities by ordinance or policy?
2. How many officers?
3. What type of schedule is currently used? How long has this methodology been in place?
4. Are there any capital improvements that are needed in the physical office/building space for them?
5. Do they need any new equipment or technology for their offices that have not been provided?

There is currently one (1) Sergeant and two (2) investigators in this division. The daily schedule is 0830-1630 Mon.-Fri., and this has been in place since 2010. A review of this should occur to see if changes are necessary,

Once again, physical space and facilities are an issue as the Acting Chief referenced the need for “larger office space” and a “better interview room.”

## **7.E. Municipal Court**

### **Municipal Court**

1. Does Yeadon have its own Court?
2. Who provides security?
3. How are they hired/trained?
4. When are the sessions?
5. Can sessions be held remotely via Zoom?
6. Can there be less in-person proceedings?

Yeadon Borough does not have its own Municipal Court and therefore does not provide court security. Sessions occur on Tuesdays and the decision to have the same in person or remotely is in the purview of the Court/Judge.

Based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated the County is indeed in charge of the Court. A cost-benefit review of this should occur to ensure (1) the proper allocation of resources, and (2) customer service levels are at an expected level.

On a separate but related note, consideration should be given to increasing/providing security at Council meetings in Yeadon as our observation from attending a September 2022 Council meeting indicates a lack of proper security to manage the flow of public and their right to participate in the Governing Body process. In order to maintain decorum and an effective legislative policy making process, the Governing Body and Mayor need to work collaboratively to ensure safe, respectful, and civil discourse.

## **7.F. Youth Services**

### **Youth Services**

1. What type of staffing is provided for Youth-related support and activities?
2. What matters do they handle?
3. Is there a DARE or LEAD-type program?
4. Are these officers involved with the schools?

No officers are currently assigned to Youth-related support and activities. With a proper staffing review and analysis, this is something to consider as budgetary dollars and priorities allow.

There is currently no drug awareness program like DARE or LEAD. With a proper staffing review and analysis, this is something to consider as budgetary dollars and priorities allow.

The Acting Chief indicated that patrol officers do walk-throughs of the schools during the school day. This is something we will explore in greater detail later in Section 7o.

Additionally, this may be an area to consider for improvement with part-time officers.

The next Chief of Police should make this a priority in order to build long-term relationships and credibility with the next generation of leaders in Yeadon.



## **7.G. Traffic Safety**

### **Traffic Safety**

1. What are the current duties and responsibilities by ordinance or policy?
2. How many officers?
3. Do they utilize an E-ticket type of system?
4. Are there traffic-enforcement only vehicles?
5. Has the summons volume changed in the past five (5) years?

Patrol officers currently enforce traffic safety.

The Department does not have a separate traffic safety unit. With a proper staffing review and analysis this is something to consider as budgetary dollars and priorities allow.

Patrol utilizes the TRACS system for ticketing and there are traffic-enforcement only vehicles.

This is, perhaps, another area for the incoming Chief to consider allocating part-time officers.

## 7.H. Technology and Equipment

### **Technology and Equipment**

1. Who manages the PD-specific IT infrastructure?
2. Who manages the staff?
3. What is the balance of staff who are sworn officers vs. civilian vs. outside contractor?
4. Who handles the more generic (Microsoft, email, etc.) type of infrastructure?
5. Who installs hardware?
6. Who installs software?
7. Do you currently use any Cloud-based programs? If so, which ones and for what purposes?
8. Has your IT infrastructure been penetrated-tested recently by a 3<sup>rd</sup> party vendor, either one chosen by Yeadon or perhaps by your cyber security insurance provider?
9. Have you had any insurance claims recently that are related to breaches of cyber security in the PD?
10. Who do you use for phone system, cable, Internet, Voice Over IP, fiber optics, etc.?
11. When there are issues, who is called? How responsive are they? How are they paid and how much?
12. Who handles issues on evenings and weekends?
13. Does the Department have body worn cameras? What type of system is used for saving data?
14. What grants have been obtained over the last five (5) years for technology & equipment?
15. What types of cameras, card readers, and duress alarms are located throughout municipal facilities? Does someone in the PD manage the same?
16. Do officers and staff need any new equipment or technology for their offices that have not been provided?

Currently, the Police Department technological infrastructure is managed by Waytek, a private outside IT vendor. It is unknown at this time how long this relationship has been in place.

[REDACTED]

According to the Acting Chief, Verizon is the current vendor for services such as phone, cable, Internet, Voice Over IP, fiber optics, etc. These contracts should be reviewed by the Borough Manager to ensure the best services at the most reasonable cost are occurring. The need for the Borough Manager to be more active and engaged in the Police Department will be discussed at length in Section 7z.

The Department currently has body worn cameras and uses Watchguard for saving data. Special attention should be paid to this technology going forward. Grants are also available for the upgrades that should occur every so many years for this technology. Additionally, the Acting Chief was unaware of any grants that have been received for technology & equipment. Using an in-house grant writer, or outside consulting firm, should be considered as there are state and federal grants for these upgrades.

Paxton Blu is the key fob system, access controlled by the PD. The Acting Chief did not know the camera system being used, but specifically did reference the need for a “better camera system for building, holding cells, and Borough intersections.” In light of recent events, special attention should be paid to this pressing need.

## **7.I. Licensing/Records**

### **Licensing/Records**

1. What is the balance of staff who are sworn officers vs. civilian?
2. Who interacts with the public?
3. Where are documents stored?
4. What other responsibilities do these staff members also manage?

The Acting Chief indicated the breakdown of staff is: three (3) civilian staff members, 16 full-time officers, and three (3) part-time officers. Case files are stored in the men's locker room – not exactly what you would expect from a professional law enforcement agency, which speaks to the lack of space for law enforcement activities. For the proper delivery of law enforcement services, this deficiency must be remedied.

One civilian handles parking enforcement and the two (2) secretaries handle phones, parking tickets, requests for reports from the public and DA's office.

## 7.J. Special Events

### Special Events

1. Does Yeadon sponsor events in the Borough? If so, how many and when?
2. Does the PD staff or attend these events?
3. Are there events that are held by outside entities or organizations? Who pays for the officers who are present?
4. Do you require escrow funds from these outside entities or organizations?
5. Does the Borough also provide Public Works support for Borough events?
6. Who pays for them?
7. Do you require escrow funds for the DPW support of events held by outside entities or organizations?

According to the Acting Chief, the Borough sponsors various events throughout the year and they are staffed by the Police when requested.

Officers are at High School football games with the Department being reimbursed for same by the School District.

The Acting Chief indicated the Department does not require escrow funds for outside entities or organizations. If accurate, the Borough must ensure taxpayers are not paying for these and should review the same with the Borough Manager. The Borough also provides Public Works staff – the same escrow rule applies to this department as well. Unless an event is sponsored by the Borough, all outside entities should put money in escrow and pay for services from the PD and DPW.

Based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated that the Penn Wood School District and Nile Swim Club are indeed charged for officer services. This must be reviewed (how much are you charging, how often do you update the fee schedule) along with charging the proper vehicle costs for the same.

## **7.K. Communications/Dispatch**

### **Communications/Dispatch**

1. Who dispatches your officers? Is it a local dispatch center that you manage or is it done by a County, State, or private agency?
2. How much does it cost to operate in this fashion?
3. Have grants been obtained in the last five (5) years for this area (if applicable)?
4. Are there any capital improvements that are needed in the physical office/building space for them?
5. Do they need any new equipment or technology for their offices that have not been provided?
6. Have you upgraded to the NextGen 9-1-1 standards?
7. What type of training do dispatchers receive?
8. How are they hired?
9. What is the current call volume?
10. How long does it take from the time a call is received to the time when an officer, firefighter, or EMT arrives on scene?
11. Are there opportunities for shared services in this regard, either as the lead agency or as a customer of another entity?

The Acting Chief indicated that all communications/dispatch responsibilities are handled by the County. The current call volume as of September was approximately 5,713 calls for service. The Acting Chief indicated that it takes approximately three (3) minutes for an officer, firefighter, EMT to arrive on a scene after a dispatch call is received.

The Valori Group recommends a comprehensive review of the current dispatch services contract with the County to ensure the taxpayers of the Borough are receiving the best services at the lowest possible cost.

## 7.L. Property and Evidence

### Property and Evidence

1. Are there written, detailed procedures in place for the proper collection, packaging, preservation, security, storage, and disposition of all property and evidence that is collected, seized, found, or received by officers of this Department?
2. Do you use a system like BEAST or other evidence tracking system?
3. How old is it?
4. How is it maintained?
5. Who manages it from a staff perspective, and from an outside vendor perspective?
6. Are there any capital improvements that are needed in the physical office/building space for them?
7. Do they need any new equipment or technology for their offices that have not been provided?

The Acting Chief indicated there is a written, detailed procedure in place for the proper collection, packaging, preservation, security, storage, and disposition of all property and evidence that is collected, seized, found, or received by officers of the Department. The Department utilizes both BEAST and ALERT for tracking of the same. The system is over ten (10) years old and should be reviewed against current industry best practices for any modifications and upgrades.

The Detective Sergeant is responsible for managing Property & Evidence with no outside vendor support.

Once again, space is an issue as the Acting Chief indicated that “more storage space/office space” is needed in this regard. No equipment or technology needs were indicated, although the lifespan of the tracking system may be of concern.

This is, perhaps, another area for the incoming Chief to consider allocating part-time officers.

## **7.M. Crossing Guards**

### **Crossing Guards**

1. Is the PD responsible for hiring, training, and providing Crossing Guards for the local schools?
2. Do police officers ever have to staff Crossing Guard posts because of lack of retention of guards?
3. Do you have an extensive list of reserve crossing guards to be utilized in the absence of a regularly assigned guard, similar to per diem employment?

According to the Acting Chief, the Police Department is responsible for hiring, training, and providing Crossing Guards for the local schools.

There are times when the PD must staff Crossing Guard posts because of lack of retention of guards. This is a nationwide phenomenon and not uncommon.

There should be an increased effort to provide for an extensive list of reserve crossing guards to be utilized in the absence of a regularly assigned guard, similar to per diem employment.



## 7.N. SLEO's

### **Special Officers**

1. Do you have any Special Law Enforcement officers?
2. Do they work full or part-time?
3. How are they hired and trained?
4. Who oversees them?
5. Do you need more or less of them?

N/A - According to the Acting Chief, Pennsylvania does not have Special Law Enforcement Officers.

## **7.O. Schools**

Schools that students from Yeadon Borough attend are in the William Penn School District. The district serves the boroughs of Aldan, Colwyn, Darby, East Lansdowne, Lansdowne, and Yeadon.

### **Elementary Schools**

Bell Avenue Elementary School on Bell Avenue, Yeadon, PA

WB Evans Magnet School on Baily Road, Yeadon, PA

### **Middle School**

Penn Wood Middle School on Summit Street, Darby, PA

### **High School**

Penn Wood High School on Cypress Street, Yeadon, PA (9<sup>th</sup>) and Green Avenue, Lansdowne, PA (10<sup>th</sup>, 11<sup>th</sup>, 12<sup>th</sup>)

The High School was the creation of a merger of three (3) previous high schools: Darby-Colwyn High School, Yeadon High School, and Lansdowne-Aldan High School. Penn Wood has been in existence since the 1982-1983 school year.

In order to build collaborative relationships with students, teachers, and administrators alike, this is, perhaps, another area for the incoming Chief to consider allocating part-time officers.

## **7.P. Fleet Management/Maintenance**

### **Fleet Management/Maintenance**

1. What is the vehicle use policy for staff?
2. Who takes vehicles home at night and on the weekends?
3. Who manages the fleet?
4. Who repairs the fleet?
5. Provide the last five (5) years of expenses for the maintenance of all police vehicles.
6. How often do you replace patrol vehicles?
7. What cooperative purchasing model do you use to obtain new vehicles?
8. Who does the lettering/logos/numbering for new vehicles?
9. Is this an area that can be a part of a shared service, either as the lead agency or as a customer?
10. Do you charge a vehicle use fee when outside contractors, businesses, utilities, ask for the use of an officer and vehicle?

The Acting Chief indicated the Department has policies on safe operation, pursuits, etc., as well as directives on cleaning and gassing vehicles after shifts/details.

The Chief and Lieutenant positions are authorized to take vehicles home at night and on the weekends. The Chief's position is in charge of the fleet. The DPW and an outside vendor are responsible for vehicle repairs and maintenance. Special attention should be paid to this to ensure: (1) DPW staff are properly trained and certified to conduct any vehicle maintenance and repairs in case there is a vehicle malfunction causing harm to staff, others, or property; and (2) the vendor contract is part of a state or cooperative pricing contract, or is bid appropriately as per state guidelines.

The Acting Chief indicated that "no vehicles have been replaced in 2 years." We find this to be of concern and stress the importance of a standard rotation of new vehicles into the fleet.

Based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated “we used to get 1-2 vehicles a year. Last vehicles were purchased in Jan. of 2020, was told it was a cost issue, hoping to have 1 this year and 2 next year.” We stress the importance of proper budgeting by the Mayor and Governing Body as “hope” is not a proper strategy in municipal government when it comes to equipping officers properly for public safety.

We note the Acting Chief indicated that neither the Borough nor its Police Department charges a vehicle use fee when outside contractors, businesses, utilities, ask for the use of an officer and vehicle. It is a best practice in municipal government to ensure taxpayer dollars are properly accounted for and recouped when details occur that require an officer and vehicle. The Mayor and Finance Department should review this current practice for modification.

Based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated that “Robin Ford or DiMascio’s Auto Repair” is in charge of repairs for the Yeadon Police Department vehicles. We recommend a review of existing contracts for the same, i.e., how long have they been in place, how much are you paying for services, are there other vendors that you can utilize for competitive price quotes, are there state or other cooperative purchasing contracts for these services, etc.

## **7.Q. Animal Control**

### **Animal Control**

1. Does the PD oversee Animal Control activities in the Borough?
2. Do you have officers trained as Humane Enforcement Officers, who are trained to address wildlife and health, cults and animal cruelty, blood sports such as dog and cock fighting, enforcement of animal cruelty statutes, etc.?

The Acting Chief indicated the Borough oversees animal control services in the municipality and not the Police Department. There is currently no officer trained as a Humane Enforcement Officer, who are trained to address wildlife and health, cults and animal cruelty, blood sports such as dog and cock fighting, enforcement of animal cruelty statutes, etc. This is something to consider if and when the Borough receives additional law enforcement staffing through the budgetary process.

## **7.R. Office of Emergency Management (OEM)**

### **Emergency Management**

1. Does the Office of Emergency Management fall under the PD?
2. Who is the current OEM coordinator?
3. How long have they been in this role?
4. Are responsibilities defined by ordinance, policy, or written procedures?
5. Is there a written Emergency Operations Plan (EOP)?
6. How often is the EOP updated?
7. Who receives copies?
8. Who is part of your Local Emergency Planning Council (LEPC)?
9. Who determines who is a member?
10. How are roles and responsibilities of the LEPC defined?

The Acting Chief\* indicated the Office of Emergency Management in Yeadon Borough does not currently fall under the jurisdiction and purview of the Police Department. Rufus Stokes is the current OEM Coordinator for the Borough and has been since February 9, 2012 (prior Deputy Coordinator). There is an Emergency Operations Plan (EOP) in which Coordinator Stokes is responsible. The Acting Chief indicated the EOP is reviewed “every few years it is looked over and adjusted.” A more formal and exact review process should occur in this regard. Copies are distributed to the Mayor, Council members, Manager, and Police Department.

The Acting Chief did not express any knowledge of a Local Emergency Planning Council (LEPC). Best practices in municipal government would have such an entity created annually by the Governing Body via resolution to include, but not be limited to, Manager, Police Chief, Fire Department, First Aid Squad, School Superintendent, Local media, hospital, etc.

\*Information graciously provided by Rufus Stokes, CFEI, Emergency Management Coordinator, through the Acting Chief.

## **7.S. Parking Enforcement**

### **Parking Enforcement**

1. Do officers currently manage parking enforcement issues in any part of the Borough?
2. Does Yeadon have its own Parking Authority? Are there any plans in this regard?
3. Is there an opportunity to generate revenue through the issue of ordinance-driven parking violations that would enhance the public health, safety, and welfare?

Patrol officers share the duties of Parking Enforcement with one (1) Parking Enforcement Officer. There is currently no Parking Authority in Yeadon Borough and no plans to create the same. The Acting Chief indicated that Yeadon has parking ordinances which are enforced. The fee schedule for the same should be reviewed annually unless set by Pennsylvania statute.

This is, perhaps, another area for the incoming Chief to consider allocating part-time officers.

## **7.T. Communications – Internal, External, Social Media, Community Relations**

### **Police Department Internal Communications**

1. Who is responsible for sending out interoffice memorandums, directives, policies, rules, and regulations?
2. Does the Department utilize e-newsletters for internal staff?
3. Is there an Intranet site? If so, who maintains and updates?
4. How often are face-to-face meetings held in the Department? Who coordinates?

The Acting Chief indicated the Chief of Police, or his designee, is responsible for sending out interoffice memorandums, directives, policies, rules, and regulations. There is currently no electronic newsletter for internal staff. There is no intranet (internal site to the organization) website for staff. Face-to-face meetings occur “only when needed” and they are conducted by the Chief of Police or designee. We believe a more formalized structure of meetings should be put in place for the Chief, his designee, and/or the official department head (Mayor) as there may be a significant level of disconnect between organizational priorities and implementation at the ground level.

Based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated that officers do not sign off on the receipt and the understanding of memorandums, directives, policies, rules, and regulations. As this is a major deficiency in the Department, we stress the importance of purchasing extremely reliable software (Power DMS) that would allow for this purpose and same should be immediately implemented. There should never be a question whether an officer received one of the aforementioned written items from the Chief. This deficiency leads to the “I didn’t know” or “I never received” line of comments which all professional law enforcement agencies need to avoid.



## **Police Department External Communications**

1. Who is the Public Information Officer for the Department?
2. How often do they meet with local newspapers or media?
3. Who does press releases? How often are they distributed?
4. Who manages the Department website?
5. Do you have a YouTube Channel?
6. Do you use Nixle, Nextdoor, or Stop!T?

The Acting Chief indicated the Chief's position is the responsible party for dissemination of public information. He indicated they meet with local newspapers or media and do press releases "only when needed." This is something that should be considered for review as the Chief and/or department head (Mayor) should consider something more formal and routine in order to build trust and rapport with the media and community at large. This also helps build relationships that support the organization when tragedies occur like the two (2) most recent and unfortunate ones in the Police Department holding cells.

The Acting Chief indicated there is no Police Department website. We find this to be baffling, very unprofessional, and unfortunate as the Yeadon Police Department is the face of the organization as well as being the largest cost center in the annual municipal budget. This indicates a lack of initiative on the part of the Mayor and staff and should be immediately rectified. There is no YouTube channel, nor any type of community outreach program/service like Rave, Nixle, Nextdoor, or Stop!T. This should be immediately reviewed by the Mayor, Chief, and OEM coordinator as technologies exist like Rave which allow the Borough to send messages to users regarding emergencies and non-emergencies like Flag Day, Tree Lighting, etc.

Based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated the Police Department relies on the Borough website and that the Department does not have the manpower to run their own site. Someone in the Department needs to have this responsibility.

Furthermore, based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated once again that there is no means by which the Department can send out blast texts, emails, or calls to inform the public about events and emergencies such as Rave, Nixle, Nextdoor, Stop!T, Swift 9-1-1, etc. As these technologies have been in existence for quite some time in one variation or another, we stress the importance of this technology to benefit your residents, businesses, and visitors alike. Technology must be leveraged to improve constituent services within the Borough, and we reiterate the need for the next Chief and the department head, the duly elected Mayor of the Borough, to make this a priority.

## **Police Department Social Media**

1. Who manages the Department social media accounts? Which ones do you have?
2. How often are they updated?
3. Are they archived?
4. How does your social media presence compare to neighboring municipalities?

The Acting Chief indicated there is no current social media presence on the part of the Police Department (including no Facebook page). We find this lack of transparency of grave concern as it indicates a lack of initiative and a gross lack of understanding of meeting residents where they are in terms of information sharing. This is something the Mayor as department head and new Chief should immediately review.

Based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated that the Facebook page was disbanded after “the general outlook of police after George Floyd incident” and “during the riots of 2020 it stopped being used.” We find this of grave concern as law enforcement must be held to a high standard and agencies cannot simply turn off constituent relations and public relations because of the actions of others. Furthermore, when unfortunate incidents do occur in the country from the interaction between law enforcement and the public, it actually requires the opposite reaction. Agencies need to be aware that there is a level of respect for law enforcement in many communities, but there is also a level of mistrust in others. We are not suggesting either is the case in the Borough; however, we question the wisdom of turning off a social media account when the public actually requires **greater** attention from its officers, not less. This should be a level of inquiry by the Governing Body and public as to why the Mayor and former Police Chief allowed this to occur.

He further indicated there are no other social media accounts like TikTok, Instagram, LinkedIn, Twitter, etc. We understand the issue of manpower, but we stress the importance of meeting the public where they are at in terms of social media expectations. This needs to be addressed in the very near future by the Mayor and next Chief.

## **Police Department Community Relations**

1. Do you have an officer dedicated just for Community Relations?
2. Which organizations do officers participate in?
3. Are there other local organizations that the PD should consider joining?
4. How often do staff members go out and speak to groups such as Kiwanis, Rotary, Chamber of Commerce, Senior Citizen Groups, etc.?
5. Do you do events such as Coffee with a Cop, Cone with a Cop, etc.?

The Acting Chief indicated there is currently no officer dedicated to community relations, nor are there any organizations that the officers participate in. He did not indicate the names of any local organizations worth joining and indicated officers only go out and speak at groups such as Kiwanis, Rotary, Chamber of Commerce, Senior Citizen Groups, etc. "when requested." We find this to be of grave concern as it indicates a lackadaisical attitude towards community relations, especially when previous answers indicated that the Chief and superior officers do not actively engage in the same as a priority of their routine duties. Modern policing requires that ALL officers, regardless of rank or tenure, need to be engaged with community members on a daily basis. Events such as Coffee with a Cop, Cone with a Cop, etc., are easy to manage and coordinate, inexpensive, and create great, genuine, honest community relations and rapport. The Mayor as department head needs to make these initiatives a priority in the new year.

Based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated "we don't have the funds to pay OT for officers to participate in community organizations." With a proper staffing and budgetary model going forward, community relations should and would be the priority of every officer. It shouldn't always come down to overtime for the officers to interact with those paying their salaries and benefits. One additional option is to mandate interaction via the police contract with certain constituencies or recognized nonprofit groups, recognizing their inherent importance to the Borough, while acknowledging some activities may indeed require overtime expenses.

## 7.U. Training, DEI, and Performance Evaluations

### Training

1. Are there mandatory in-service training requirements from the Pennsylvania Attorney General?
2. How often is training required?
3. What is the itemized list of required training and hours?
4. Are there Departmental Instructors? If so, who, and how many hours a year do they do?
5. Do officers have to sign-off on the receipt of various documents, policies, and procedures?
6. If so, who manages this process?
7. What type of hardware and software is utilized to manage the same?
8. Have training hours gone up or down over the last five (5) years?

The Acting Chief indicated there are mandatory in-service training requirements from the Pennsylvania Attorney General's office. Mandatory in-service training is a 16-hour requirement, the Department does two (2) mandatory active shooter trainings through the year, totaling 16 hours. The Acting Chief did not provide a list of required training and hours. There are handgun/shotgun/rifle instructors and approximately four (4) hours a month of training is offered to officers. There is a defensive tactics instructor, and eight (8) hours of mandatory training for each officer in this regard. Training hours have gone up in the last five (5) years.

He indicated there is currently no formal sign-off procedure on the receipt of various documents, policies, and procedures. A formal approach to this is a mandatory best practice in law enforcement agencies nationwide and needs to be rectified by the Mayor as department head and his staff. Specific details on Prisoner Detention policies and training will be addressed in Section 7y later in this report.

## **Diversity/Equity/Inclusion**

1. How do the demographics of the Borough staff (without PD) compare to the general population of Yeadon?
2. How do the demographics of the PD staff only (sworn and civilian) compare to the general population of Yeadon?
3. How would the Yeadon PD rank statewide when it comes to diversity?
4. Do Department members have access to modern DEI training?
5. Have there been efforts to address underrepresentation of certain groups within the PD?
6. Are recruitment methods being utilized that target underrepresented demographic groups?
7. Do marketing materials reflect diversity?
8. Are standardized forms utilized in the hiring process that help eliminate subjective responses that may impact the hiring of underrepresented groups?
9. Are there mentoring programs in place by members of the PD for unrepresented groups?
10. Do members of the PD go to job fairs and community events to recruit?

The Acting Chief indicated the Borough staff “is a good mix of demographics as is the Borough of Yeadon.” The Police Department is comprised of 14 Caucasian, 5 African-American, and 2 female officers. He indicated officers can receive DEI training through MPOETC, but this should be reviewed against best industry practices and available DEI training through institutions like Rutgers University. He did not mention any specific recruitment methods that are being utilized currently that focus on underrepresented demographic groups. As effective recruitment is a priority of any good and reputable law enforcement agency, this needs to be addressed immediately by the Mayor as department head and his staff. There are no specific marketing materials for the Department recruitment either. Standardized forms are used for the hiring process. There are no mentoring programs for underrepresented groups nor any attendance at job and career fairs by members of the Police Department. This lack of initiative is disturbing and needs to be rectified by the Mayor as Department Head and his staff in the new year.

### **Performance Evaluations**

The Acting Chief indicated that there currently are no performance evaluations conducted by superior officers of the rank and file of the Department. If true, this is disturbing as best practices in organizations is to have some sort of measurement of performance on at least an annual basis. Note the implementation of a new system, which we highly recommend, may need to be reviewed by both the Borough Solicitor and the union which represents members of the Department. Regardless, some formal performance measurement system needs to be in place for 2023. Additional information on this is presented in Section 7z later in this report.

## **7.V. New Hires, Retention, Attrition**

### **New Hires**

1. Do current staffing numbers match the ordinance of the Borough? Are there more or less than required?
2. Can the Department hire anyone or is there a civil service list?
3. Do new hires have to live in the Borough?
4. How many new officers have been hired over the last five (5) years?
5. Are there any retirements expected over the next five (5) years?
6. How much does it cost for an individual apply to take a police test?
7. How much does it cost to send someone to the Academy?
8. Do you accept lateral transfers?
9. How do you recruit?
10. Do you require physicals and psychological exams for new recruits? Who pays?
11. Who performs field training of new officers? How long does field training last before an officer can be on patrol on their own?

The Acting Chief indicated there is currently no minimum or maximum number of officers required for the Police Department by municipal code. If indeed true, this is concerning and is something for the Mayor as department head to review in 2023 with the Governing Body as best practices require the municipal code to address this so there is no dispute about minimum or maximum staffing levels for any law enforcement agency. He did indicate his opinion that “more than our current complement of officers is needed.” Our initial review of the Department concurs that a different staffing model may be required for better community relations, implementation of policies and procedures, specialized services like Internal Affairs, and overall public safety.



Department hiring is governed by a Civil Service list for full-time officers and officers do not have to live in the Borough. Four (4) new officers have been hired full-time by the Borough in the past five (5) years. There are five (5) retirements expected in the next five (5) years. This is a very significant turnover which necessitates implementation of many of the recruitment and mentoring strategies mentioned in this report. Lateral transfers are not an option, so enhanced recruitment is required.

However, based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated lateral transfers were indeed allowed by Pennsylvania law. This needs to be further clarified as transfers might be a way to accelerate the need for new officers in the Borough Police Department.

Recruitment is conducted via the newspaper, social media (confusing how this occurs considering the lack of social media presence referenced by the Acting Chief in previous responses and upon our review), academy visit, and word of mouth. A note that word of mouth is a very limiting self-fulfilling prophecy when it comes to recruitment as it severely limits the ability of the municipal department or agency to diversify its candidate portfolio and eventual new hires. We caution against this approach going forward.

Yeadon requires physicals and psychological exams for new recruits. This process should be reviewed to ensure everything is being done according to best practices.

There are two (2) field training officers, and a 10-week training period is required of new recruits. This process should also be reviewed to ensure everything is being done according to best practices.

Based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated that recruits are in the academy training for six (6) months. Special attention therefore should be paid to the schedule of personnel provided in Section 2 of this report and the potential for several retirements in the next few years. In other words, there is a significant time lag once someone is hired and put through the academy, and then through field training. Proper planning in this regard must occur in the future to ensure the Department is not always short-staffed.

### **Retention & Attrition**

1. How do you focus on retaining exceptional talent within the Department?
2. In the last five (5) years, have any officers left Yeadon PD for another agency?
3. How many officers have retired in the last five (5) years?
4. How many officers resigned in the last five (5) years and did not go to another agency?
5. Are there any financial or other incentives, whether by ordinance or contract, which incentivizes sworn officers to stay at the Yeadon PD?

The Acting Chief indicated “we have enhanced training and training opportunities” as it relates to retaining exceptional talent within the Department. Considering the lack of consistent review of policies and procedures, and recent events, we are not confident we share his enthusiasm in this regard.

Two (2) officers have retired in the last five (5) years, and he indicated others have left Yeadon for other work. The current contract provides for longevity payments to incentivize officers in staying in the Department. While longevity payments are admirable, they are an outdated method with which to retain talent. Things like salaries, healthcare coverages, equipment, training, education, building and facilities upgrades, new vehicles, yearly staff recognition at a Governing Body meeting, are seen to provide equal or greater motivation to staff to stay in similar organizations elsewhere.

## **7.W. Budgeting and Grants**

It has been stated that the budget for the Yeadon Borough Police Department is the largest cost center of the overall municipal budget. Furthermore, in this particular Borough form of government, the department head for the Police Department is the duly elected Borough Mayor. However, the Governing Body retains the power of the purse, and is in charge of the overall budget for the municipality under the leadership of the appointed Borough Manager.

Our point in stating the obvious is to indicate the following reality: all members of the Governing Body, the Mayor and his team, and Borough staff, are charged with the responsibility of maintaining effective and efficient operations and public services at the lowest possible cost. To that end, a thorough review must be conducted by all interested parties, including Finance Department staff and the Borough Auditor, to ensure tax dollars are being spent wisely, appropriately, and legally. As we all know, tax dollars are limited, so creative methodologies must be used to obtain outside funding through grants. As of this writing, The Valori Group has not seen or heard of any extensive grants that have been obtained by the Police Department in the past five (5) years. This should be reviewed and verified. If our current assessment is indeed accurate, consideration for enhanced grant writing efforts should be on the table. Also, the Borough Finance Department should ensure all opportunities for state contracts or other cooperative purchasing entities are being utilized for the procurement of goods and services. This all must be done according to any legal and statutory requirements of the Commonwealth of Pennsylvania.

An in-house person (full or part-time) can be hired to handle grants for the Borough, or an outside consulting firm who specializes in the same can be considered as well.

## **7.X. Building and Infrastructure**

It is difficult to see a scenario by which the Yeadon Borough Police Department can be successful in its current building configuration and surroundings. If you recall in earlier Sections of this report, the Acting Chief was very candid in pointing out deficiencies in operations because of the very poor building physical conditions and overall layout of the same. In our on-site review, we are in complete agreement that a building of this age and current conditions does not provide the practical ability of officers and civilian staff to conduct the law enforcement work expected in 2022/2023. To that end, and in recognition of comments provided by the Borough Manager in Section 7.Z. of this report, The Valori Group recommends leveraging grant funds to build a new municipal complex on land that may be available in the Borough, free from disturbances or encumbrances. The relocation of municipal staff, and the Police Department, will change the operations and customer service for the better.

Having said that, we readily acknowledge that changing buildings or an address does not replace bad or outdated policies, keep politics out of the day-to-day operations of the Borough, or magically eliminate inadequate training or equipment. However, studies have shown that healthy office environments with a proper flow of information and staff members, increased productivity, and staff retention. We therefore urge the elected officials in Yeadon to work with the Borough Manager and an outside grants writing firm to make this a priority for 2023. Based on the aforementioned responses, and a subsequent inquiry from The Valori Group, the Acting Chief further indicated if funding or staffing was not an issue, what he would do differently in terms of quality, quantity, placement of panic buttons/alarms, security cameras, card reader access points, “system would be upgraded with better quality cameras, easier card reader system, more cameras in the building and parking lot.” We appreciate the Acting Chief’s extreme candor on this important topic and note the reality that the department head, Mayor, and Governing Body, must make these items a priority for 2023. We also go back to the reality that modern policing may simply require a new building with which to do these items properly in the long term.

## 7.Y. Prisoner Detention

*This section was reviewed for content, appropriateness, and accuracy by Borough Solicitor Christopher Boggs (of the Law Offices of Mark Much) at Yeadon Borough Hall on Thursday, December 8, 2022, at 10:00am, 3<sup>rd</sup> Floor Conference Room. Dr. Louis Valori was in attendance from The Valori Group.*

This section of our report refers back to the **Yeadon Borough Police Department Policy Manual – Section 4.102 Prisoner Detention (6/1/09)**. Said policy has been provided in the Appendix of this report as item 9e.

A thorough review of policy and procedures was conducted by The Valori Group.

Prior to our tour of the Yeadon Police Department, we received a copy of the Yeadon Police Department Policy Manual. During our review of the policies and procedures, we discovered the majority of the policies were significantly outdated.

The policy that quickly drew our attention was the prisoner detainee procedures, last updated in 2009.

There were no training records attached for updates on this specific policy. We did not review any documentation for officers receiving additional training or updates on this specific policy. It was also determined the policy manual is not stored on Power DMS, which is a cloud-based technology which would help streamline and improve training management, procedures, and record keeping.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

1. [REDACTED]

2. [REDACTED]

3. [REDACTED]

4. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted text block]

[Redacted text block]

[Redacted text block]

1. [Redacted text block]

2. [Redacted text block]

3. [Redacted text block]

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### **Future Consideration**

We want to emphasize that a dedicated Training Unit with vigilant supervision is one of the most significant responsibilities of a department and it is the most important process for ensuring organizational effectiveness. The Training Unit is viewed as a continual process that can assist all personnel in maintaining the highest degrees of professionalism, knowledge, and effectiveness within their individual job titles.

We believe this could all be attained by having, in the future, a Training/Accreditation Manager to monitor, mentor, and assist the Training Unit officers in updating and documenting all policies and procedures, basically reengineering the Department.

Our research and observations of the Police Department's existing Training Unit enable us to provide the following additional recommendations in order for the Police Department to operate in the most professional manner:

1. An overhaul of all the Police Department's policies and procedures to reflect current real-world law enforcement scenarios and standards;
2. Immediate access to the most current technology for the Training Unit, including, but not limited to, Power DMS to more precisely track departmental accountability and record keeping;

3. Additional Certified Field Training Officers and a Planning and Research Team assigned to the Training Unit's Table of Organization strictly focused on adherence to all department policies and procedures;
4. Certification requirements of all officers, regardless of their tenure, in skills such as: Use of Force, Firearms Qualification, CPR, First Aid, and O.C. Spray. Officers would be mandated to undergo refresher training annually in a staggered fashion to allow for ample field staffing to handle day-to-day work activities;
5. Maintenance and updates of all employees training records;
6. Regular staff inspections to enhance efficiency and accountability within the Police Department;
7. Implementation of a Field Training Officer Program;
8. The appointment of a certified Field Training Officer Program to address agency's backlog and future training needs;
9. Regular leadership training courses for all staff officers;
10. The formation of a public Training Academy Advisory Committee to strategically prepare for and assign the increased amount of officer hires anticipated during the next three (3) years; and
11. Most importantly, identification of sustainable funding to support the aforementioned training necessities and opportunities.

The success of this, and any professional law enforcement agency, rests heavily upon its ability to provide consistent, up-to-date, and disciplined training to the department. A more inspired workforce keenly focused on the mission, objectives, and welfare of the department is critical. We are also an advocate for professionalizing a police department via accreditation.

**CALEA: The Gold Standard In Public Safety**  
**(Greater Accountability within the Agency)**

CALEA standards give the Chief Executive Officer a proven management system of written directives, sound training, clearly defined lines of authority, and routine reports that support decision-making and resource allocation. This is from *“Information and Benefits Commission on Accreditation for Law Enforcement Agencies, Inc. – Regional Program Manager Paul S. MacMillan.*

Reduced Risk and Liability Exposure: Many agencies report a reduction in its liability insurance costs and/or reimbursement of accreditation fees.

Stronger Defense against Civil Lawsuit: Accredited agencies are better able to defend themselves against civil lawsuits. Also, many agencies report a decline in legal actions against them once they become accredited.

Staunch Support from Government Officials: Accreditation provides objective evidence of an agency's commitment to excellence in leadership, resource management, and service-delivery. Thus, government officials are more confident in the agency's ability to operate efficiently and meet community needs.

Increased Community Advocacy: Accreditation embodies the precepts of community-oriented policing. It creates a forum in which law enforcement agencies and citizens work together to prevent and control challenges confronting law enforcement and provides clear direction about community expectations.

There should be research conducted to see if there are any state or federal grants that could pay for the CALEA accreditation process.

Understanding the sensitivities and challenges involved, The Valori Group wants to thank the elected officials, professionals, union members, and Police Department staff specifically for allowing this portion of our study to be conducted in a timely, fair, and balanced fashion. We also appreciate the time it took the Borough Solicitor to review this information for accuracy and appropriateness.

Disclaimer: Any specific investigations or accusations (criminal/civil) of the two (2) incidents mentioned in this report, and those individuals involved, needs to be conducted by outside law enforcement professionals. Our review was solely based on the scope of our contract for services for a law enforcement department efficiency study and whether or not the Department has proper policies and procedures in place, now and going forward. Nothing in this section, or any other section of this law enforcement efficiency study report, is meant to be construed or interpreted as accusatory. They are simply observations of infrastructure, facilities, policies and procedures, documents, and reports provided to us by the Borough of Yeadon staff and professionals. The next Chief of Police should use this report, in consultation with Borough leadership, for the betterment of the Department. Finally, the presumption of innocence is a legal principle that every person who may or may not be accused of a crime is considered innocent until proven guilty.

***Ei incumbit probatio qui dicit, non qui negat***

*(the burden of proof is on the one who declares, not on one who denies)*

## **7.Z. Borough Manager and Yeadon Borough PD Operations**

On November 8, 2022, on two (2) separate occasions, The Valori Group interviewed Mr. Isaac Dotson, Borough Manager of Yeadon Borough, PA. The Valori Group thanks Mr. Dotson for his time and candor. Here is a list of questions asked during these interviews and our analysis of the responses provided during the same:

### **Borough Manager Questions:**

1. How would you describe the current operations of the Police Department?
2. How would you describe the current morale of the Police Department?
3. What personal qualities would you like to see in the next Police Chief?
4. What professional skills would you like to see in the next Police Chief?
5. What do you think the public's expectations are for this new hire?
6. What would you like the next Police Chief to do in terms of community relations?
7. Are there any additional issues that are percolating in the Police Department that need immediate attention?
8. If you were in a position to unilaterally make significant changes to the Police Department, what changes would you make and why?
9. How do the operations of the Police Department compare to other departments in the municipal organization?
10. Are there communities in the area that seemingly have a 'better' or 'more professional' Police Department with 'better customer relations' reputation? If so, please provide information on the same.
11. Describe the current shared services you are involved with as a Borough, both as a provider agency and also as a receiving agency.
12. Do you think the Borough does enough for the youth in the community?
13. Do you think the Borough does enough for the senior citizens in the community?
14. Are there any particular areas in the Borough that require additional traffic enforcement?
15. Are there any particular areas in the Borough that require additional infrastructure repairs? Specifically, I am asking about roads, bridges, dams, water, sewer.

16. Currently, do you think the Borough is aggressive enough in seeking grants? If not, why? If so, please tell me what recent grants you are most proud of.
17. How do you think the Borough compares to other municipalities in PA as it relates to information technology?
18. Do you think the Borough does enough community-related events?
19. Should the Borough continue to utilize County Dispatch services or look at an alternative arrangement for the same?
20. Do you annually review your staff with performance evaluations? Do your department heads handle the same for division heads and line staff?
21. Do you think you have adequate staffing for the current needs of the organization?
22. Talk with me about the Borough's social media presence, website, annual report, and newsletter.
23. Do you currently provide Diversity, Equity, Inclusion (DEI) training for your staff?
24. Have you ever performed (either internally or with an outside consultant) a SWOT analysis?
25. Do you think you have adequate building security at Borough Hall and in the Courts? Do you have enough modern security cameras, panic alarms, and card accessible-only areas?
26. Do you think the Borough should sell the municipal building property and move the location of the same? If so, where would you move the new municipal building to and why? Would you separate the Police/Fire/Court from other departments?

There seems to be a disconnect between certain elected officials in the Borough, described as a "helter skelter" approach with "opposing sides" and "alliances". We would state that in the community, some individuals are in favor of the work performed by the former police chief and others want to see the Department move in a different direction. There is constant confusion, intrigue, and it shows during the videos of Council meetings.



There is a desire to have the next Police Chief be more inclusive; to understand the pulse of the community, and the politics that go along with the same. The next Chief should be a serious leader who understands budgeting, and the reality that most of the Yeadon budget goes towards public safety under the purview of the Chief and Mayor. The Chief should have the people skills to allow a good working relationship with the Borough Council on resource allocation.

Police officers (and the next Chief) should be expected to be out of their vehicles and engage with the public; to understand the importance of good community and public relations. He/She/They should be expected to meet with residents and business owners alike, to check in on various hotspots in the community, to shake hands and communicate, especially with the youth in the community. The Department should endeavor to be progressive and forward-thinking.

Since the Borough Manager, by ordinance/code, does not have direct oversight responsibilities for the Police Department (this responsibility is solely in the hands of the duly-elected Mayor of the Borough), he does not currently have physical access to the Department or its offices (which in turn, also means access to the staff). We find this to be against good government practices as the Borough Manager is ultimately responsible for the entire municipal budget. A more congenial and collaborative working relationship must occur amongst the Borough Manager, Mayor, and members of the Police Department.

The next Police Chief should emphasize enhanced education and training of staff, especially in the area of sensitivity training. The Chief should make relations with the schools and the staff, children, and parents a priority.

When asked about other communities, in order to benchmark Yeadon against its competitors/neighbors, Mr. Dotson was very candid in stating that Lansdowne, PA is a well-run community with limited or no controversy, a fairly evenly split demographic, and no drama. Since communities are competing for tax dollars via residents, businesses, and visitors alike, we suggest meeting with officials in Lansdowne to discuss best practices, and possible opportunities for shared services, including but not limited to public safety.

Currently, Yeadon Borough utilizes County dispatch services for its public safety endeavors, and it participates in mutual aid as it relates to other aspects of public safety. Quite possibly this is an area that can be reviewed for future relationship building and shared services opportunities.

Although there is an active swim club in Yeadon, there might be opportunities to leverage grants to facilitate a new recreation center or teen center. Yeadon seems to offer more opportunities for the senior population; perhaps there is a way to bridge the gap between the two disparate generations in terms of community programs and services that facilitate and encourage learning between seniors and children. These have often met with great success and joy in other communities as the seniors love the companionship and the youth love learning from the life experiences of the seniors.

The Borough Manager discussed various infrastructure (roads, watermains) improvements occurring in the community and demonstrated great passion for these projects. As communities are perpetually competing for state, federal, and private grant dollars, it is our hope that the Police Department is as aggressive and successful as the municipality is in obtaining grants that facilitate various improvements as previously discussed in this efficiency study.

Information technology, or lack thereof (whether in terms of needing new equipment, lack of training/understanding, or both), seems to be a common theme and thread both from the Borough Manager's perspective as well as from our tour of the current Police Department facility. [REDACTED]

[REDACTED]

[REDACTED]

Although the municipality sponsors or facilitates various community events (Flag Day, Community Day, Tree Lighting), there should be more special attention paid to better advertising of the same along with enhanced community engagement.

It is our understanding there is no formal process, whether in the Police Department, or the other municipal departments overseen by the Borough Manager, by which all employees receive annual performance evaluations. Best practices in municipal government, indeed in any organization, requires the periodic or annual review of staff performance on metrics such as:

- ◆ Job Knowledge
- ◆ Fiscal Responsibility
- ◆ Communication
- ◆ Productivity
- ◆ Teamwork
- ◆ Dependability
- ◆ Accountability
- ◆ Leadership
- ◆ Creativity
- ◆ Customer Service

Since this professional level of performance evaluation is not occurring, and there is no formal process in place currently by which the performance of the staff can be judged and rated, this is an obvious area that needs immediate attention. This is a glaring weakness in the current state of the organization and must be corrected for 2023. The Valori Group has expertise in this area and can facilitate the same under separate contract for services.

Staffing should be reviewed in the municipal organization in not just the Police Department but also in the areas of Code (Enforcement and Permitting) and Public Works. As all of these departments have enhanced-responsibility and interaction with the public (versus the back-end work that is done in an office environment), it is a good time to review the same and see how current staffing models can be improved.

One of many common themes in this report is the lack of effective communication with the public. To this end, we reviewed the Borough website on this date and found the following areas that should be immediately addressed:

1. The Borough Facebook page is not attended to or vibrant, thus resulting in a tremendously low number of likes and engagement.
2. The Twitter link on the homepage of the Borough website is a dead link.
3. The homepage of the Borough website is too political, engaging in opinion-related remarks about current Council meetings/members and topics. This is not the point of a municipal government website. An outside consultant, whether it is The Valori Group or someone else, should be involved in any current or future website enhancements.
4. There is no annual report for the general public created and distributed by the municipality. These are often great ways for departments to talk about the projects and successes of the past calendar year. In NJ this is a statutory legal requirement for all municipalities.
5. There is a quarterly newsletter which should be reviewed for enhancement opportunities.

Training is another area that could use some attention in the municipal organization and Police Department. There is currently no Diversity, Equity, Inclusion (DEI) training offered to the staff. Rutgers University, in neighboring New Jersey, has one of the best online programs in the country on this topic. This should be explored.

Also, elected officials nor staff have been participating in any type of annual or bi-annual SWOT analysis. As you know, SWOT is the analysis of strengths-weaknesses-opportunities-threats to an organization. This is traditionally found in private sector organizations more so than governmental entities, but the review of operations and how things can work better, more efficiently, etc. is critical to mission achievement. It takes an outside consultant to best facilitate the same so there is the elimination of any bias or hidden agendas. The Valori Group is a generally recognized expert in this regard and can explore this with you under separate contract for services or can refer you to other consultants who can facilitate the same. This should be explored for first quarter 2023.

Last, but certainly not least, was a robust discussion on technology and building security. After months of study, and after these conversations with the Borough Manager, it is our sincere recommendation that the current municipal building facility is wholly inadequate, both for the staff members working in the same and for the public who conducts municipal business in the facility. We understand an engineering review has been conducted for renovations to the existing facility – this should immediately be terminated and be pivoted to a thorough review of other municipal property in the Borough for a new municipal facility complex. The issues in the Police Department which have been in the news for the last several months are a combination of poor facilities + poor policies and procedures + poor leadership oversight + poor training + poor work product. But we see these current municipal facilities as adverse to other Yeadon Borough departments as well. Grants from the State of PA and the federal government should be priority number one for this project. Outside consultants can be referred to you by The Valori Group in this regard for immediate consideration.

## **8. CONCLUSION AND SPECIAL THANKS/DISCLAIMER**

To properly conduct a study of this order of magnitude takes many hours and many conversations with key leadership in the municipal organization. To that end, we want to extend our sincere thanks and gratitude to the Council, Acting Chief, and staff of Yeadon Borough who assisted in providing us with documents and data which helped The Valori Group for these past several months. We also extend gratitude to the Mayor and Council for the opportunity to work collaboratively for the betterment of the Borough under this contract for services.

Additionally, we extend our thanks to the staff of the Yeadon Borough Police Department. Police officers in Yeadon and throughout America are facing very challenging times in the proper delivery of law enforcement activities on a 24/7 basis. We commend those officers who, day in and day out, put their lives on the line so we may live free. All police departments have strengths, weaknesses, opportunities, and challenges. The Valori Group is grateful to be a part of the evolution, betterment, and growth of the Yeadon Borough Police Department and municipal organization.

Disclaimer: Any findings, observations, or analyses in this report are outside recommendations from consultants on how to improve operations of the Police Department. The ultimate responsibility lies with the elected officials, professionals, union members and representatives, staff members, and the general public to implement any changes in the future. This report is not intended to blame or unfairly criticize any one or more individuals for any failings or challenges that may or may not be evident in the current Department structure, facilities, or operations. Law enforcement is a collaborative effort, and it takes the hard work and dedication of elected officials, professionals, union members and representatives, staff members, and the general public to make it all work.

## **9. APPENDICES**

- A.** Duties and Responsibilities – Chief of Police
- B.** Union Contracts – Delaware County Lodge 27 of the Fraternal Order of Police (2018-2022)
- C.** Police Department Duty Manual – Last Reviewed: 10/2010
- D.** Borough of Yeadon Handbook
- E.** Yeadon Borough Police Department Policy Manual – Section 4.102 Prisoner Detention (6/1/09)
- F.** Borough of Yeadon Emergency Operations Plan (EOP)
- G.** Yeadon Police Department Policy Manual (in its entirety)