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ACCREDITED AGENCY



2025-2029

WESTFIELD POLICE DEPARTMENT STRATEGIC PLAN

Shawn Keen
Chief of Police

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Dear members,

It is my pleasure to present to you the Westfield Police Department's Strategic Plan 2025-2029. This plan has been carefully crafted utilizing references such as crime data, census information, and input from throughout the department gathered during personnel interviews. In addition, a community survey and communications with elected and appointed officials helped provide a more complete picture of our city's needs.

With the assistance of department members, we have examined and updated our mission statement and core values. They support and compliment the new mission statement and core values for the City of Westfield.

This strategic plan is a flexible document that will serve as a guide to our future. Annually, we will review and update our Strategic Plan based on the most recent information available.

Thank you to all the members of this department and the community for your input and development of this plan. Your input and recommendations have been included.

Thank you for your efforts,

Shawn Keen
Chief
Westfield Police Department

Assumptions and Change Factors

Assumptions- Basic assumptions have been made to assist with the focus and development of the Five-Year Strategic Plan. Assumptions include the following:

- The population in the City of Westfield will continue to see exceptional growth during the foreseeable future. Between 2020 and 2023, the City of Westfield experienced a 24.4% population growth or roughly 8.1% per year (U.S. Census, 2023).
- Using 2023 data, both violent (.75 per 1000 residents) and property crime (8.73 per 1000 residents) rates remain low in Westfield in comparison to state (3.17 per 1000 residents and 14.48 per 1000) and national rates (3.69 per 1000 and 18.72 per 1000) (FBI, 2023).
- Westfield police employee ratio per 1000 residents (1.31) is lower than the U.S. (3.51) and Indiana (2.84) (FBI, 2023).
- Based on survey responses, Westfield citizens have expressed their desire for the Westfield Police Department to prioritize traffic enforcement, community policing and visibility, preventive policing methods, and school safety (Westfield Police Department, 2025).
- The City of Westfield is on track to become a 2nd Class City in 2028. This change will bring a City Court and security challenges.
- In 2024, the uniform division responded to 45,377 calls for service and took 1,746 offense reports (Westfield Police Department, 2024).
- The economy will reflect significant growth that is expected to outpace revenue.
- Planned mass gatherings such as the LIV Golf, FIFA, are planned and are expected to continue and expand.
- A planned expansion of golf cart usage within the City of Westfield is under discussion and expected to significantly increase their presence on our roadways and trails.

- The Westfield Washington School District services over 10,000 students using 1,500 staff members (2025). Like the City of Westfield, the school district continues to grow with the current construction of its 10th school (Westfield Washington Schools, 2025). This growth will continue to make school safety both a challenge and a priority.

Change Factors- Factors that could change the goals, objectives, and activities of the Westfield Police Department could include the following:

- Court decisions at State and Federal levels will result in unforeseen and immediate changes to practices and policies.
- Significant changes to city revenue could increase or decrease the Westfield Police Department budget, thus affecting this plan.
- Voluntary annexation will continue as the City opens up new areas of the Township in accordance with the comprehensive plan.
- A major population increase or decrease within city limits outside what is anticipated could impact the department.
- New major businesses or events locating in Westfield could affect revenues, population and calls for service.

Executive Summary

The City of Westfield is the fastest growing city in Indiana and one of the fastest growing in the United States. The fact that the city has become such an attractive place to live, work, recreate, and visit also necessitates that the members of our community receive the best possible police services. It is the responsibility of the Westfield Police Department to preserve what it means to be Westfield as we safeguard individual liberties.

At the core of our mission, the Westfield Police Department is tasked with preserving the peace, preventing crime, protecting life and providing a safe environment for all members of our community. How we approach these vital tasks is what sets us apart. Trust, integrity, and respect must guide all of our actions and be at the forefront of our decision making. While we will all make mistakes, always allowing these three core values to guide our decisions will greatly reduce the chance of breaking the trust the community has shown in us.

In order to most effectively serve our community, a focus is placed on five strategic areas:

1. Community Safety and Crime Prevention
2. Community Partnerships and Engagement
3. Infrastructure and Technology
4. Staffing and Training
5. Officer Wellness, Retention, and Recruitment

This strategic plan provides a road map on how we believe we can most effectively excel in these areas as we grow as a city.

Mission Statement and Core Values

Westfield Police Department



Defining the Mission:

Mission Statement

The Westfield Police Department is committed to improving the quality of life in our city through a community partnership and within the framework of the Constitution by preserving the peace, preventing crime, protecting life, and providing a safe environment for all members of our community.

Standards of Professionalism:

Core Values

Trust – We must back our intentions with action and do what we say we will do to secure the trust of each other and our community.

Integrity - In order to maintain the public's trust and support, we must hold ourselves accountable and demand the highest level of ethical and moral standards from all members.

Respect - Interactions with the public and members of the department must be founded on mutual respect. The department will always encourage open communication by treating everyone with dignity and fairness.

COMMUNITY SAFETY AND CRIME PREVENTION

Crime is a very complex issue driven by the environment, opportunities, social economic factors, and ineffective social controls. There is no single solution. As such, our approach to community safety and crime prevention must be multifaceted.

Objectives:

- Utilize a proactive and data-driven approach to prevent crime and traffic related issues in the City.
- Expand traffic enforcement programs to address ongoing issues related to traffic accidents, congestion created by construction projects, and trends that pose a threat to public safety.
- Provide effective patrols that rely upon a community policing effort aimed at identifying neighborhood concerns and producing interventions designed to solve problems.
- Expand and build upon existing partnerships to increase mental health and social services for those needs within our community.
- Collaboratively prepare and plan for existing and future special events with a focus on safety.
- Work with the Westfield Washington School District to ensure a safe school environment at all existing and future schools in the district.
- Capitalize on technology and best practices to ensure department is world class.

Strategies:

1. Utilize monthly calls for service data and public feedback to provide directed patrols aimed at addressing hotspots and areas with elevated traffic accidents.

2. Increase traffic unit by one officer in 2026 and an additional officer in 2027 to better address traffic complaints and focus on high volume accident intersections. This action will also provide the necessary personnel to address traffic control and temporary road closures for special events. As part of this strategy, the traffic unit will increase enforcement of speeding related complaints and deployments of speed measuring signs.
3. Assign officers to districts facilitating familiarity and develop relationships with those that reside or work in those districts. This strategy will also better enable the department to implement a community policing model that identifies neighborhood concerns and works to address them. It will involve an increased use of walk patrols and personal contacts with members of the public and include an increased presence on our trails and parks.
4. Work with the current social worker assigned to the Westfield Fire Department to provide the most effective method of referring clients for mental health or social services.
5. Utilize resources such as the newly formed Hamilton County Real Time Information Center, our evolving drone program, and county-wide partnerships to supplement and improve our current planning related to special events.
6. Rely on community-based crime prevention by utilizing education, programs, and partnerships not solely focused on police patrols.
7. Working with the Westfield Washington School District, move toward a goal of having one SRO in every school. Beginning in 2025, the department will look to add two SROs and additional officers in subsequent years with a goal of at least one SRO at each school by 2028.

COMMUNITY PARTNERSHIPS AND ENGAGEMENT

While the members of our community are our neighbors and friends, they are also our customers. The ability to successfully complete our mission is in large part tied to our willingness to listen to those we serve and clearly communicate our actions and goals.



Objectives:

- Maintain programming with current community partners and seek opportunities to foster new relationships through outreach.
- Increase our public educational programs for all members of the community.
- Improve marketing of the department by educating the public on the programs we are currently engaged in and how they can access those services.
- Expand public partnerships in service to the broader community.
- Increase transparency related to crime statistics and arrest information.

Strategies:

1. Expand outreach to the community through a presence at neighborhood and HOA meetings.

2. Expand communication of our goals and programs through social media, public gatherings, and personal interactions. We will look to educate the public regarding these programs and increase the number of participants in our citizen's academy and ride along programs.
3. Utilize members of our citizen's academy alumni to provide supplemental patrols to our trails. These volunteers will act as observers who can immediately communicate with our officers for a rapid response to violations or dangers on the trails.
4. Increase the number of educational talks in areas such as bike safety, drug education, and mentorship. In addition, the department will look to expand our education programs to the adult members of our community. Areas of adult education may include classes on fraud, firearms safety, or CPR.
5. Make available a monthly report on our website that includes the number of calls for service, crimes reported, arrests, and accident locations. In addition, the department will provide an annual use of force report on our website.

INFRASTRUCTURE

In order to effectively support our mission, we must continually maintain and improve our facilities, vehicles, equipment and technology to provide the high level of service the public has come to expect.



Objectives:

- Complete construction of a modern police department capable of supporting a growing city.
- Develop and implement a dual-purpose K-9 program capable of supporting four patrol shifts.
- Produce an updated vehicle purchasing schedule based on personnel and operational needs.
- Expand the use of technology and equipment to improve operational effectiveness, crime control, and safety for the public and officers.

Strategies:

1. Continue to work with architectural and construction firms to ensure a comprehensive design development plan is completed to begin construction in late summer to early fall of 2025. The construction phase is expected to continue through 2026 with a projected opening in the Spring of 2027.

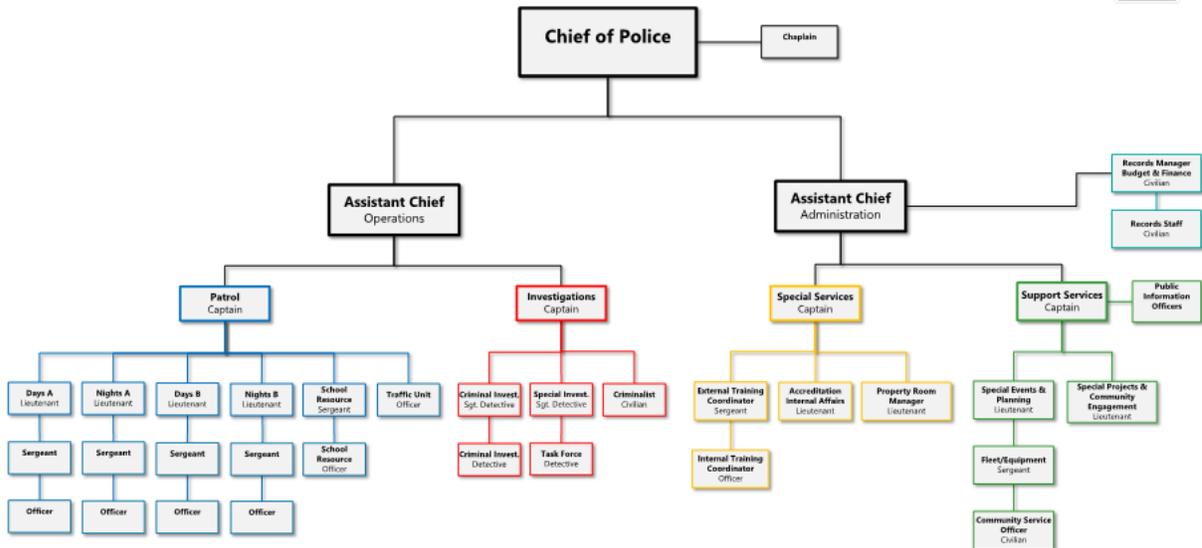
2. Expand K-9 program throughout the department. The first dual-purpose K-9 and his handler were put into service in the Spring of 2025. Two additional handlers were selected and are projected to complete their training by the fall of 2025. The selection of a fourth handler is planned for early 2026. It is anticipated that all four shifts will have a dual-purpose K-9 assigned. Based on the large number of special events taking place in Westfield, this strategy will also include increasing the number of explosive detection dogs to two.
3. Conduct a review of the current vehicle platform, accessories, and service providers to ensure the best fit. This review will then be utilized to ensure we are making the best choices as we plan for the increase in personnel in the subsequent years of this plan.
4. Expand knowledge and seek those new technologies that can provide value for the service we provide. While the department began an expansion of less than lethal and ballistic protective devices in 2024, most of the training, new equipment, and technology was issued in early 2025. The newest body cameras, Tasers, radios, and less than lethal equipment were all placed into service by March 2025.
5. Increase the capabilities of our current drone program to operate as a first responder with the ability to provide real-time images and intelligence to officers responding to serious calls. Our strategy will be to work with the Hamilton County Real Time Information Center as not to duplicate services. During the life of this strategic plan, we will continue to monitor this technology for other ways that it can increase effectiveness and safety.
6. Continue expanding the license plate readers (LPRs) throughout the City. While our agency operates 16 fixed and 2 portable LPRs, In 2025, we were able to expand that number exponentially by upgrading the cameras in all of our marked police vehicles. Those 72 marked vehicles are currently capable of scanning license plates for wanted individuals or stolen vehicles. Additionally, this technology allows information to be shared across jurisdictions and can be invaluable to serious cases where you may need to know where a suspect vehicle has been or how to locate a missing child in a known vehicle. This will be another area that we will continue to evaluate and invest in the future.

STAFFING AND TRAINING

Our staff are our most important resource, and how they are organized and trained directly affects our effectiveness. The number of officers and civilian staff necessary to effectively police a community is contingent on many factors. While the population and crime rates may represent two such factors, each community is different in its expectations for its officers and the type of services performed. Factoring in the roughly 8 percent annual population increase the city has been experiencing, the department should be adding roughly 7-8 personnel per year to keep up with our current ratio of 1.31 officers per 1,000 residents (FBI, 2023).



POLICE DEPARTMENT ORGANIZATIONAL CHART



Objectives:

- Develop an organizational structure and plan for staffing increases that adequately serve the growth in the City of Westfield.

- Expand investigative sworn personnel to better serve the community and advance our capabilities.
- Incorporate the use of civilian staff into intelligence and support areas to better maximize effectiveness and reserve sworn staff for policing functions.
- Increase the quality and quantity of training received by staff with a goal of becoming the center of law enforcement training in Hamilton County.
- Provide opportunities for professional development in job enrichment and experience.

Strategies:

1. Continue to allocate new sworn staffing in the operational components of the organizational structure based on projected growth and operational needs. Our strategy as it pertains to uniform personnel is to increase our shift numbers to 11 per shift by late Spring of 2025. Subsequently, the department will add two additional patrol officers to the shifts and one additional officer assigned to the traffic unit in the year 2026. In 2027, the department would plan to add two additional patrol officers to the shifts and one supervisor to the traffic unit. In 2028, four additional officers will be added to the patrol shifts, bringing each shift to 13. The planned addition of four supervisors to the shifts in 2029 will bring each shift to a total of 14. This strategy will allow the department to keep up with the anticipated population increase, corresponding calls for service, and community expectations.
2. Expand staffing and resources to address the types of complex crimes our citizens will experience. Resources such as the FBI and ATF bring technology, intelligence, and additional resources that no single agency can effectively produce on their own. As such, the department will assign investigators to three new positions in 2025: FBI White Collar Crime Task Force, the Boone-Hamilton County Drug Task Force, and an additional detective to our violent crimes' unit. This strategy calls for one additional detective to be assigned to our special investigative unit in 2026. Two additional detectives will be added in 2027 and an additional investigative supervisor in 2028. In 2029, this strategy will include the addition of one detective in the special investigative unit.

3. Invest in civilian staff in support and intelligence positions to allow services to be provided without requiring law enforcement credentials. Positions such as intelligence analysts or community service officers can be effectively staffed without utilizing the more expensive and difficult to obtain credentialed law enforcement officer. In 2025, the department added its first community service officer to address a number of non-law enforcement duties including animal control. The addition of at least one intelligence analyst in 2026 would provide support to the criminal investigation division and allow us to contribute to the Hamilton County Real Time Information Center. The addition of a civilian wellness coordinator in 2026 could be planned to work in conjunction with the Westfield Fire Department Social Worker to support both agencies. In 2027 and 2028, this strategy would include the addition of one additional intelligence analyst in each year to expand our capabilities. In 2029, the department would look to add one additional civilian criminalist to our crime lab to expand rapid DNA capabilities.

WPD Staffing Projections 2025-2029

	2025	2026	2027	2028	2029
Uniform Patrol	44	46 (+2)	48 (+2)	52 (+4)	56 (+4)
Traffic Unit	1	2 (+1)	3 (+1)	3	3
CID (Detectives)	13 (+3)	14 (+1)	16 (+2)	17 (+1)	18 (+1)
SROs	8 (+2)	8*	8*	8*	8*
Civilian (Records)	5 (+1)	5	5	5	5
Civilian (CSO)	1 (+1)	1	1	1	1
Civilian (Analysts)	0	1 (+1)	2 (+1)	3(+1)	3
Civilian (Wellness)	0	1 (+1)	1	1	1
Civilian Criminalists	2	2	2	2	3 (+1)
Support	3	3	3	3	3
Special Services	4	4	4	4	4
Command	7	7	7	7	7
Total Staff	88 (+7)	94 (+6)	100 (+6)	106 (+6)	112 (+6)

* SRO numbers/projections contingent on agreement with Westfield Washington School District.

4. Extend training and prepare our officers to effectively respond to any situation. This commitment will require a great investment in time and resources. Beginning in 2025, the department is set to host ten classes taught by outside instructors. By removing travel and per diem expenses, this approach will allow us to exponentially increase training hours and develop officers beyond the state mandated training. This training will be in addition to planned scenario-based training in firearms, tactics, physical tactics, less-lethal, de-escalation, and CPR/First Aid. In addition, we will be working with the surrounding agencies to take part in more joint training courses for large threat responses. With the completion of our new department in 2027, the large training venues incorporated into the design will be utilized to further expand our training strategy. Ultimately, our goal is to become a regional site for law enforcement training that brings law enforcement agencies to Westfield and provides our officers with the best quality training.

5. Develop our officers through opportunities to work with other agencies and gain unique experiences. In 2025, the department entered into an agreement with the Indianapolis Metropolitan Police Department and the Crime Guns Task Force to provide three-month rotations for interested patrol officers to work with their task force. Through this strategic plan, the department will continue to partner with outside agencies to provide our officers with invaluable experiences that better prepare them to serve our city.

OFFICER WELLNESS, RETENTION, AND RECRUITMENT

As previously stated, our employees are the most valuable resource we have as an agency. Attracting the best candidates and maintaining their well-being is our responsibility and critical in providing the best service for our community.

Objectives:

- Develop and implement an expanded wellness program for all employees focused on physical, emotional, financial, spiritual, and occupational support and development.
- Work with city administration to provide a competitive salary and benefits package.
- Develop an advertising strategy that best highlights the benefits and experiences of becoming an employee with the Westfield Police Department.

Strategies:

1. Expand our wellness program by seeking out a qualified civilian employee to act as coordinator. The focus of the program will be to provide a more rounded response to the needs of public safety employees that better addresses their experiences in the workplace. The secondary focus will be to explore the benefits in future expansion of the coordinator's responsibilities to include mental health in the community with a focus on reducing repeat calls for service for mental health and addiction issues. Ideally, this coordinator would work with the existing Westfield Fire Department social worker to more effectively provide services to the public and all public safety members in the city.
2. Provide a total compensation package that is competitive in the regional area. In the current environment, it is imperative that we constantly monitor trends and work to ensure our compensation and benefits package allows us to attract the most qualified police officers and civilian staff. Our strategy will be to work with the city administration and council to achieve these objectives while working within the broader city goals and financial limitations.
3. Focus on improving how we sell what it means to serve the Westfield Police Department. To most effectively convey this message, we will collaborate on this strategy with the City of Westfield's Communications Department to better market our messaging.

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