



## FEBRUARY 2020 ANNUAL UPDATE TIGARD POLICE DEPARTMENT STRATEGIC PLAN UPDATE

The 2018-19 Budget the Police Department was tasked with reducing our budget by \$2.3 million, which was accomplished by keeping 6 sworn and non-sworn positions vacant throughout the year. Heading into the 2019-2020 budget, we began filling the vacant positions only to be challenged with additional vacancies due to personnel actions and employee resignations. Despite this significant challenge, the PD continued moving forward with significant accomplishments towards the strategic priorities.

### Strategic Priority #1 Focus on Effective Use of Data and Technology

- Efficient use of technology: Using asset forfeiture funds, we purchased Lasershot, an interactive, scenario-based training system that allows officers to apply defensive tactic tools to include de-escalation techniques. In February 2020 we partnered with Lake Oswego Police Department to house the system in their training room located in Tigard.



### Vision

Tigard Police are the guardians of the community. We are an engaged, resilient and progressive department working to make Tigard safer and more livable.

- In February 2020, all of the photo enforcement cameras were installed. The “go live” dates for each intersection have been delayed due to some final inspection concerns by ODOT that could impact the issuance of citations by 30 days or more.
- LexisNexis Desk Officer Reporting System (DORS) contract has been signed, and we are in the final phase of design. Staff training is scheduled for March 2020 and implementation in May. We estimate 8-10% of police reports could be reported using the online reporting system. The benefits are improved response times, better allocation of resources by allowing our officers to focus on high-priority calls and follow-up investigations, improved community service by providing 24/7/365 secured online reporting for the community and businesses on selected calls that may otherwise require a wait-time.



- Axon Capture phone application, which is an evidence collection data tool, was installed on officers’ phones. The application allows officers to seamlessly acquire digital data and evidence from their phone remotely and upload to evidence.com



- Police and IT staff are working on upgrading Tigard Maps, including an outward facing crime spotter application that will allow citizens to be more timely informed of crime in their area.



## Strategic Priority #2 Strengthen Community and City Relations and Partnerships

- Hosted our 2nd Police Open House in September 2019 with over 500 attendees.
- Hosted several Chat with the Chief events to discuss the photo enforcement program and the 2020 police levy.
- Organized Coffee with a Cop events at various coffee shops in Tigard and partnered with King City and Tualatin police Departments on two events.
- Increased our social media following on Twitter and Facebook. We have also seen an increase in community participation on NextDoor.



### **Strategic Priority #3 Enhance the Professionalism of the Department**

- In 2020 we began the 3-year process of obtaining re-accreditation with the Oregon Accreditation Alliance.
- We were the first police agency in Oregon to partner with Lexipol to design the accreditation workbench, which allows accreditation tracking within our policy manual.
- Command Staff attended Lean, Six Sigma and Project Management trainings to better prepare us to apply these concepts in our department to operate more efficiently.
- FFA Architecture completed a needs/space assessment for the PD in 2019.
- We actively worked with the City on acquiring a new police facility, leveraging expiring library bond and photo enforcement revenue. In February 2020, the Council approved the staff to continue to scope out the All-In-One facility planning.
- Planning is in place to purchase a new modular building in the 2020-2021 budget that will replace the current one that houses Traffic and CSOs and add CCU.

### **Strategic Priority #4 Strengthen the Leadership System**

- Established a 2 year Sergeant's List, promoting three sergeants from the list. A new list will be prepared in March 2020.
- Continued having supervisors present leadership topics at monthly Management meetings.
- Transferred Lieutenants and Commanders in 2020 to ensure knowledge of both Patrol and Services Division as part of succession planning.

### **Strategic Priority #5 Build a High Engagement Culture**

- Implemented the RTEP (Recruit Training Evaluation Program) program. Four recruits have successfully completed the program. Program changes include: the re-application and selection of coaches, assignment of shift sergeants to ensure recruits stay on track, elimination of daily evaluations, and recruits' documentation of self-reflection in journals. We have received extremely positive responses from coaches, recruits, and sergeants regarding the process. The new program calls for more evaluation and debriefs when a recruit is struggling or ultimately is not successful.
- Implemented a Wellness Program, selecting department wellness coordinators and creating a workout area in the sally port. We have contracted with local health coaches and enjoyed early successes. The program has recently stalled.
- Enhanced the Department's recognition program – We have significantly improved the recognition program ensuring there is timely review and distribution of awards. The End of Year Awards event has been opened up to family and friends.

### **Strategic Priority #6 Build a Responsive Organizational Structure that Assures Efficient and Effect Deployment of Resources**

- Conducted a comprehensive workforce/staffing analysis – The Matrix Consulting Group conducted a performance audit of all departments. Among the consultant's recommendations: hiring 8 additional patrol officers to handle the increased call load; reviewing detective case assignments and screening to either assign more cases or reduce the number of detectives by two; adding another School Resource Officer in the next 1-3 years; and evaluating whether to add a property and evidence technician in the next 1-3 years. The 2020 Police Levy addresses all these needs.
- All Tigard departments developed workplans on key projects or initiatives in 2020 that are aligned with the City's Strategic Plan, Council Goals and the Performance Audit. Police workplans include: Phase 2 of the Photo Enforcement Program—Speed on Green, replacement of In-Car video system to either body worn cameras or upgraded in-car video system, re-accreditation, public Safety levy, develop parking enforcement plan, and implementation of DORS on-line reporting system