



Tigard Police Department 2018–2021

Strategic Plan

SEPTEMBER 2018





City of Tigard

Chief's Message

In recognition of our commitment, "to protect and serve all who live, play and work in the City of Tigard," it is my pleasure to introduce the Tigard Police Department's 2018-2021 Strategic Plan.

Since taking office as the Chief of Police April 3, 2017, the strategic planning working group conducted a thorough current state analysis of the entire Police Department. Our intention was to gather information from both internal and external sources about factors that are currently affecting or will affect the Department's ability to fulfill its mission. It included identifying strengths, weaknesses, opportunities and threats, and performing a comprehensive data analysis of three different employee surveys, the Police Department Employee Survey (conducted prior to the selection of a new Police Chief), the City Employee Engagement Survey, and the Chief's one-on-one interviews (my conversations with all employees during the first 90 days of office). Our analysis of hard data included looking at the past five years of crime trends, response times, staffing levels, overtime spending, case clearance, community outreach efforts and other performance outputs. The working group also reviewed information obtained from the City of Tigard's phone survey of the community as it relates to City services including police services. In addition, we reviewed trends and best practices from other agencies around the country, assessed how the Tigard Police Department is currently aligned with national and Oregon state accreditation standards and the 21st Century Policing model, which includes building police trust and legitimacy, especially with communities of color.

Through this process, we developed a vision for the future and created a blueprint for action to guide the choices we make as a department for the next three to five years while staying true to our core values.

We invested a considerable amount of effort into developing a plan that will shape our decision-making process and effectively allocate our limited resources on the most important issues facing our community. As such, the following six strategic priorities will provide our direction for the next three to five years:

1. Focus on effective use of data and technology
2. Strengthen community and City relations and partnerships
3. Enhance the professionalism of the department
4. Strengthen our leadership system
5. Build a high engagement culture
6. Build a responsive organization structure that assures efficient and effective deployment of resources

Working collaboratively within the Police Department, with our community, City Government and our regional law enforcement partners will be the cornerstone of ensuring a successful implementation of our strategic plan and fulfilling our vision where ***"Tigard Police are the guardians of the community. We are an engaged, resilient and progressive department working to make Tigard safer and more livable."***

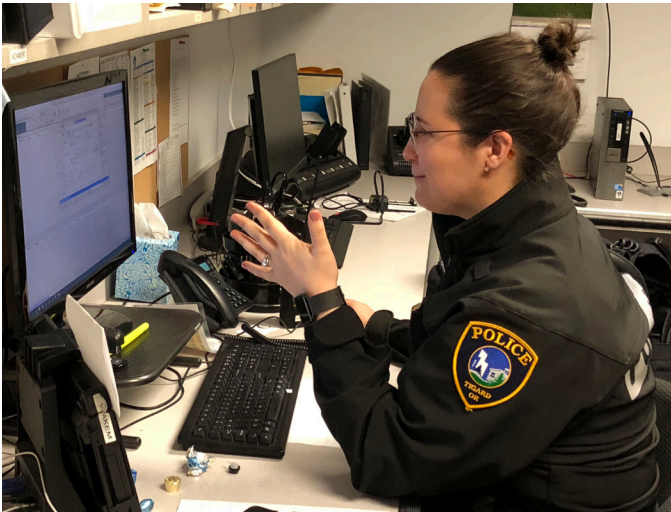
Kathy McAlpine
Chief of Police

Table of Contents

- Major Department Functions 4
- Department Key Partnerships 5
- Analysis Data Wheel..... 6
- Mission 7
- Core Values 8
- Vision 9–11
- Tigard Strategic Priorities 12
- Performance Indicators/Goals..... 13–18



Major Department Functions



Commercial Crimes Unit (CCU) The CCU is unlike any other crime fighting unit in the region. Uniquely funded through the City's business licensing fees, four full-time staff (three police detectives and a sergeant) provide dedicated service to local merchants and area businesses to investigate and address the types of crime that impact their bottom line.

Community Service Officer One non-sworn officer supports the patrol division. The Community Service Officer assists with motor vehicle accidents, traffic control, report taking and a myriad of other patrol responsibilities.

Crime Prevention/Public Information This area is responsible for the management of all crime prevention programming within Tigard such as Neighborhood Watch, the Monthly Landlord Forum, document shredding, National Night Out and Prescription Drug Turn-In. This unit provides information to the public and various media outlets regarding criminal, public safety and other activity in conjunction with Tigard Police Department operations.

Crime Analysis The analyst provides timely information that assists officers in solving crimes and detecting crime patterns within the city and throughout the region. The Crime Analyst supports management's efforts in allocating resources appropriately and effectively by providing tactical and strategic analysis.

Criminal Investigations Unit (CIU) This unit is responsible for the initial and follow-up investigations of person-crimes. A Detective Lieutenant and Sergeant supervise the unit which also includes two School Resource Officers.

Patrol The Patrol Division is the backbone of every police department. Patrol is responsible for the initial handling of all calls for service. Twenty-four hour service requires three shifts each consisting of a supervisor and patrol officers. Uniformed personnel assigned to this section perform most initial investigations and provide high quality police services to the community, including K-9 support.

Property /Evidence The Property and Evidence Specialists are non-sworn personnel with responsibility for the management, storage and control of all evidence and property in control of the Department. These specialists are supervised by the Records Supervisor.

Records Records Specialists are non-sworn personnel who are responsible for data entry, control, maintenance and retrieval of police reports. The records unit directly assists the community through inquiries both in person, by electronic correspondence and on the telephone. Five specialists and a supervisor staff the unit and are available from 8 a.m. until 11 p.m. every day.

Reserve Officers The Reserve Program is a non-paid voluntary effort affording vetted and trained citizens the opportunity to participate at a patrol officer level. The program is supervised by the Operations Commander. The City of Tigard allows the Department to maintain approximately fifteen reserve officers, a ratio to the sworn members employed.

School Resource Officers Tigard Police currently have two School Resource Officers who provide resource and police assistance within the Tigard-Tualatin School District.

Traffic Safety Unit This unit provides overall enforcement of traffic safety laws in Tigard. In addition, the three motorcycle officers investigate motor vehicle accidents.

Canine Unit Tigard's canine teams consist of two specially trained officers and two police dogs. Together they track, locate and apprehend suspects throughout Tigard and support other jurisdictions across Washington County. The unit operates seven days a week. Recently one canine team obtained a certification in narcotics detection.

Department Key Partnerships

The Tigard Police Department works closely with a variety of law enforcement agencies and task forces within the region. These partnerships broaden the scope and depth of the investigations that the department provides to citizens by adding strength and specializations that would not be possible otherwise.

Crash Analysis Reconstruction Team (CART)

Two officers are members of this multi-agency team comprised of officers within Washington County trained in traffic crash reconstruction.

Crisis Negotiations Unit (CNU)

Two detectives are part of the Washington County regional team. The CNU also includes mental health consultants who effectively manage each crisis.

Drug Enforcement Agency Task Force (DEA)

One detective is assigned to the DEA to proactively investigate and deter illegal domestic drug availability and trafficking in the region.

FBI Lost Innocence Task Force

One detective is assigned part-time to this multi-agency team that works with the FBI and the U.S. Attorney's Office to address the problem of domestic sex trafficking of children.

Major Crimes Team

Sponsored by the Washington County District Attorney's Office, this team of experienced detectives provides mutual aid with immediate investigative needs during major events. One sergeant and three detectives are assigned to the Major Crimes Team.

Tactical Negotiations Team (TNT)

One officer is assigned to this Washington County tactical team.

TriMet

One sergeant and five officers work as transit police to provide security throughout the transit system. The program is fully funded by TriMet.

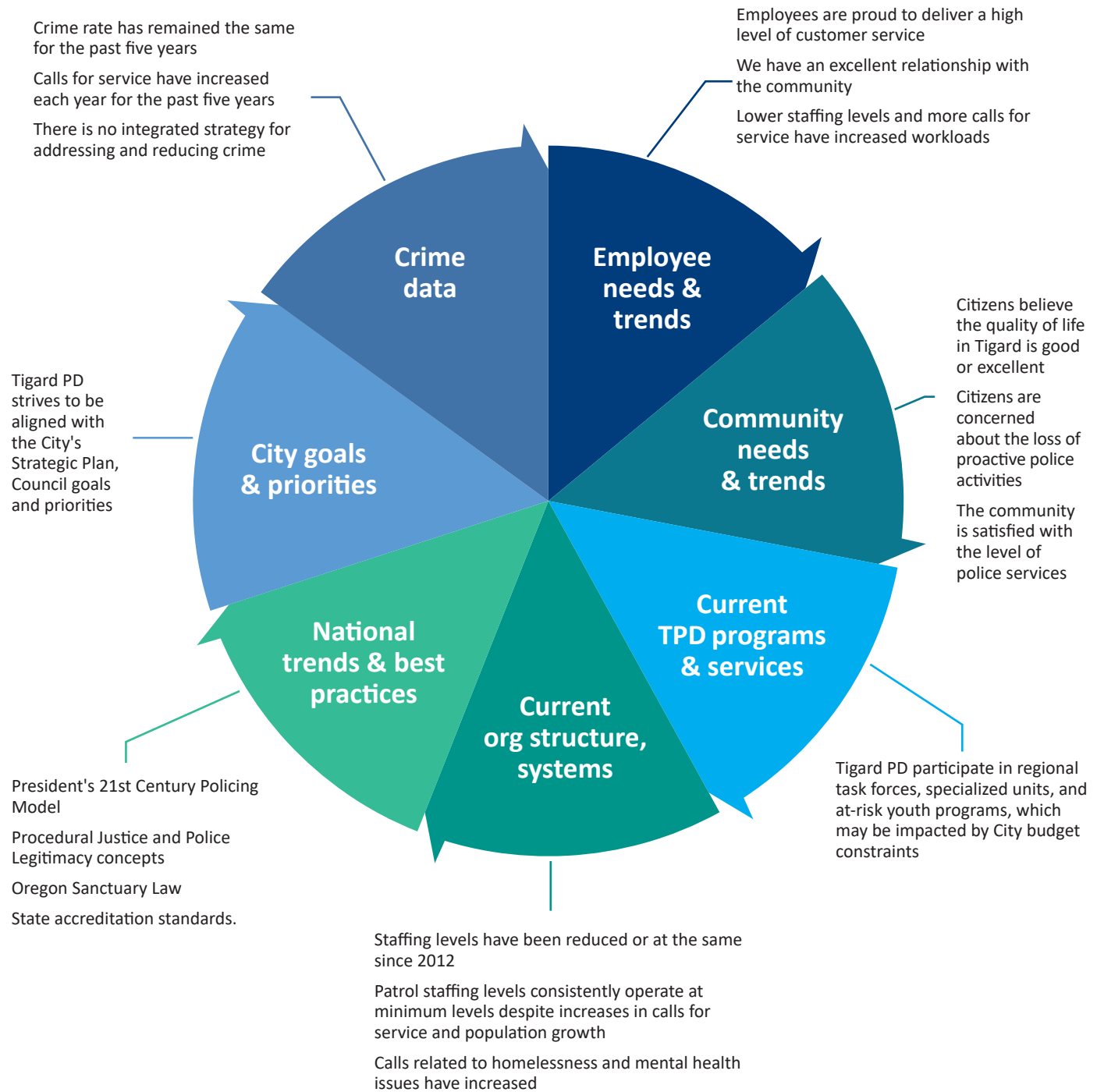
Westside Interagency Narcotics Team (WIN)

One detective is assigned to WIN. The mission of the team is to proactively target all drug traffickers in and around the Washington County area. WIN works closely with federal partners.



Current State Analysis Data Wheel

The Current State Analysis is a holistic 360 degree/multi-dimensional view of the organization and the environment in which it must operate. Information is gathered from both internal and external sources about factors that are currently affecting or will affect the organization.

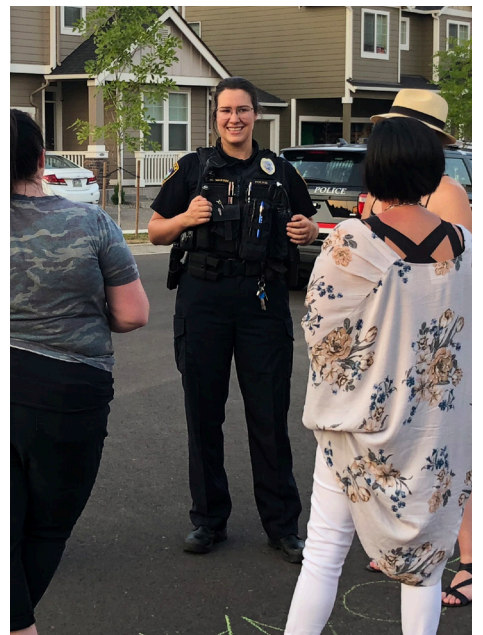


Highlighted are examples of information gleaned from the analysis. This is not a comprehensive list. Analysis was based on 2012–2017 data.

Mission

Why our department exists; our reason for being.

*To protect and serve all who live,
play and work in Tigard.*



Core Values

What guides our behaviors and decisions?

Attitude

We aspire to maintain a positive, can-do attitude as we perform our responsibilities and interact with each other and the community we serve.

Leadership

Every member of the department is a leader. Although responsibilities vary, accountability remains constant. The principles of leadership and the value of accountability are inseparable. As leaders, we are accountable for our own actions, those of our subordinates and to the citizens we serve.

Integrity

Acting with integrity and honor is the foundation of everything we do. It is the basis of public trust. We earn credibility by doing the right thing, being open and honest and actively living our core values.

Service

“Service beyond expectations” is our goal. We are dedicated to the ideal of providing the highest quality service to our community. We strive to be a proactive, trusted partner with our community and enhance the quality of life of our citizens.

Teamwork

We are team-focused for the common good. We understand the strength of cooperation and collaboration, and that our success depends on our ability to perform together as a cohesive unit. We are dedicated to creating a positive environment which fosters camaraderie for the common good.



Vision

Our desired end state. What success look like in five years.

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

THEME: “Service beyond expectations”

- ▶ The service mentality is contagious and pervasive in everything we do, internally and externally
- ▶ Citizens expect exceptional service of TPD
- ▶ Citizen complaints are down
- ▶ Response times are down - officers are able to respond to the needs required by the situation and have enough time to respond to a challenging call
- ▶ TPD has services that support the City’s vision of a walkable city, e.g.
 - 2-4-person bike team - working trails, neighborhoods, paths, special events
 - K-9 unit - working trails, paths, special events

THEME: “Strong community/ City relationships/partnerships”

- ▶ We build strong relationships with our community by increasing community engagement and presence
- ▶ We are supported and working closely with City Hall, businesses and community groups (We are supported by the City Manager and City Council)
- ▶ Our vision, which is strongly aligned with other City departments, is well understood and represented
- ▶ We have established meaningful connections and trust with a diverse population who are no longer afraid to utilize our services or to provide feedback when they have concerns
- ▶ We build strong regional partnerships:
 - Transit police - we’ve taken on more of a regional leadership role
 - Light rail into Tigard
 - “Help now” team comprised of 2 TPD officers and a cross section of social services/mental health professionals/city staff who focus on mental health and homeless issues

THEME: Financially stable/strong

- ▶ We are good stewards of the money that has been allocated through bonds and levies
- ▶ A bond passed enabling a new facility

THEME: Professionalism

- ▶ We have a reputation of trust, integrity and compassion for the community we serve
- ▶ We hold ourselves to a high standard - including taking great pride in our appearance
- ▶ Records management system is embraced and fully utilized, resulting in well-written reports, turned in on time with no errors



THEME: Training & Development

- ▶ We're advancing employees and filling positions internally because of our excellent development programs
- ▶ There are many development opportunities: mentoring program, shadowing, ongoing feedback, skill development, frequent training sessions during shift briefings and overlap periods
- ▶ Flexible schedules make it easy to attend classes and participate in other development opportunities
- ▶ Employees are given the opportunity to identify projects and freedom to explore how they can contribute to the department and community
- ▶ We have a full-time, well-staffed training department, i.e. a sergeant and 1-2 officers in charge of all training and standards
- ▶ We have a well-developed Police Training Officer (PTO) program and have expanded training by 4 weeks
- ▶ We've created a department training and development resource center which exists to ensure people are successful in their current and future positions and it can pull up information on any subject. We maintain a catalogue of experts to call at a moment's notice, including city and community members
- ▶ We've created a Washington County Regional training where agencies throughout Washington County come to maximize resources, collaborate, and draw upon each other's skills and expertise (collaboration includes community members)

THEME: Well-staffed and structured to accommodate the rising population and increasing needs of the community

- ▶ A robust staffing plan has ensured that employees are being used effectively and deployed where they are most needed
 - Expanded specialty units that are the face of the department in the community (e.g. CCU, CSOs, SROs, traffic, K9, Neighborhood Response Team, Help Now Team)
 - We continue to strengthen our relationship with other City departments and are able to send command staff members to all City committee meetings

- ▶ Our department is one of the most desirable and innovative police agencies in the nation
- ▶ We are as diverse as our community
- ▶ We have become the law enforcement employer of choice - "a destination agency for those who want to excel" and a "stay for a career" agency
- ▶ Retention is high while turnover is low
- ▶ PTO program has been improved to reveal the strengths and aptitudes of our new hires
- ▶ NRT (Neighborhood Response Team) officers can dedicate time to ongoing criminal activities
- ▶ "Help Now" or Homeless Outreach Team comprised of 2 TPD officers (FTE funded through grants and private funds) and a cross section of other city employees who focus on mental health and homeless issues
- ▶ Specialty assignments are balanced to better reflect our workload and commitment to the City's vision
- ▶ Traffic safety unit has expanded by 2 more motors - covering 7 days/week at least 12hrs/ day
- ▶ Business office:
 - Consists of well trained staff
 - Adheres to best practices (conduct financial and FTE benchmarking)
 - Continually focuses on the current and future fiscal operations and health of the organization
 - Provides support for important administrative tasks, e.g. receipts, invoices, filing, and can complete all financial analysis for Chief and Command staff in a timely manner

THEME: Leadership

- ▶ Officers and staff are highly regarded. We are trusted leaders within the community
- ▶ Leaders know how to motivate and engage staff - asking for their input on decisions
- ▶ Sergeants are highly engaged- giving solid advice about the profession to younger officers' careers and the department
- ▶ Accountability has increased
- ▶ Community complaints have decreased; what is unacceptable is well understood and confronted immediately by supervisors



THEME: Data-driven organization

- ▶ We have integrated the use of data and technology into all our practices
- ▶ People understand the value of collecting accurate and timely data at all levels on a daily basis

THEME: Facilities & Equipment

- ▶ Facility
 - ▶ State of the art facility designed to accommodate our growing department for next 30-40 years is modern, clean, safe, secure
 - ▶ It instills pride; we're proud to bring guests and visitors to our facility
 - ▶ The new facility has a strong impact on building and sustaining relationships. This allows us to stay interconnected. Sworn and non-sworn personnel are no longer separated and this mix is operationally helpful
 - ▶ This facility has impacted our hiring - we've become a show piece for new recruits
 - ▶ Campus like setting is ideal for hosting meetings with outside agencies or community leaders
 - ▶ Ample conference/meeting and training rooms
 - ▶ Parking provides ample room and a secured area for the entire fleet and personal cars. There is also ample, unsecured parking for PD visitors
 - ▶ Separate briefing and lunch rooms

- ▶ Functional training room and indoor range
- ▶ Rows of toilets in bathrooms on each floor
- ▶ Seismically sound
- ▶ State of the art work out facility- demonstrates the department's commitment to health and well-being (showers, sleep rooms that officers can use before or after court)
- ▶ Equipment
 - ▶ Our expanded fleet looks professional and solid; all vehicles are well maintained and set up the same (officers have assisted with configuration)
 - ▶ We're "ahead of the maintenance curve" and we care about our cars

THEME: Wellness Commitment

- ▶ State-of -the-art work out facility demonstrates City's commitment to resilience and a healthy lifestyle and supports an engaged workforce
- ▶ Strong emotional support for vicarious trauma is provided. Employees are able to take time off for emotionally taxing calls, e.g. death, shootings, and paid time off or work on light duty until 100%

THEME: Culture

- ▶ Improved morale and high engagement
- ▶ Positive energy mix with experience and tradition
- ▶ Alignment - everyone knows where we are headed (using strategic plan as a roadmap) and how they can help get us there
- ▶ Sharing ideas - creative problem-solving - always asking ourselves how we can we make it better
- ▶ Positive reinforcement and acknowledgment for things well done
- ▶ Strong relationships between sworn and non-sworn
- ▶ Less talking about each other; we're handling interpersonal difficulties directly
- ▶ Integrity and honesty are valued by everyone
- ▶ This is a rewarding place to work

Tigard Strategic Priorities

Strategic priorities are the long-term, broad, measurable strategies or priority areas that the department will focus on for the next three to five years to address critical issues and close the gap between the current state and future vision. They determine where we need to focus our time and energy to deliver our mission and achieve our vision. These priorities are cross-disciplinary or cross-functional and should apply to all areas of the organization. The priorities serve as the guideposts and framework for setting annual goals.

- 1 Focus on effective use of data and technology**
- 2 Strengthen community and City relations and partnerships**
- 3 Enhance the professionalism of the department**
- 4 Strengthen our leadership system**
- 5 Build a high engagement culture**
- 6 Build a responsive organization structure that assures efficient and effective deployment of resources**



Focus on effective use of data and technology

EXPECTED OUTCOMES (VISION):

- Data used as a crime management tool
- Increased ability to efficiently respond to crime and community concerns
- Targeted crime enforcement
- Better management and allocation of resources
- Data valued by all employees/all levels
- Effective/reliable data systems in place
- All employees competent in the use of data for analysis and decision making at all levels
- Expanded use of proactive policing strategies
- Increased ability to take timely action on early warning signals
- Improved response time to Priority 1 & 2 calls
- Increased capability to provide accurate and timely administrative, strategic and tactical data analysis
- Increased use of new technology & equipment
- Decrease in citizen wait time
- Increased number of officers in the field for higher priority calls
- Improved citizen convenience and satisfaction

PERFORMANCE MEASURE:

- % of decisions and problems solving that is supported by data/facts
- % of employees using new technology and equipment
- Time it takes to implement new technology
- Response time (organizational dashboard ratings)
- Time it takes to deploy resources
- Report writing time and report writing accuracy
- % of time allocated to proactive policing
- % of officers in the field for higher priority calls
- Citizen satisfaction ratings

GOALS:	YEAR:	2018	2019	2020
① Develop and utilize a comprehensive data-driven approach to department operations and crime management among all TPD employees		D	I	A
② Create and implement executive dashboard		D, I	A	A
③ Expand crime analysis capacity that supports strategic, administrative, tactical and statistical analysis		A	Review budget impacts	I
④ Create a process to gather input, and continuously evaluate the effectiveness of new technologies and equipment		D, I	A	A
⑤ Identify a more effective and efficient records management system		D	I	A
⑥ Expand alternative service delivery methods to make it easier for citizens to report crimes and concerns		D	I	A

KEY: D = Design or create program | I = Implement | A = Assess (can occur before or after implementation)

Strengthen community/City relations and partnerships

EXPECTED OUTCOMES (VISION):

- Stakeholders & community members better informed
- Community needs and concerns better understood
- Community better understands TPD's work/focus/priorities
- Improved trust and relationships with key community partners and stakeholders
- Increased community satisfaction
- PD employees feel connected to the City's vision and strategic priorities
- Community members volunteer to be on the Chief's Advisory Panel

PERFORMANCE MEASURE:

- Citizen/stakeholder satisfaction ratings
- # of followers on all social media platforms
- % of employees who feel connected to City's vision/strategic plan as reported in employee survey
- # of community members volunteering to help TPD

GOALS:	YEAR:	2018	2019	2020
① Create and implement a comprehensive external communications strategy /plan to keep all stakeholders better informed		D	I	A
② Conduct an annual community survey		D	I	A
③ Actively participate in City's strategic plan		✓	✓	✓
④ Create a Chiefs Community Advisory Committee		D	I	A
⑤ Broaden community policing approach that focuses on quality of life issues		D	I	A

KEY: **D** = Design or create program | **I** = Implement | **A** = Assess (can occur before or after implementation)

Enhance the professionalism of the department

EXPECTED OUTCOMES (VISION):

- Fully accredited police department
- Policies & procedures updated to state standards
- Adherence to recognized best practices
- Improved service to citizens
- Reduced civil liability /litigation
- Reduction in insurance fees
- Enhanced employee performance
- Increased employee satisfaction
- Enhanced supervisor/employee relationships
- Improved department performance (dashboard)
- Balanced budget
- Increased transparency
- Increased community confidence in fiscal management
- Entire Department under one roof
- Improved department communication & collaboration
- Department is adequately staffed to manage the increase in calls for service, investigations, traffic issues and quality of life concerns
- Department's organizational structure is aligned with the community needs and operational efficiency/effectiveness
- Department annual budget allocation reflects adequate funding

PERFORMANCE MEASURE:

- Citizen satisfaction ratings
- # of civil liability /litigations
- # of citizen complaints
- Employee satisfaction ratings
- Employee performance ratings
- % proposed to actual budget items
- Organizational performance ratings (dashboard)
- % of budgeted positions filled

GOALS:	YEAR:	2018	2019	2020
① Become fully accredited by Oregon Accreditation Alliance		D, I	A	A
② Design and implement an employee performance management system			D, I	A
③ Continue to evaluate and improve the police budget for cost efficiencies		D, I	A	A
④ Acquire new police facility				✓
⑤ Implement the PTO program		D	I	A
⑥ Adequately budget department to meet community needs		D	A	A

KEY: D = Design or create program | I = Implement | A = Assess (can occur before or after implementation)

Strengthen the leadership system

EXPECTED OUTCOMES (VISION):

- More effective and respected leadership team
- Leadership credibility improved
- Increased leadership accountability (Every level of leadership performing their job)
- Right leaders in right role for their natural strengths at the right time
- Improved departmental morale
- Improved organizational performance
- All personnel understand departmental priorities & their role in creating a new TPD
- Increased teamwork (Everyone working towards common goals)
- Leaders understand employee needs and ideas
- Employees understand community needs and concerns
- Build bench strength for succession planning

PERFORMANCE MEASURE:

- Employee performance and satisfaction ratings
- Leadership performance ratings
- Organizational performance ratings (dashboard)
- Time it takes to fill leadership positions
- % of strategic plan goals completed on time

GOALS:	YEAR:	2018	2019	2020
① Create and implement a leadership development process		D	I	A
② Create and implement a succession management process		D	I	A
③ Establish a strong leadership culture to support the "Tigard Way"		D	I	A
④ Complete and implement department's strategic plan		D	I	A
⑤ Create, implement, and continuously evaluate an effective internal communication system		D, I	A	A

KEY: **D** = Design or create program | **I** = Implement | **A** = Assess (can occur before or after implementation)

Build a high engagement culture

EXPECTED OUTCOMES (VISION):

- Improved morale and employee satisfaction
- Improved retention rate
- Improved performance
- Reduced sick leave
- Reduce health care costs
- Improved work/life balance
- Increased employee satisfaction (feel valued)
- Improved performance

PERFORMANCE MEASURE:

- Employee satisfaction and engagement ratings
- Employee performance ratings
- Retention rate
- Sick leave rate
- Employee performance ratings
- Organizational dashboard ratings

GOALS:	YEAR:	2018	2019	2020
① Create and implement employee training and development program			D	I
② Develop a department wellness program		D, I	A	A
③ Enhance department's recognition program		D, I	A	A
④ Align employees to City's and department's strategic plans		D, I	A	A
⑤ Implement the PTO program		D	I	A
⑥ Acquire new facility				✓
⑦ Create, implement, and continuously evaluate an effective internal communication system		D, I	A	A

KEY: D = Design or create program | I = Implement | A = Assess (can occur before or after implementation)

Build responsive organizational structure that assures efficient and effective deployment of resources

EXPECTED OUTCOMES (VISION):

- Organization structure adjusted to meet population growth and increased call for service
- Department is adequately funded to provide satisfactory service to the community
- Budgeted positions are filled
- Employee morale is increased
- Fully accredited police department

PERFORMANCE MEASURE:

- Organizational performance (dashboard)
- % of Priority response times within target range.
- Detective caseloads #'s
- Employee survey ratings
- Citizen satisfaction ratings
- # of vacant positions

GOALS:	YEAR:	2018	2019	2020
① Conduct a comprehensive workforce/staffing analysis to assure effective and efficient use of resources strategy /plan to keep all stakeholders better informed			D	I, A
② Promote/advocate for ongoing levy / citywide funding		I	A	I
③ Become fully accredited by Oregon Accreditation Alliance		D, I	A	A

KEY: **D** = Design or create program | **I** = Implement | **A** = Assess (can occur before or after implementation)



TIGARD POLICE DEPARTMENT
13125 SW Hall Blvd. | Tigard, OR 97223
www.tigard-or.gov/police



Attitude • Leadership • Integrity • Service • Teamwork