

# McMinnville Police Department

*McMinnville, Oregon*

## Strategic Plan

June 2014



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## ***Acknowledgements***

Emergency Services Consulting International (ESCI) acknowledges the members of the strategic planning team for their dedication and effort in developing this Customer Centered Strategic Plan. We also extend special appreciation to Police Chief Ron Noble and Captain Matt Scales for their leadership and commitment to the process.

### ***McMinnville Police Department Strategic Planning Team***

ESCI would also like to thank the citizens who contributed to the creation of this strategic plan. The development of this plan was truly a team effort.

### ***McMinnville Police Department Citizens' Team***

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Larry Yoder	Scott Hill
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### ***McMinnville Police Department Internal Team***

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## ***Executive Summary***

The Customer Centered Strategic Planning process accomplished more than just the development of a document. It challenged the membership of the McMinnville Police Department (MPD) to look critically at paradigms, values, philosophies, beliefs, and desires. It challenged individuals to work in the best interest of the “team.” In addition, it provided the membership with an opportunity to participate in the development of their organization’s long-term direction and focus. The members of the MPD strategic planning team and the citizen’s advisory group displayed commitment to the project and seeing it through a rigorous process to achieve its final form.

### ***Vision, Mission, and Values***

As part of the planning process, the citizens’ forum and the MPD Strategic Planning Committee reviewed the key components of the organization’s core philosophies: vision statement, mission statement, and values.

A vision statement defines what an organization wants to be—the way an organization desires to be viewed in the long-term future. It should inspire those within the organization to continuously strive to achieve the vision, thus defining targets that lead to excellence for the future. The updated Vision for the MPD is:

***We strive to be a professional, continuously improving organization,  
devoted to making our city a safer and healthier place to live, work, and play.***

Clearly stated and intentionally simplistic, the Mission Statement describes the organization’s general purpose. The updated Mission Statement for the MPD is:

***The mission of the McMinnville Police Department is to protect and serve the community’s  
expectation of a peaceful and safe existence while affording dignity and respect to all persons.***

Values are a set of beliefs that are shared among the members of an organization, driving the organization’s culture and priorities, and providing a framework to guide decision making. The MPD embraces the following Values as updated by the strategic planning team:

- Dedication – Wholehearted commitment to the people, purposes, ideals, and goals of the organization.
- Excellence – Being your best; being better today than you were yesterday.
- Integrity – Communicating honestly and openly, holding true to core values, and doing the right thing every day.
- Humility – Recognizing your mistakes and learning from them. Putting the needs of others before your own.
- Service – Ready to be of help, a source of pride to the organization and the community.

## Goals

Armed with the vision, mission, values, SWOC analysis, and with customer-defined priorities, expectations, and concerns, the members of the MPD Strategic Planning Committee focused on developing realistic strategic goals and objectives designed to guide the department into the future. The members identified the following general organizational goals:

- Goal 1: Foster an open and honest environment where effective communication can occur.
- Goal 2: Effectively identify and fulfill the service needs of the community.
- Goal 3: Effectively assess and manage current technology to enhance growth and efficiency of services.
- Goal 4: Foster relationships with neighboring agencies.



## *Leadership Messages*

For over 138 years, the City of McMinnville Police Department has proudly provided professional public safety services to the residents, business owners, and visitors of the McMinnville community. As we look forward to the years ahead, we are instantly faced with a number of challenges to overcome: limited budgets, rising crime rates, and a growing community to name a few. We recognize the compelling need to move forward as an organization despite the obstacles in our way, hence the creation of this Strategic Plan. If we fail to act on the future, we know the future will act on us.

The Strategic Plan provides our department with a framework from which we can make sound decisions and prepare our budget accordingly. The plan will act as a blueprint enabling us to meet the challenges of today and tomorrow; it is dynamic and will require regular evaluation to ensure its effectiveness.

As technology continues to advance, the role of law enforcement becomes more complicated and exciting at the same time. We will strive to provide our employees with the very latest in equipment and resources to increase both efficiency and effectiveness. In an effort to maximize our resources, we will continue to seek alternate funding sources, such as grants and asset forfeiture, to finance these projects.

McMinnville has a population of over 32,000 residents and continues to grow. With the projected completion of the Hwy 99 bypass, and the recent investment in urban renewal and economic development, we stand prepared to respond to the needs of a vibrant and growing community.

This plan is centered on three main goals for our department: Serving our Community, Serving our People, and Ensuring Resources and Technology. These goals were developed out of a comprehensive analysis of our strengths, limitations, opportunities, and threats. Within each of those goals, our staff has diligently identified several specific strategies upon which success can be measured over the next four years. We are in for a busy and productive few years ahead. I have the utmost faith in our employees; they give of their time and talents to help make McMinnville the most livable community in Yamhill County.



Police Chief Ron Noble

## *Customer Centered Strategic Planning Process*

The MPD faces ever-increasing challenges to deliver services to a diversified community while also maintaining levels of service equitable to other municipal departments. As the City strives to meet the needs of its citizens, prioritization for funding is not always granted to MPD. Despite limited resources, MPD is effective in providing services to its citizens and strives to be an example to surrounding agencies. The following plan will assist the MPD in evaluating strengths and challenges of the department, and subsequently will outline how to turn those obstacles into opportunities and goals for the future.

To ensure that customers are understood in the process, MPD leaders agreed to use the Customer Centered Strategic Planning (CCSP) process to develop the MPD Strategic Plan. This method has been adopted and used effectively by many national and regional emergency service associations.

### *The CCSP Process Outline*

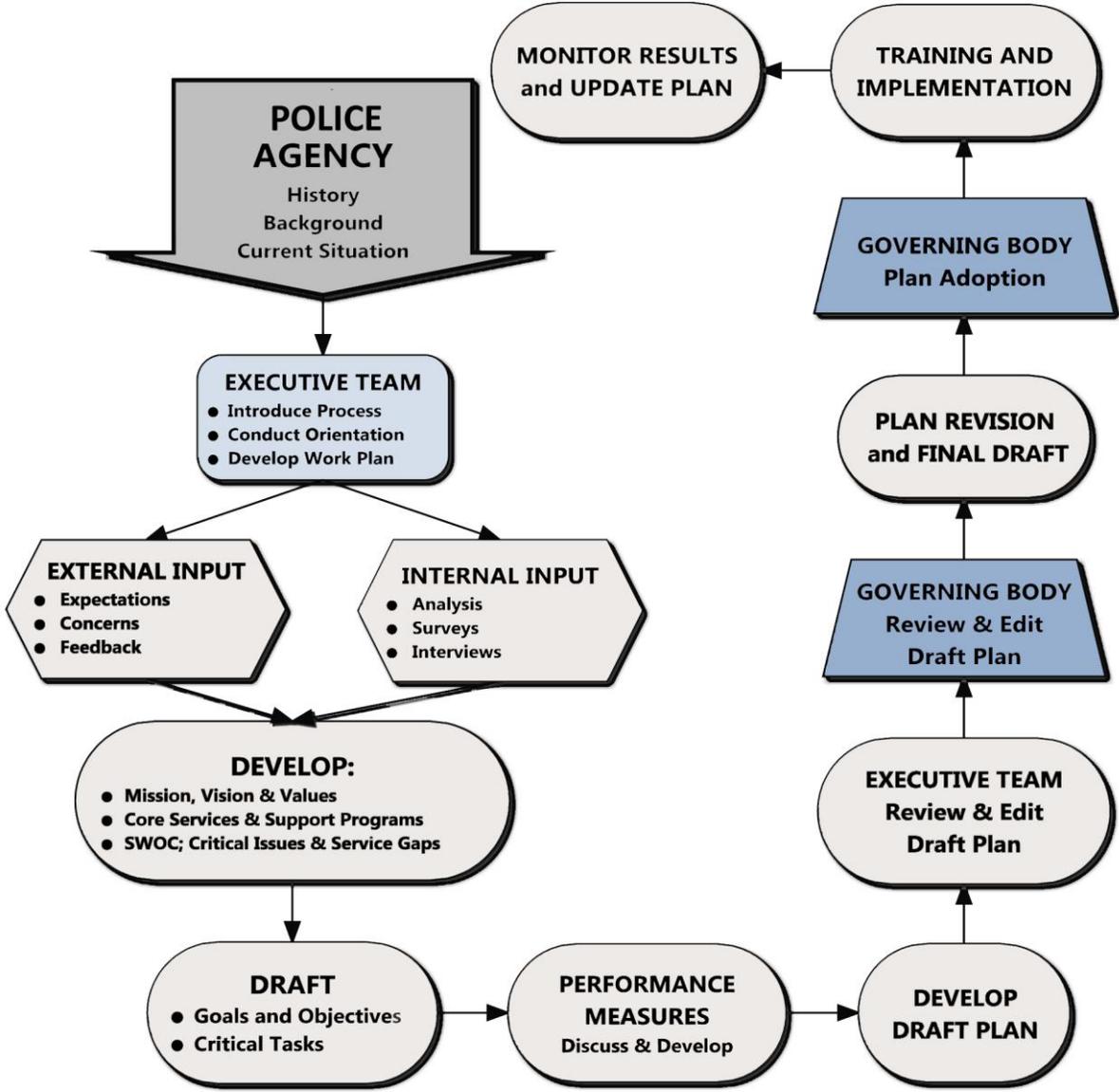
The specific steps of the CCSP process are as follows:

- Establish the community's service *Priorities*.
- Establish the community's *Expectations* of the organization.
- Identify any *Concerns* the community may have about the organization and its services.
- Identify those aspects of the organization and its services the community views *Positively*.
- Develop the *Mission Statement*, giving careful attention to the service priorities and expectations of the community.
- Develop a *Vision* of the future.
- Establish the *Values* of the organization.
- Identify the *Strengths* of the organization.
- Identify any *Weaknesses* of the organization.
- Identify areas of *Opportunity* for the organization.
- Identify potential *Challenges* to the organization.
- Establish realistic *Goals and Objectives* for the future.
- Identify implementation *Tasks* for each objective.
- Define service outcomes in the form of measurable *Performance Objectives and Targets*.
- Develop organizational and community commitment to the plan.





### CUSTOMER CENTERED STRATEGIC PLANNING



## Our Organization



Established in 1876, the MPD serves a population of approximately 32,451 residents in an area of 11 square miles. In addition, the department provides protection and policing services to the thousands who travel through the area or visit local events and sites of interest, such as the Turkey-Rama, the UFO Festival, the Evergreen Aviation Museum, Linfield College, and award winning vineyards and wineries.

The MPD is served by a team of 37 sworn officers, nine professional staff members, and countless volunteers. All patrol personnel work a combination of 10- and 12-hour shifts.

The MPD provides a variety of services and programs for the community, including:

- Law Enforcement – Crimes against persons (Response to criminal offenses such as murder, robbery, kidnapping, rape, assault, etc.)
- Law Enforcement – Crimes against property (Response to criminal offenses such as burglary, fraud, larceny, embezzlement, motor vehicle theft, vandalism, arson, forgery, sale/purchase/possession of stolen property, etc.)
- Law Enforcement – Behavioral crimes (Response to criminal offenses such as weapons restriction laws, liquor laws, prostitution, narcotics laws, curfew, DUII, etc.)
- Traffic Violations – Response to vehicular incidents such as crashes, moving violations, and non-moving violations.
- Traffic Education and Enforcement – Traffic Officer
- Code Enforcement/Parking Enforcement
- Investigations Section
- Canine Officers
  - Tracking Canines
  - Narcotics Canines
- Warrant Service
- Evidence/Property Control
- Records Section
- Community Service Programs, Relations, and Public Information – Unused Medication Round-up, Neighborhood/Business Watch, National Night Out, Citizens’ Academy, Bicycle Licensing, Fingerprinting Services



- Emergency Management – Community Emergency Response Team (CERT), Incident Command, coordination with Yamhill County
- School Resource Officer
- Inter-agency Participation – Yamhill County Inter-Agency Narcotics Team (YCINT), Multi-Agency Traffic Team (MATT), Multi-Disciplinary Child Abuse Team (MCAT), Major Crime Response Team (MCRT), etc.
- Volunteer Programs – Reserve Police Officer, Chaplains, Community Emergency Response Team, Disabled Parking Enforcement, Office Help

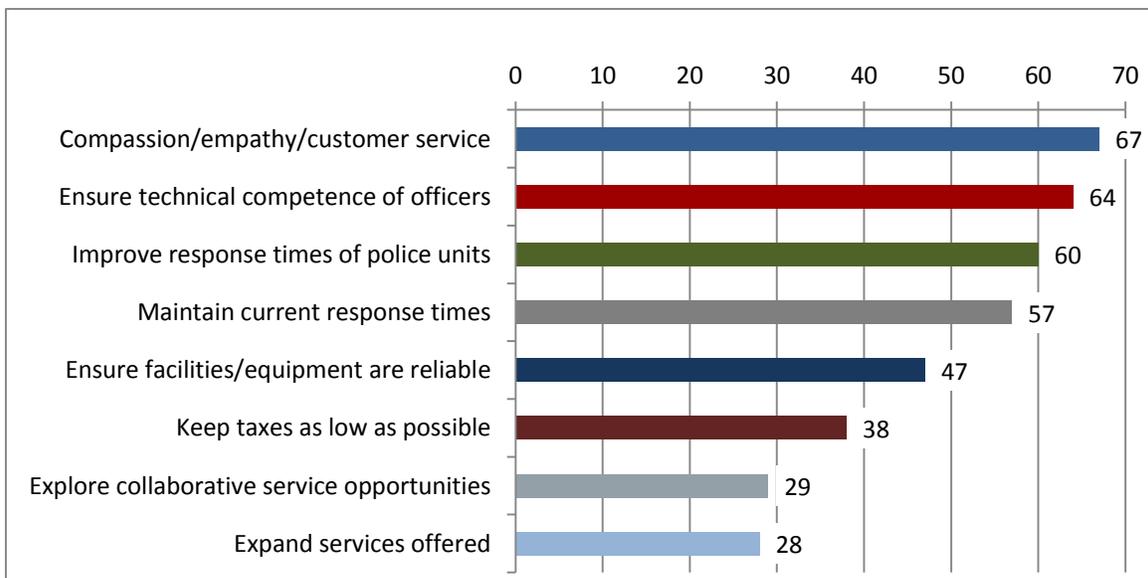


## Feedback from our Customers

In order to dedicate time, energy, and resources providing services that are most desired by its customers, the MPD needs to understand what the customers consider to be their priorities. To assist with the overall strategic planning process, members of the citizens group were asked to review a short list of *planning considerations* and rank them through a direct comparison process. The planning considerations appear below along with the number of times each consideration was ranked higher than any of the others.

### Planning Priorities

When asked which elements of the MPD should be planned for the years ahead, the community



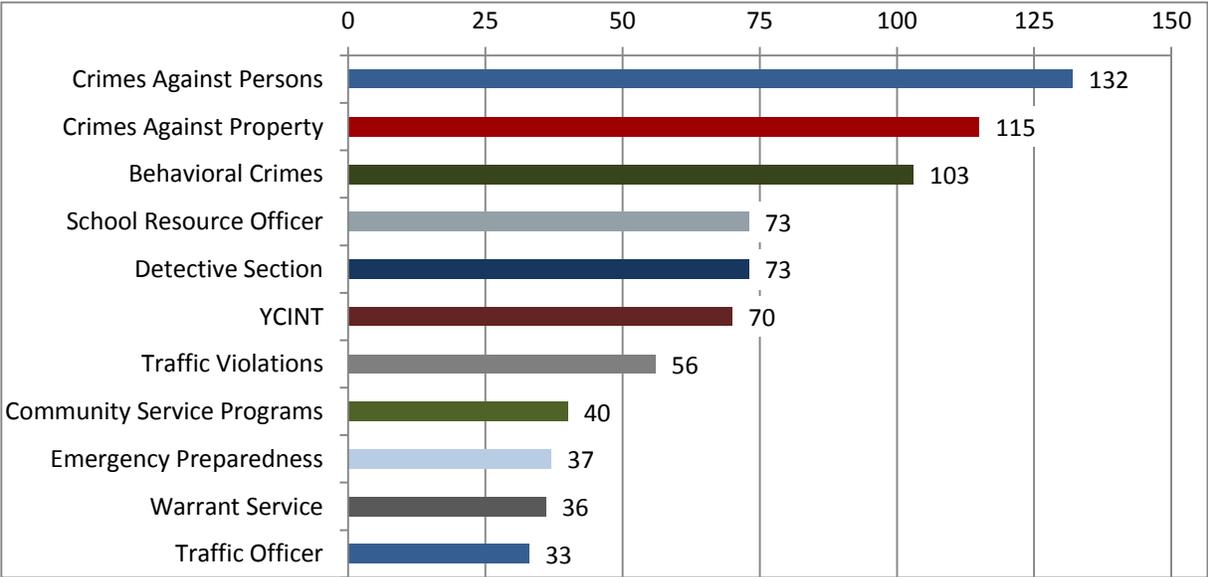
responded as follows:

Like many engaged communities, compassion, empathy, and customer service ranked highest among the citizens of McMinnville. Because public safety is essentially community service, focus on public relations is fundamental. The competence of officers was a close second for top priorities, followed narrowly by improved response times. All of these elements are directly related to one-on-one interactions with members of the community.

Next, the citizens group was asked to prioritize the *services offered* by the police department by ranking them through a direct comparison process. The services appear below along with the number of times each was ranked higher than any of the others.

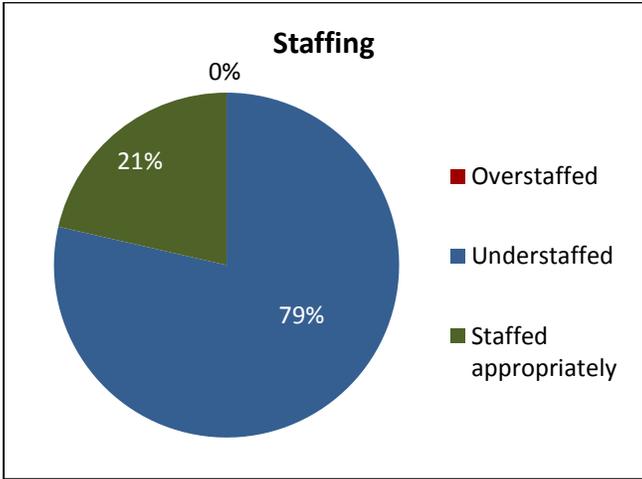
**Service Priorities**

Again, similar to the strong emphasis on one-on-one interactions prioritized in the planning survey, a similar concern was expressed in relation to service priorities. Crimes that directly influence an individual ranked among the top service priorities for the citizens of McMinnville, including crimes against persons, crimes against property, and behavioral crimes. The results of this portion of the survey can be lumped in three categories: services that protect the individual, followed by services that protect the community’s youth, and services that protect the greater community.

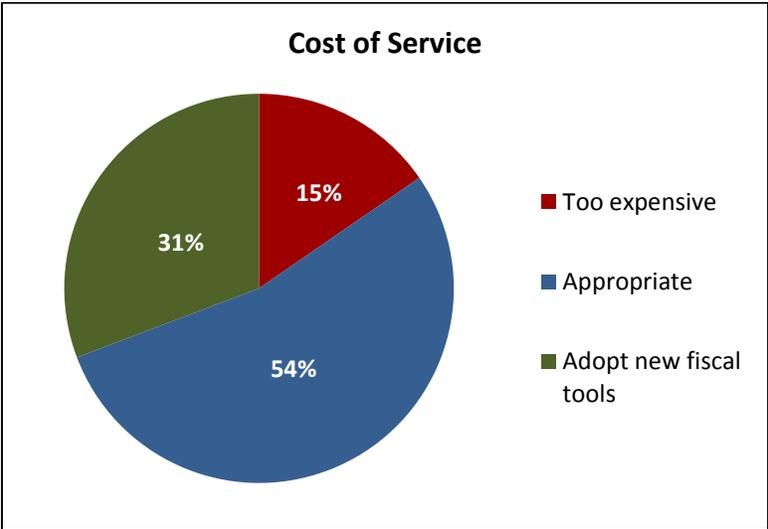


**Staffing, Cost of Services, and Performance**

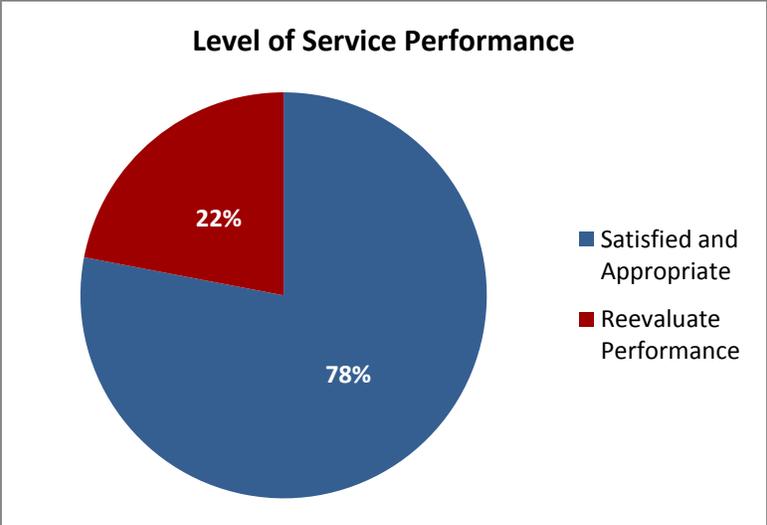
Members of the citizen group were also asked to register their opinions related to police department staffing, cost of service, emphasis on priority services, and response to priority services. With regard to staffing, the group responded with the majority (79%) believing the department is understaffed and about one in five believing the department is appropriately staffed. None of the respondents in the community group believed the department to be overstaffed.



With regard to cost to the taxpayer, the group responded with about half remarking that the cost of service was appropriate for the level of service received, 15 percent believe the cost to the taxpayer is too high for the level of services provided, and about one-third of respondents believe that there should be new methods for funding the services provided by the MPD.



When asked about the level of performance for services provided by the MPD, the majority (78 percent) of the community group noted that they were “satisfied” and that the level and speed of services provided was “appropriate” for their community. The other 22 percent surveyed believed that services and priorities could be reevaluated in regards to level of priority and speed of service.



### ***Customer Expectations***

Understanding what the community expects of its police department is critical to developing an effective long-range perspective. Armed with this knowledge, MPD's internal emphasis can be adjusted to better fulfill customer needs. The citizens group identified the following expectations (in ranked order):

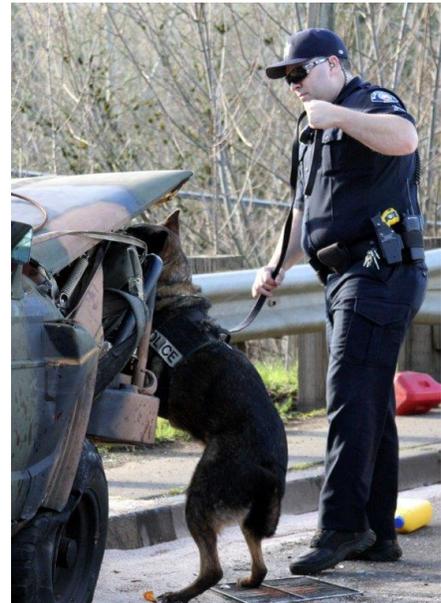


- Educate and partner with citizens; recognize interdependency with the community (11 responses)
- Integrity and compassion (7)
- Quick response (6)
- Consistent enforcement of the law (5)
- Highly visible in the community (5)
- Efficient and effective (4)
- Professionalism; exercise reasonable discretion (4)
- Providing timely warning when the community is at risk (2)
- Reduce crime; prevent crime (2)

### ***Customer Concerns***

The CCSP process would be incomplete without customer-expressed concerns about the organization. Some concerns may, in fact, identify weaknesses within the delivery system. However, others may be perceptions based on limited customer knowledge. The citizens group identified the following concerns:

- Ensure adequate staffing to meet the needs of the community (11 responses)
- Maintain community relationships/understanding (4)
- Over aggressive; excess force (4)
- Racial profiling (3)
- Poor training; poor implementation of training (2)
- Unsafe behavior on the job (1)



### ***Customer Appreciation***

Customer perceptions of the strengths of emergency services organizations must inform any effective strategic plan. If not, needless efforts may be put into over-developing areas that are already successful. Using and promoting customer-identified strengths may often help the organization overcome or offset some of the identified weaknesses. The citizens group identified the following strengths:

- Excellent community-engagement; encourages citizen input
- Great role models; good leadership
- Responsiveness
- Individual employees strongly reflect department's values
- Lives within budget; maximizes resources; efficient and effective; fiscally responsible
- Firm enforcement but not overpowering
- Good facilities
- Tenured employees
- Professional appearance and performance
- Patience and understanding when working with diverse members of the community



### ***Other Thoughts and Comments***

The citizens group participants were asked to share any other comments they had about the MPD or its services. The citizens group offered the following general comments:

- “Job well done. This process will bring added insight to the department. Thanks for allowing input from this group. How critical it is to have a view from inside and outside.”
- “In light of current financial status as resources go away, the PD needs to embrace partnerships with county services. City residents pay county tax as well. Understand that when priorities need to be shuffled, don't forget all of the other assets available to the city.”
- “Involve the Hispanic youth – Would there be an opportunity to have “squires” on the job (in a safe environment) where Hispanic kids could come and see?”
- “We have an excellent police department, facilities, and staff. I do not want them to get burned out but our response time may need some adjusting. I would like to see a form of financing that would allow additional staffing and training.”
- “Sometimes response is too slow, others too harsh.”
- “As population increases we will see response times slow – we are at the cusp of that now.”
- “As a citizen, I applaud MPD for establishing/supporting an objective process for strategic planning! Keep up the good work!”

## ***McMinnville Police Department Strategic Plan***

### ***Mission Statement***

The mission statement of an organization is intended to describe, in succinct terms, the purpose for the organization's existence. It articulates the principal reason for the organization's presence within the community. The MPD, through a consensus process, developed the updated mission statement below.

*The mission of the McMinnville Police Department is to protect and serve the community's expectation of a peaceful and safe existence while affording dignity and respect to all persons.*

### ***Vision Statement***

In addition to knowing who they are and understanding their beliefs, all successful organizations need to define where they expect to be in the future. After the mission statement is in place, the next logical step is to establish a vision of what MPD should be in the future. Vision statements identify an organization's targets of excellence, and define the goals and objectives it will strive toward. The following updated vision statement was developed for the MPD.

*We strive to be a professional, continuously improving organization, devoted to making our city a safer and healthier place to live, work, and play.*

## *Values*

Establishing values embraced by all members of an organization defines those features and considerations that make up its personality. Those that assembled for the MPD strategic planning process agreed that the following statements of values are true for the organization. Recognizing that its collective personality and the values of its members enhance the organization, the MPD declared the following updated values:

- Dedication – Wholehearted commitment to the people, purposes, ideals, and goals of the organization.
- Excellence – Being your best; being better today than you were yesterday.
- Integrity – Communicating honestly and openly, holding true to core values, and doing the right thing every day.
- Humility – Recognizing your mistakes and learning from them. Putting the needs of others before your own.
- Service – Ready to be of help, a source of pride to the organization and the community.

### ***Strengths of the McMinnville Police Department***

Any organization must identify its strengths to assure the members are capable of providing the services requested by customers, and to ensure that those strengths are consistent with the challenges facing the organization. Identifying organizational strengths often leads to efforts, which are channeled toward primary community needs that match those strengths. Through a consensus process, the MPD strategic planning team identified the following organizational strengths:

- Dedicated staff
- State of the art police facility
- Competent staff
- Efficient equipment
- Community/City support
- Realistic scenario-based training
- Sense of humor



### ***Weaknesses of the McMinnville Police Department***

Performance or lack thereof, is partially dependent on identifying its weaknesses and deciding how to confront them. For any organization to move progressively forward, it must not only embrace its strengths, but also recognize those areas where function should be improved. Through a consensus process, the weaknesses of the MPD were identified as:



- Communication – throughout different levels of the department and in feedback
- Follow-through is not consistent throughout the organization
- Internal groups have differing priorities
- Personnel/Staffing levels inadequate to provide necessary services to the community
- Behavioral standards and discipline inconsistent throughout the organization
- Inadequate support for technology and information systems
- Performance appraisal process not effective at providing feedback

### ***Opportunities for the McMinnville Police Department***

Many unrealized opportunities exist for the department. The opportunities include not only maintaining and expanding existing services, but also defining and seizing new possibilities both inside and beyond the police department's traditional service area. The opportunities identified for the MPD through a consensus process include:

- Ability to engage/participate (Community Policing)
  - Connecting with people in patrol district
  - Focus on current crime issues/emerging issues
  - Community forums
- Bring in training opportunities/host forums
  - Take advantage of existing facility
  - Serve as a regional resource for training
  - Host community/chief forums
- Room for growth
  - "Dream" positions – Crime Analyst, CSO, IS, Drug Team, Traffic enforcement
- Enhance recruitment efforts
  - Continue attracting quality applicants to ensure employees are exemplary
  - Minority, specialty or subject matter experts
  - Marketing MPD – Why? Why here? What is the advantage? Why is it desirable?
- Enhanced customer service
  - Extending office hours
  - Follow-up on specific requests
  - Citizen feedback – presenting different forums for input, experience
- Innovation in practices and technology
  - Examples: electronic ticketing (parking)
  - Reduction/elimination/updating forms



### ***Challenges to the McMinnville Police Department***

Some conditions in the internal and external environment are not within the organization's control. Being aware of them, however, allows the organization to develop contingency plans and programs designed to respond when such challenges becomes reality. By preparing for foreseeable challenges, MPD can greatly reduce the potential for loss. Through a consensus process, these possible challenges were identified as:

- Limited financial resources
- Growth of the community; ensure that police resources keep up with the needs of the community
- Evaluate resource availability and joint/shared systems to ensure flexibility and the ability to address the long-term needs of the community.
  - e.g. Emergency communications infrastructure
  - With our partners, we continue to evaluate city/county partnerships with regard to infrastructure, resources and services, specifically evaluating the cost effectiveness of YCOM operations while exploring alternative models
  - Crime analysis - Data Driven/Evidence-Based Policing
  - Information management and CAD – Taking accurate information and making it useful
  - Adapting current technology and implementation of new technologies



### ***Goals and Objectives***

The CCSP process, to this point, dealt with establishing the mission, vision, and values of the organization. In addition, the MPD team identified the organization's prevalent strengths, weaknesses, opportunities, and key challenges. Setting realistic goals and objectives will provide the individual members with clear direction for MPD's growth and success.

Goals and objectives are management tools which should be periodically updated to recognize progress and to identify changes within the organization and the community. Attainment of each performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The MPD Team also set priorities and timelines for the accomplishment of specific objectives. These timelines are specific for the next several years and generally beyond that.

The MPD leaders should meet periodically to review progress towards these goals and objectives and also to adjust timelines and specific targets as needs and the environment changes.

## Strategic Goals

### ***Goal 1: Foster an open and honest environment where effective communication can occur.***

*Most agencies will acknowledge that effective communication is one of their greatest challenges. During the strategic planning process, the members of MPD clearly expressed their desire for improved internal and external communication processes that will facilitate both individual and organizational improvement.*



**Objective 1-A: Develop and implement a meaningful standardized performance evaluation process.**

**Description:** Our current employee evaluation process, although satisfactory, has not been updated for several years. The goal is to create a new/improved evaluation process that will be completed within the guidelines of MPD policy, and is less cumbersome on the supervisor and more meaningful to both the supervisor and employee.

**Critical Tasks:**

- Identify desirable and critical aspects of an effective performance appraisal system by researching industry best practices.
- Evaluate current evaluation process and compare to best practices.
- Solicit input from a representative group of the organization.
- Select the new performance appraisal system.
- Train all employees on the new process.
- Implement new system.

**Performance Indicators:**

- Personnel receive regular, ongoing, and constructive feedback on their performance through meaningful evaluations.

**Outcomes:**

- Enhanced and open communications that identify individual and organizational improvement opportunities.
- Employees consider performance appraisals a valuable tool within the organization.



**Objective 1-B: Develop and implement processes and practices that support personal accountability of staff regarding performance expectations.**

**Description:** While an employee review process is in place, but needs revision, there is not a supervisor evaluation process. The organization believes it is important that employees provide their supervisors with feedback to improve the flow of communication. Reporting should come from all directions for the benefit of each member and organizational growth as a whole.

**Critical Tasks:**

- Develop a 360-Supervisor Review Process where employees are given the opportunity to provide feedback about their performance.
- Develop a 180-Peer Review Process where an employee's peers are given the opportunity to provide feedback about their performance.
- Department members will identify a set of realistic guidelines regarding how paperwork will be prioritized and returned to the employee needing resolution.
- Safeguards should be included to ensure that the feedback provided is objective and does not undermine department goals.

**Performance Indicators:**

- Staff is not criticized for using the designated supervisor evaluation process.
- Timely feedback becomes the expectation throughout the organization.
- Personnel have the opportunity to provide direct feedback suggestions for organizational improvement, and a constructive evaluation of their supervisor's performance.
- Supervisor reviews are routinely completed in the identified timeframe.

**Outcomes:**

- Increased understanding and communication through the organization, from top-to-bottom and vice versa.
- A noticeable reduction in complaints about information not being shared.
- Improved supervision of employees and a genuine understanding about roles within the organization because of shared expectations.

**Objective 1-C: Develop a method to provide information to the entire organization through a semiannual Chief's state of the department meeting.**

**Description:** While employees are encouraged to bring questions forward to the Chief and Command Staff, it is important for all employees to share information with the department as a whole. In order to provide information which will benefit the employees, the Chief and his Command Staff will hold semiannual state of the department meetings.

**Critical Tasks:**

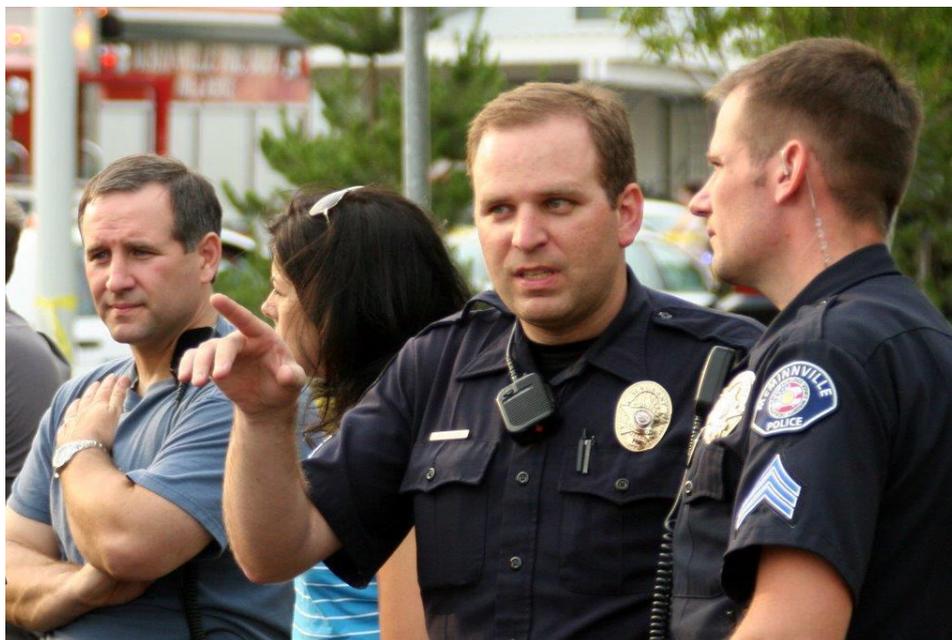
- Develop a "set date" where the department employees will meet and information can be shared in a group setting and from respective employees.
- Develop a mechanism where employees can ask questions of the Command Staff on an on-going basis, and answers are provided to the employee in a timely manner. The answer will then be provided to the entire staff.

**Performance Indicators:**

- Staff attends these meetings, and feels as though their questions are answered.
- Staff feels comfortable in posing questions without the fear of being singled out or criticized for asking a particular question.

**Outcome:**

- Increased communication and understanding throughout the organization from top-to-bottom and vice versa.
- The organization experiences a sense of family among itself.



**Goal 2: Effectively identify and fulfill the service needs of the community.**



*The City of McMinnville is constantly changing and service demands tend to increase along with the population and growth of business. The most successful police agencies anticipate demand changes and adjust their staffing and service delivery in advance of the community's. Through ongoing citizen involvement and inclusion, MPD strives to proactively identify service needs, community attitudes, and expectations.*

**Objective 2-A: Increase community outreach through collaborative efforts.**

**Description:** The McMinnville Police Department exists solely for the purpose of serving the needs of the community. Introducing public forums, using better marketing strategies, and optimizing programs already in existence will enable the MPD to enhance public connectedness and address the growing needs of the public for service priorities.

**Critical Tasks:**

- Identify and participate in community events that provide opportunities for interaction with our citizens.
- Research strategies for community outreach that have been effective for similarly staffed and resourced agencies.
- Host a semiannual public forum at the police department where citizens can meet their officers and receive crime prevention and safety information.
- Identify small community policing practices that employees can embrace and begin to implement on a daily basis. This community policing practice will enable us to begin the organizational shift towards community policing.

**Performance Indicators:**

- An increasing presence in the community with opportunities for positive citizen interactions.
- Regular citizen input into the agency's strategic planning process.
- Begin the process of formulating/establishing service priorities.

**Outcomes:**

- A more informed citizenry.
- MPD officers have an increased level of awareness on issues and challenges specific to the community.
- Officers are recognized in the community for their professionalism and commitment.
- Increased advocacy and support for the staffing and resource needs of the police department.



**Objective 2-B: Provide opportunities for citizen input on the service and performance of MPD.**

**Description:** Embracing community outreach through different avenues will allow for citizens input on a regular basis. It is important to provide the citizens different forums to address issues or concerns that may be overlooked by the department. Hearing the needs of the community will enable the department to better focus priorities in the future.

**Critical Tasks:**

- Identify citizen survey instruments that are successfully used by other agencies.
- Conduct community forums in “high need” neighborhoods which address issues of greatest concern.
- Partner with community groups to ensure the organization is providing ongoing opportunities for citizen input on services, needs, and expectations.
- Enhance the MPD website or identify a hosting solution that allows for direct citizen input.

**Performance Indicators:**

- An increasing presence in the community with opportunities for positive citizen interactions.
- Regular citizen input into the agency’s strategic planning process and established service priorities.
- A system implemented to receive citizen comments and suggestions through an improved MPD website.

**Outcomes:**

- A more informed citizenry.
- Increased advocacy and support for the staffing and resource needs of the police department.
- Enhanced communication and trust within the community.
- Advocacy for many critical police programs/services from community members.

**Objective 2-C: Increase accessibility to accurate data and technology to better serve the needs of the community.**

**Description:** To better serve the needs of the City of McMinnville, it is important to deploy our limited resources in the most efficient manner. The MPD must utilize data which we currently collect to assist us in deploying resources more efficiently and effectively.

**Critical Tasks:**

- Identify data we currently collect and ensure consistent data entry is taking place.
- Identify a mechanism to study the data collected which will assist the MPD in identifying trends and peak need times.
- Conduct a comprehensive review of how we deploy.
- Identify what the service priorities are from our citizens, and if they are in line with what we are able to provide.
- Set new deployment expectations.

**Performance Indicators:**

- A system implemented to study data which we have collected to deploy more efficiently.
- A more engaged citizenry to help the MPD identify service priorities.
- A more efficient police department.

**Outcomes:**

- A decreased response time to calls for service.
- The citizens will have helped identify services they feel are a priority.
- A police department that deploys based on needs, not assumptions.
- Officers are deployed more efficiently.

***Goal 3: Effectively assess and manage current technology to enhance growth and efficiency of services.***

*MPD will strive to be effective stewards of the public trust and the resources (including technologies) they have provided. We will responsibly evaluate and manage our current resources, and seek greater efficiencies. We will evaluate the performance, use, and effectiveness of all current resources and eliminate resources that are unused and those that do not improve efficiency and/or effectiveness. We will implement an ongoing Quality Assurance Process for all proposed and existing technology. Through this process the MPD will reduce maintenance costs of unused resources and increase organizational and operational efficiency.*



**Objective 3-A: Conduct an assessment of MPD technological needs, report findings, and make recommendations with respect to phasing out unused/obsolete technology.**

**Description:** Technology can become ineffective especially when employees feel overwhelmed because it is not well managed or continually assessed. The IT staff resources are limited, which is a result of budget limitations. To better manage the current technology of the MPD, a technology needs assessment must be completed and steps taken to eliminate unused/obsolete technology.

**Critical Task:**

- The MPD must identify what is the most critical technology used by employees to complete their jobs and what is used infrequently.
- Conduct a needs analysis of the employees who uses the technology to determine what is important.
- Work with IS staff to identify what they can support and maintain on a continual basis
- Develop a plan to phase out obsolete or unused technology, ensuring that the employees of the MPD collectively agree that the identified technology is not needed.

**Performance Indicators:**

- Less frustration by the employees of the police department.
- More timely and permanent solutions to technology glitches that arise.
- Employee belief that the technology used is the most beneficial to their success and safety.
- Collaboration with IS when decisions are made to purchase technology and their agreement that they can support the software.

**Outcomes:**

- Employees are satisfied that the technology they have is useful and reliable.
- A more collaborative approach with IS to ensure complete technological support when a system is implemented.
- Reduced costs to citizens with the phasing out of old/obsolete technology.

**Objective 3-B: Fund, acquire, and implement technology needed.**

**Description:** It is important to ensure our agency is acquiring the necessary technology to complete our jobs effectively and efficiently and ensure we are not technologically behind. We will develop and support a process by which MPD will have up-to-date technology while consistently assessing future needs.

**Critical Tasks:**

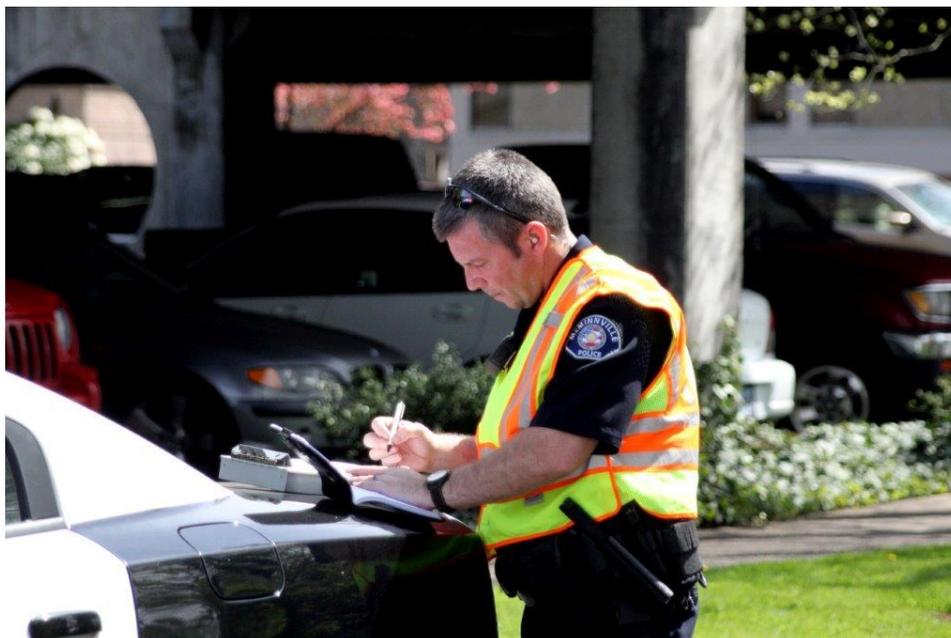
- Develop a process to research MPD’s current technological needs.
- Develop a system in which an annual review of current technology occurs.
- Develop a committee which reviews technological trends and provides suggestions on which ones to further explore.

**Performance Indicators:**

- A system implemented to conduct an annual review of current technological needs.
- A committee created which reviews and makes recommendation regarding technology the City should acquire on behalf of the MPD.
- Requested/Identified technology is successfully implemented.

**Outcomes:**

- Proven technology that can be supported by IS.
- Employee job satisfaction.
- Employee involvement in key decision process.
- All around City support of implemented technologies through both identification, and budgetary processes.



**Objective 3-C: Conduct an assessment of departmental forms used both internally by MPD employees and externally by the citizens we serve.**

**Description:** Evaluate the effectiveness of the forms used by MPD employees both in and outside the office. In addition, evaluate the effectiveness of the forms furnished to citizens by the MPD, and increase citizens ability to access reports/forms contained on the MPD website.

**Critical Tasks:**

- Identify all the forms currently in use by all areas of the department.
- Determine if each forms is necessary by law, policy, and usefulness.
- Determine if the form should have the capability of being submitted electronically by the public via the MPD website.

**Performance Indicators:**

- An increase in citizen engagement through the MPD website.
- Reduced number of forms used by MPD personnel.

**Outcome:**

- Reduction in forms.
- Reduction in cost for printing forms.
- Reduction in time spent by employees processing forms which are not electronic.
- Increased electronic engagement with our citizenry.

**Goal 4: Foster relationships with neighboring agencies.**



*A continual theme from the participants in the strategic planning process was the desire to enhance interagency cooperation and improve relationships. Officer safety can potentially be enhanced when professional relationships, training, and regular interaction with response partners is a priority. A broader sense of teamwork within the law enforcement community will be the likely result.*

**Objective 4-A: Increase interactions with neighboring agencies.**

**Description:** The MPD recognizes that it is the largest law enforcement agency within Yamhill County, and as such we have a responsibility to interact with both neighboring and partnering agencies that we work with on a daily basis in an effort to create and maintain positive working relationships.

**Critical Task:**

- Explore joint training opportunities with surrounding departments.
- Share information and resources by having an open invitation for partner agencies to attend MPD training sessions.
- Patrol personnel occasionally attend neighboring agency shift briefings.
- Reach out to neighboring agencies to form “formal” interagency teams such as the Tactical Support Team (TST).

**Performance Indicators:**

- Reduced costs and duplication of training opportunities.
- Quarterly attendance at a shift briefing of a partner agency by all Patrol Officers.

**Outcomes:**

- Improved relationships.
- Increased agency cooperation and resource sharing.

**Objective 4-B: Designate liaisons to smaller agencies.**

**Description:** The MPD wants to create and then build upon relationships with smaller agencies in Yamhill County. To that end, we recognize that building stable long lasting relationships takes time and commitment by individuals who are committed to cultivating these relationships.

**Critical Tasks:**

- Identify employees who desire to be designated liaisons to small agencies.
- Identify agencies who wish to be a part of this partnership.
- Develop a description of how these relationships look and define what the partners wish to take away from the relationship.
- Share information on an ongoing basis.

**Performance indicators:**

- Information flow between the two agencies increases.
- MPD employees recognize the benefit of meaningful communication.
- Smaller agencies begin reaching out for MPD assistance in complex situations where resources are insufficient to adequately address their specific issues/events.

**Outcomes:**

- Increased sharing of resources.
- Increased sense of connectedness between agencies.
- A common contact person for smaller agencies to funnel/share information between.
- Improved relationships.

**Objective 4-C: Increase partnerships with agencies in our County to expand the resources available at any given time.**

**Description:** With the limited number of resources our organization has at any given time it is important to maximize partnerships with agencies within Yamhill County. These partnerships can come through both public safety partners as well as private partners, but each is equally important to maximize the services we can provide to our citizens.

**Critical Tasks:**

- Identify critical incidents where shared resources could benefit the MPD or its partners.
- Identify partnerships the MPD should cultivate within Yamhill County.
- Meet with potential partners to form agreements where shared resources can save time and money.
- Establish lasting partnerships that will be mutually beneficial to all parties.

**Performance Indicators:**

- Agreements are reached between the MPD and outside agencies where resources can be shared.
- Lasting partnerships are forged.
- Private partners are identified and agencies who had previously not been a part of identified mutual aid agreements become members.

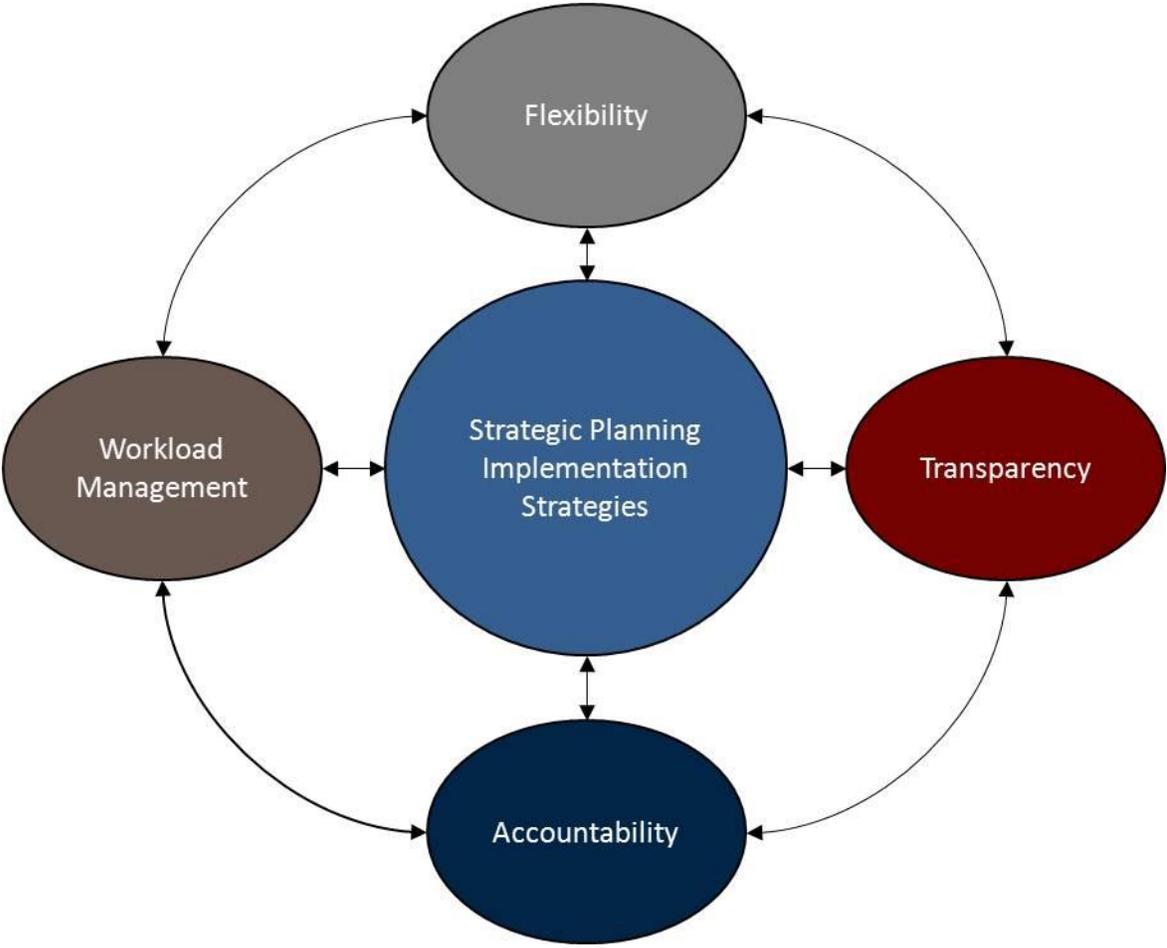
**Outcomes:**

- A reduction in costs to the citizens of McMinnville.
- Enhanced LEA resources.
- Increased interagency cooperation.
- Public and private partnerships are formed.



## *Implementation Methodology*

The key to a successful strategic plan is its implementation. A successful implementation methodology (strategies) includes: assigned responsibilities for the overall management of the plan; proper accountability at all levels; incorporating accomplished goals, objectives, and critical tasks into individual performance appraisals; routine reports of the status of the plan, both internally to the organization and externally to the community; and regular updates to the plan and its content.



McMinnville Police Department  
Strategic Plan 2014

**Timeline**

Short-Term Objectives   0 – 12 months   2014 – 2015	Priority		
	High	Medium	Low
Objective 1-A: Develop and implement a meaningful standardized performance evaluation process.	X		
Objective 1-B: Foster a family atmosphere within the department while respecting the family needs of its members.	X		
Objective 2-B: Provide opportunities for citizens to provide input on the services and performance of MPD.	X		
Objective 4-A: Increase interactions with neighboring agencies.		X	
Objective 4-B: Designate liaisons to smaller agencies.		X	
Mid-Term Objectives   12 – 24 months   2015 – 2016	High	Medium	Low
Objective 1-C: Develop a method to provide information to the entire organization through a semiannual Chief's state of the department meeting.		X	
Objective 2-A: Increase community outreach and opportunities for citizen input.	X		
Objective 2-C: Increase accessibility to accurate data and technology to better serve the needs of the community.		X	
Objective 3-A: Conduct an assessment of MPD technological needs, report findings, and make recommendations with respect to phasing out unused/obsolete technology.		X	
Objective 3-B: Fund, acquire, and implement technology needed.		X	
Objective 3-C: Conduct an assessment of departmental forms used both internally by MPD employees and externally by the citizens we serve.			X
Objective 4-C: Increase partnerships with agencies in our County to expand the resources available at any given time.		X	
Long-Term Objectives   + 24 months   2016/Ongoing	High	Medium	Low
Objective 1-B: Foster a family atmosphere within the department while respecting the family needs of its members.	X		