

**CANNON BEACH
POLICE DEPARTMENT**

2013-2015

STRATEGIC PLAN

Executive Summary

The Cannon Beach Police Department Strategic Planning Process developed the framework for the police department to work from the present into the future. The planning process looked at:

- Department Strengths
- Department Weaknesses
- Department Opportunities
- Department Threats
- Community Priorities
- Community Expectations
- Community Concerns

The process provided the community and department members the chance to develop the direction to which the department will operate today and in the future. The planning team used a variety of elements in completing this process and they include:

- Teamwork
- Communication
- Decision Making
- Leadership
- Critical Thinking
- Short-term Objectives
- Long-term Goals
- Personal Ownership

Mission, Vision and Values

The men and women of the Cannon Beach Police Department worked to develop a mission statement that reflected their desire for the community and the department. Through discussion the MISSION was established as:

We, the professional men and women of the Cannon Beach Police Department, strive, at all times, to provide a safe and secure environment for residents of the City of Cannon Beach, and its visitors, through the highest level of professional, ethical and integrity based service.

The VISION of the Cannon Beach Police Department is:

The Cannon Beach Police Department takes great pride, and honor, in maintaining the highest level of safety and security of our community.

In looking at what the community wanted in a police department as well as what its members wanted the following VALUES were established:

Professionalism

The Cannon Beach Police Department values a well educated, trained and competent staff, working as a team, while always remaining approachable.

Diversity / Empathy

The Cannon Beach Police Department embraces diversity, in all its forms, and vows to treat all individuals equally, with empathy, compassion, and respect.

Service

The Cannon Beach Police Department strives to provide the highest level of service, while always remaining transparent to the community and our peers.

Goals, Objectives, and Performance Measures:

The Cannon Beach Police Department Strategic Planning Team generated three strategic goals in which subsequent objectives were developed to achieve progress towards those goals.

In developing these goals, the team looked at the Department's mission, vision, values, strengths, weaknesses, threats, opportunities, customer service priorities, expectations, and concerns. The following goals were identified:

Goal One:

Increase personal contact with the community through foot patrol and participation in community events.

Goal Two:

Improve the efficiency and effectiveness of department operations.

Goal Three:

Establish a working environment that encourages teamwork, empowerment, communication, and professional development.

The Strategic Planning Process

The Cannon Beach Police Department developed a Strategic Planning Process that solicited input from its external and internal customers. Our plan was to develop goals and objectives that provide for the most effective and efficient delivery of police services to our community.

This process considered a number of factors in developing our goals for the department. We solicited input from our staff, the community, and then invited all members of the department to participate in the development of the Strategic Plan. The criteria used to establish this plan included:

- Identify and analysis of the Department (internal customers) (SWOT Analysis)
 - > Strengths
 - > Weaknesses
 - > Opportunities
 - > Threats
- Identify and define the services provided by the Cannon Beach Police Department
- Obtain the community (external customer) input and prospective
 - > Priority of police service
 - > Customer expectations of the Police Department
 - > Customer concerns
 - > Positive feedback from the customer
- Establish the values of the Department
- Development of a Mission Statement
- Development of a Vision for the future
- Establish long-term goals
- Develop objectives to support the goals
- Identify the tasks, timelines, and responsibilities for each objective
- Develop performance measures for the objectives

CANNON BEACH POLICE DEPARTMENT ORGANIZATIONAL CHART

CANNON BEACH POLICE DEPARTMENT

Police Chief

Jason Schermerhorn

Administrative

Assistant

Laura Yokoyama

Background Inv.

Evidence Tech.

Property

Volunteers

Lieutenant/Major Crime Team Detective

Christopher Wilbur

Dayshift Officers

Officer Sean Johnson

Reserve Officers

Senior Officer Joseph Bowman

Use of Force Instructor

Field Training Officer

Background Investigator

Swingshift Officers

Officer Seth Collins

Rangemaster

Officer Joshua Gregory

K-9 Officer

SFST Instructor

Field Training Officer

Graveyard Officers

Senior Officer Holbrook

Background Investigator

Field Training Officer

Officer Devon Edwards

Grant Writer

You Have Options Instructor

Head Guard

Brian Habecker

Assistant Head Guard

Jesse Willyard

Parking / Information Officers

Tyler Johnston

John Taylor

John Kerwin

Keanu Yokoyama

Lifeguards

Jana McGill

Joel Dierickx

Max Babson

Brent Bowman

James Stewart

STRENGTHS

It is important for any organization to identify their strengths in order to assure they are capable of providing the services requested by customers. Often, identification of organization strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organization strengths or the primary function of the business should be seriously reviewed to evaluate the rate of return on precious staff time. Through a consensus process the strengths of the Cannon Beach Police Department were identified.

Strengths of Cannon Beach Police Department

- ** Everyone brings something to the table “Mentoring”
- ** Training
- ** Community Perception
- ** Involvement – vested interest
- ** Flexibility
- ** Funding
- ** Youth
- ** Low crime rate
- ** Interagency support
- ** Proactive – visibility

Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or not at all. These areas of needed enhancements are those day-to-day issues and concerns that may slow or inhibit progress.

Weaknesses of Cannon Beach Police Department

- ★ Experience
- ★ Exposure (call load)
- ★ Too much discretionary time
- ★ Change
- ★ Lack of opportunity – upward mobility
- ★ Complacency

OPPORTUNITIES

Many things exist as unrealized opportunities for an organization. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for the Cannon Beach Police Department.

Opportunities for Cannon Beach Police Department

- 🔊 Grants
- 🔊 Volume of tourists throughout the year
- 🔊 New Building
- 🔊 School
- 🔊 Training – Instructor
- 🔊 Radio Communications
- 🔊 Set new vision and mission
- 🔊 Partnerships with Fire Department and other businesses
- 🔊 Lateral mobility – Detective Opportunities

THREATS

There are conditions in the internal and external environment that are not under the organization's control. However, by being aware of them the organization can develop plans and programs to either mitigate or respond when a threat becomes reality. By recognizing possible threats, an organization can greatly reduce the potential for loss.

Threats to the Cannon Beach Police Department

- Employee Retention
- Tsunami
- Lack of Detoxication Center
- Mental Health Issues
- Change
- Community Perception

Customer Priorities

In order to dedicate time, energy and resources on services most desired by our customers, we first must know what is important to the customer.

First we identified seven major police services that we provide.

During a community meeting, I provided examples for each of the major police services. We also listed sub-activities provided by that service.

The community group was then asked to prioritize the services using a “forced comparison” of each service against each service. The numbers and percent to each service depicts the relative prioritization by the group.

<u>Community Priorities</u>		
Preventative Patrols	(15)	23 %
Proactive Patrols		
Foot / Bicycle Patrols		
Field Interviews		
Directed Patrols		
Building and Business Checks		
Identify Problem Areas		
Public Assistance	(14)	22 %
Home Security Checks		
Motorist Assists		
Animal Control		
Nuisance Ordinance		
Emergency Response	(10)	15 %
Crimes in Progress		
Traffic Crashes		
Medical Assistance		
Alarms		
Mutual Aid		

Community Priorities (continued)

Community Relations / Crime Prevention (9) 14 %

Public Presentations
Coffee with a Cop
National Night Out
Chaplain Program
Citizen Academy / Volunteer Program

Traffic Enforcement (9) 14 %

Radar Enforcement
Minor Crash Investigation
Pedestrian Enforcement

Criminal Investigations (6) 9 %

Major Crime Team
Follow-Up Investigations
Evidence Collection
Interview / Interrogation

Customer Expectations

In developing goals and objectives for a strategic plan, we must know what the customer's expectations are. During the Community Meeting, those present identified and discussed their expectations.

The following are the expectations identified by citizens attending the Community Meeting.

Community Expectations of the Cannon Beach Police Department

- ★ Citizen Checks
- ★ Traffic Enforcement
- ★ Foot Patrols / Walk through of Establishments
- ★ Professionalism
 - Respect
 - Approachable
 - Visible
 - Spanish Training
- ★ Security Checks
- ★ Pedestrian Enforcement
- ★ Accident Investigations
- ★ Burglary Investigations

Positive Customer Feedback

For a strategic plan to be valid, the customer views on the strengths and image of the emergency services organization must be established. Needless efforts are often put into over-developing areas that are already successful. However, utilization and promotion of the customer-identified strengths may often help the organization overcome or offset some of the identified weaknesses.

The following comments reflect positive remarks made by the citizens throughout our strategic planning process.

Positive customer comments about the Cannon Beach Police Department

- 👤 “Thank you for all you do to keep us safe”
- 👤 “Quick professional response, great community relations”
- 👤 “Getting out into the community”
- 👤 “Friendly officers”
- 👤 “Good visibility”
- 👤 “Having a presence in the community”
- 👤 “Quick follow-up”

Values

Establishing values embraced by all members of the department is extremely important. They recognize those features and considerations that make up the personality of the department. More importantly, they describe how they are going to conduct their business, treat their customers, partners and themselves. The declaration of values for the Cannon Beach Police Department must be agreed upon by the entire department.

Cannon Beach Police Department Core Values

Professionalism

The Cannon Beach Police Department values a well educated, trained and competent staff, working as a team, while always remaining approachable.

Diversity / Empathy

The Cannon Beach Police Department embraces diversity, in all its forms, and vows to treat all individuals equally, with empathy, compassion, and respect.

Service

The Cannon Beach Police Department strives to provide the highest level of service, while always remaining transparent to the community and our peers.

The values, we agree are important, will be the drive and influence of our mission and vision statement.

THE 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 police department's presence in the community.

Cannon Beach Police Department Mission Statement

We, the professional men and women of the Cannon Beach Police Department, strive, at all times, to provide a safe and secure environment for residents of the City of Cannon Beach, and its visitors, through the highest level of professional, ethical and integrity based service.

THE 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 having established the organization's mission the next logical step is to establish a vision of what the Cannon Beach Police Department should be in the future. Vision statements provide targets of excellence that the organization will strive towards and provide a basis for their goals and objectives.

Cannon Beach Police Department Vision Statement

The Cannon Beach Police Department takes great pride, and honor, in maintaining the highest level of safety and security of our community.

GOALS AND OBJECTIVES

The Strategic Planning process to this point, has dealt with establishing the mission, vision, and values of the organization. Additionally, identification of strengths, weaknesses, and needs of both the organization and customer have been accomplished. In order to achieve the mission and vision of the Cannon Beach Police Department, realistic goals and objectives must be established.

Goals and objectives are necessary to provide the individual member with clear direction. As goals and objectives are management tools, they should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community.

As a part of the strategic planning process, we need to set priorities for the accomplishment of these specific objectives. Those that carried higher priorities will be scheduled for completion first and lower priority objectives scheduled later.

The leadership of the Cannon Beach Police Department will meet periodically to review progress towards these goals and objectives and adjust timelines and specific targets as needs and the environment change.

★ **Goal 1 – Increase personal contact with the community through foot patrol and participation in events.**

Objective 1-A Increase downtown foot patrols and bar checks.

Timeline Ongoing

Responsibility Chief Jason Schermerhorn

Critical Tasks

- 👤 Add daily foot patrols to officer daily log sheet
- 👤 Include all bars in officer daily log sheet
- 👤 Chief conduct monthly downtown business walks
- 👤 Parking Information Officers participate as well

Performance Measures

1. Follow-up with daily log sheets
2. Begin monthly business walks in January 2015.

Objective 1-B **Continue Police Citizen's Academy adding all county agencies**

Timeline March 2015

Responsibility Chief Jason Schermerhorn

Critical Task

- 👤 Work with additional agencies (Astoria, Warrenton) to develop revised curriculum
- 👤 Marketing throughout the County and Clatsop Community College
- 👤 Implementation
- 👤 Participation / Monitoring

Performance Measure

1. Review Astoria PD Citizen's Academy program to combine with current South County Academy.
2. Development of full Clatsop County Citizen's Academy by February 2015.

Objective 1-C Develop Citizen Survey

Timeline October 2014

Responsibility Chief Jason Schermerhorn, Ron Braithwaite, Alisha Gregory

Critical Task

- 👤 Research
- 👤 Survey Development
- 👤 Marketing
- 👤 Implementation
- 👤 Review and Report

Performance Measure

1. Research existing surveys being used by other agencies December 2013
2. Develop department survey October 14'
3. Publicize survey implementation October 2014
4. Review and Report results January 2015

Objective 1-D Assume Responsibility of Community Emergency Response Team

Timeline March 2015

Responsibility Chief Jason Schermerhorn

Critical Task

- 👤 Research
- 👤 Identify a new leader
- 👤 Program Development
- 👤 Implementation

Performance Measure

1. Research existing CERT program as well as other CERT programs
2. Work with Clatsop County Emergency Management to identify new leader
3. Develop sustainable training and program with new leader, March 2015
4. Implement, May 2015

★ Goal 2 – Improve the efficiency and effectiveness of department operations

Objective 2–A Develop a depreciation schedule for major safety equipment

Timeline March 2015

Responsibility Lieutenant Chris Wilbur

Critical Task

- 👤 Establish existing inventory for Police and Lifeguards
- 👤 Needs assessment
- 👤 Establish replacement timelines
- 👤 Estimated cost (cost analysis)
- 👤 Develop and present budget

Performance Measure

1. Create list of equipment to be classified as major safety equipment by June 2015
2. Complete Inventory by September 2015
3. Develop Longevity and replacement calendar by October 2015
4. Present projected budget costs by January 2016

Objective 2-B Improve Records Management System in Mobile Data Terminals

Timeline March 2015

Responsibility Lieutenant Chris Wilbur and Senior Officer Joseph Bowman

Critical Task

- 👤 Identify upgrade costs and determine if they are in 2014-15 budget.
- 👤 Implement Justice into portable MDT's.

Performance Measure

1. Purchase Justice package for MDT's
March 2015
2. Monitor and evaluate use and effectiveness for Officers,
September 2015

★ Goal 3 – Establish a working environment that encourages teamwork, empowerment, communications and professional development

Objective 3-A Improve teamwork and communication

Timeline July 2015

Responsibility Chief Jason Schermerhorn

Critical Task

- 👤 Include overtime allotment in budget for monthly meetings
- 👤 Implement in-house training for each monthly meeting
- 👤 Review results

Performance Measures

1. Develop overtime budget to include monthly Dept. meetings February 2015
2. Assess training needs for department, March 2015
3. Implement budget June 2015
4. Begin monthly meetings July 2015
5. Review effectiveness of Monthly meetings and training

Objective 3-B Implement Countywide Training Schedule

Timeline Ongoing

Responsibility Lieutenant Chris Wilbur

Critical Task

- 👤 Establish needs for instructor level training within Clatsop County
- 👤 Establish a countywide monthly training schedule

Performance Measures

1. Establish a countywide training committee, February 2015
2. Conduct monthly committee meetings and prepare schedule
3. Implement countywide training schedule, September 2015