

LAKE OSWEGO POLICE DEPARTMENT



STRATEGIC PLAN 2008-2012

Message from the Chief

Our Vision for the Future of the Community and the Police Department

It is with great pride and satisfaction that I present our first Strategic Plan. It will serve as the guide for measuring our progress toward attaining the goals, objectives, and strategies identified by the members of this department.

We applied our beliefs to our mission and developed a plan to enable us to grow and improve. This Strategic Plan will further our efforts at continuous improvement and organizational excellence. As the community and our department changes, our plan will also change to meet the needs. This plan is meant to be flexible and ever changing.

We are proud to serve this community and firmly believe our Strategic Plan will allow us to achieve a higher level of quality service to our citizens.



Daniel K. Duncan
Chief of Police

LAKE OSWEGO POLICE DEPARTMENT

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Building from the Core

Our Mission Statement...

The Lake Oswego Police Department is committed to an open and honest partnership with our community and with its members to create an atmosphere of trust, promoting a higher quality of public service and enhancing the quality of life.

...To Achieve This Mission We Commit To These Core Values

PEOPLE

We value all people and strive for personal and professional excellence, through training and teamwork in an open and innovative environment.

ACCOUNTABILITY

We value personal responsibility and loyalty, demonstrating ownership of our professional standards.

ETHICS

We will demonstrate integrity and honor in all of our actions.

PROFESSIONALISM

We are dedicated to quality, timeliness, and excellence in our service to the community.

COMPASSION

We value empathy, respect and fairness.

The Process

The longest journey begins with the first step and the first step has been taken. A solid foundation set upon common values and shared beliefs is the core of this plan. The staff of the Lake Oswego Police Department met to begin to craft our steps into the future and in doing so, identified five values we all share. These values are the foundation we will build on.



Strategic planning does not occur without **leadership, commitment, or trust**. The Lake Oswego Police Department is well led by Chief Duncan. He is trusted by the membership and staff, and returns this trust with confidence in the Department. The staff is committed to a positive and professional future. With these ideals to work with, the Chief and staff of the department huddled for two days to map out a course for the future.

We knew *WHAT* we wanted to do — our mission was clear. The task before us was to figure out *HOW* to complete our mission.

We felt the need to state the basics, to define our shared values. We believe our most valuable resource is our **people**. Without the individual men and women who make up the department and their daily sacrifices, abilities, and knowledge, the Lake Oswego Police Department as we know it would not exist. Their importance cannot be overstated and their value is immeasurable.



We believe we all should be **accountable** for our actions. What we do as public servants affects the lives of our community, our families, and ourselves. We act with purpose and dedication, not holding back waiting for the day when our work will be important,



we know it is important every day. We hold to the highest standards and we hold ourselves accountable. We expect to be held accountable.

At the heart of public service is the strong belief that **ethical** conduct is the only standard of acceptable conduct. Integrity and honor are essential and those values will be seen in our interactions with the community and among ourselves.

Professional standards require constant education, training and review. We believe it is important to our mission and with strict conformance to our professional standards, we will accomplish that mission.



We believe in **compassion**. Police in America are entrusted with a great deal of power and authority. To hold this power and authority without compassion is unconscionable. We believe in the dignity of all people and that they should be treated with compassion, fairness and respect.



With these five core values clearly defined, we look to our future.

Strategic Plan

Lake Oswego Police Department's Strategic Plan focuses on five key areas and details the strategies that will be implemented to meet the public safety needs of our community.



Community Relations

We will seek opportunities to enhance and maintain communication to foster the partnership between our police department and the community.

- Citizens Academy—promote involvement with community
- Festival of the Arts
- Saturday Market
- Health/Safety Fairs
- Fourth of July Festivities

- Develop contacts with all Neighborhood Associations
- K-9 presentations to civic groups and at community functions
- Participate in National Night Out
- Stay involved with the Chamber of Commerce and their Networking events



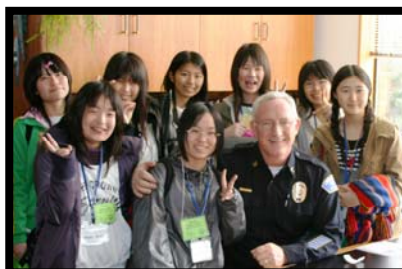
STRATEGY:
Identify activities within the community and become involved in a proactive manner.



- Lake Oswego Leadership
- Ask a Cop newspaper column
- Safety seat installations
- Japanese Sister City tours of police facility
- Neighborhood watch and crime prevention programs



- Community contacts—walk and talks with citizens/merchants
- Participate in School District events
- Civic groups—Lions, Rotary, etc.
- Become involved with good will projects within the community
- Concert series



Hiring Practices

Recognizing that our people are the most valuable asset of this organization, we will recruit, hire and retain the highest quality of candidates available.

Design Recruitment Pamphlets and Distribute

- Other Agencies
- Job Fairs
- Reserve Academy
- Military

Develop Recruitment/Hiring Plan

Identify Hiring Team for Consistency

Expand Website

- Showcase Department
- Wages
- Benefits

Establish Intern Program Through Local Colleges

Use Volunteers in Police Services (VIPS)

- Safety Seat Installations

Create a Hiring Awards Program

- Compensate for Signing on/Recommending Candidates



STRATEGY:
Identify and
recruit high
quality
candidates.

Employee Development

We will encourage employees to reach their full potential through the development of new and expanded skills and high-quality learning experiences.



MANDATORY SKILLS

Crisis Intervention Training

Training for working with:

- Juveniles
- Elderly
- Disabled
- Difficult People

Advanced training with other local agencies

Communication skills

Sponsor local training

Orientation in Records during Field Training & Evaluation Program

CAREER DEVELOPMENT

Leadership training

Supervision courses

Survey of career path

FBI Academy

FTO achieved by ability rather than time on job

DPSST Mid Management course

Leadership Lake Oswego

Rotate to different divisions within department

Encourage and support continued education



STRATEGY:
Develop mandatory skills along with professional career development.



Employee Retention

We will strive to be the best trained and equipped agency in the Portland metropolitan area while providing an environment conducive to personal fulfillment and job satisfaction for the employee.

Invest in career development of employee.



Track accomplishments



throughout the year.

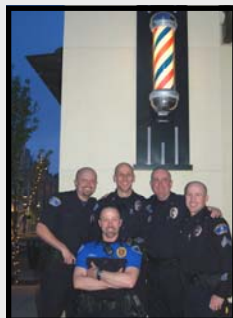


STRATEGY:
Provide an environment conducive to personal fulfillment.

Provide mentoring opportunities within different divisions of the department.



Market the department in a positive way to the community and business partners.



Foster relationships by allowing employees to assist other agencies to experience different types of work and expand their abilities.



Facilities

It is imperative that the City of Lake Oswego provide a secure public safety facility for the current and future needs of the community that will enhance our community policing philosophy.

We have the commitment from City Council to provide adequate police facilities.



Lake Oswego City Council

Council Goals Adopted March 4, 2008

**Lake Interceptor
Drinking Water Supply**

Facilities

- Study options on the timing and cost for relocating essential services (LOCOM and Police).

**Lake Grove Village Center Plan
Redevelopment Agency Projects
Sustainability
Community Outreach**

**STRATEGY:
Assist City
Council in
attaining their
goal.**

**Plan for and help
in the relocation of
the police facility.**

