



GRESHAM

Public Safety

Strategic Plan

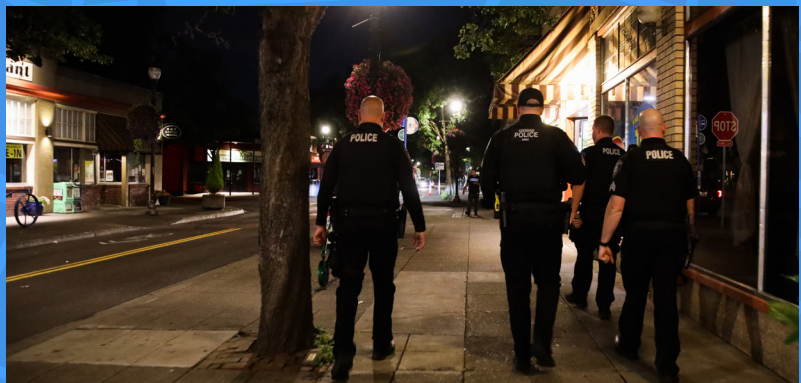


TABLE OF CONTENTS

MISSION STATEMENT	1
FIVE YEAR STRATEGIC THEMES	1
COMMUNICATION	3-4
COMMUNITY LIVABILITY	5-6
OPERATIONS	7-8
STAFFING	8-9





MISSION STATEMENT

We're committed to providing high-level service through continued community engagement that seeks to improve the quality of life and maintain the safety of our residents. Recognizing that our employees are a critical resource in this commitment to our community, we will strive to ensure that our officers are highly trained, ethically sound professionals who are focused on serving the needs of the community.

FIVE YEAR STRATEGIC THEMES

COMMUNICATION: The Gresham Police Department will develop an engaging and collaborative public safety relationship with the community to enhance and build rapport and trust.

COMMUNITY LIVABILITY: The Gresham Police Department will strive to work with community partners and stakeholders to develop strategies to improve community safety and livability.

OPERATIONS: The Gresham Police Department will explore innovative approaches to community safety service delivery to help maintain core service levels while adapting to community needs and public safety best practices.

STAFFING: The Gresham Police Department will employ innovative recruiting, hiring, retention, and training practices to deploy a professional workforce that develops future leadership for the organization.



COMMUNICATION



**COMMUNITY
LIVABILITY**



OPERATIONS



STAFFING

COMMUNICATION

The Gresham Police Department will develop an engaging and collaborative public safety relationship with the community to enhance and build rapport and trust.



Future Vision Statement

The Gresham Police Department strives to foster strong partnerships with the community, City leaders, and public safety officials, building relationships upon the cornerstones of communication, trust, accountability, and collaboration. With robust staffing that is well trained and dedicated to process improvement and the ideals of 21st Century Policing, the department is committed to centering community voices and co-producing safety solutions.

Goal 1: The GPD will integrate 21st Century policing ideals which foster strong partnerships, community dialogue, and the co-production of community safety solutions.

- Create a process/policy that engages the community in the creation of new policies or changes in policy that are substantial in nature
- Develop a process for maintaining and monitoring the department's actions in pursuit of the 21st Century Policing model
- Establish a community coalition group to engage with the co-production of solutions and to exchange information

Goal 2: The Gresham Police department will engage robust systems of accountability which seek to guide and direct our work and build trust with the community.

- Review and update the internal affairs (IA) policy to be reflective of industry standards and public responsibility
- Use and leverage technology for intake/retention of all inquiries, complaints, and commendations
- Identify methods for internal and external distribution of annual accountability data

Goal 3: The Gresham Police Department will promote community collaboration which recognizes everyone's voice and encourages active listening for a safe and thriving Gresham.

- Identify community leaders, community-based organizations, and diverse populations to build inclusion and collaboration
- Facilitate culturally-appropriate listening sessions, town halls, and community outreach to establish transparent lines of communication and information sharing
- Include community input within all agency evaluations of policy, training, and internal culture

COMMUNITY LIVABILITY

The Gresham Police Department will strive to work with community partners and stakeholders to develop strategies to improve community safety and livability.



Future Vision Statement

The City of Gresham is an empowered community actively embedded in the agency to improve livability through co-production and collaboration to foster a culture devoted to increasing our community's sense of safety and security.

Goal 1: The Gresham Police Department will work collaboratively with department staff and the community to identify and address possible community safety initiatives.

- Leverage information developed at community coalition meetings to identify public safety concerns
- Utilize the community coalition to organize efforts and incorporate CBOs into the co-production of community safety resolutions
- Identify the appropriate staff (Neighborhood Enforcement Team [NET], Traffic, Patrol) to work with the community coalition/CBOs to develop solutions and address the safety concerns

Goal 2: The Gresham Police Department will focus on a culture of community empowerment and inclusion on policing, community safety, and livability concerns.

- Identify the diverse cultures/religions/ethnic, and cultural/religious leaders, throughout Gresham
- Foster and build relationships with cultural/religious/ethnic leaders and representatives
- Engage cultural/religious/ethnic leaders to participate

Goal 3: The Gresham Police Department will collaborate on policy and procedural practices, focused on livability, to enhance community safety perspectives.

- Provide opportunities for the community to evaluate, consider and respond to pending policy changes
- Establish a system to review the impact of policy changes on livability concerns and make necessary adjustments in conjunction with community input

The Gresham Police Department will explore innovative approaches to community safety service delivery to help maintain core service levels while adapting to community needs and public safety best practices.



Future Vision Statement

The Gresham Police Department embraces innovation and best practices to transparently interact with our diverse community and effectively meet safety needs. Department members are accountable to the community and actively seek to co-produce equitable solutions to address community livability, utilizing evidence-based, data driven strategies to build a safer Gresham.

Goal 1: The GPD will leverage new technologies to enhance the collection, analysis, and sharing of data and information to improve service delivery, accountability, and collaboration with the community for a safer Gresham.

- Hire an investigative analyst to assist with the collection and dissemination of data
- Implementing a dashboarding system to enhance communication internally and externally
- Educate the community on how to access the information on the Department dashboard

Goal 2: The Gresham Police Department will employ innovative best practices to improve recruiting, hiring, and retention strategies to maintain service levels emphasis on Community Oriented Policing (COP) and Problem Oriented Policing (POP) strategies in addressing community safety needs.

- Implement retention strategies to maintain staffing levels and improve morale
- Create a strategic recruiting plan that streamlines the recruiting and hiring process that focuses on communities that have been historically underrepresented
- Hire a diverse workforce that is representative of our community and enables GPD to effectively engage in COP and POP strategies

Goal 3: The Gresham Police Department will incorporate professional development opportunities to ensure staff are prepared to meet the needs of the community.

- Evaluate the current status of our staff training and professional development opportunities
- Identify the knowledge skills and abilities desired for each position
- Develop a training matrix and mentoring program for professional growth

STAFFING

The Gresham Police Department will employ innovative recruiting, hiring, retention, and training practices to deploy a professional workforce that develops future leadership for the organization.



Future Vision Statement

A sufficiently staffed agency comprised of a professional workforce, dedicated to enriching personnel through training, wellness, and professional growth to foster a culture of community inclusion and co-production.



Goal 1: The Gresham Police Department will establish an agency-wide training strategy to foster a culture of community collaboration and inclusion.

- Identify values, principles, concepts, and training that aligns with our goals
- Develop internal and external subject matter experts who can provide training
- Emphasize participation and community engagement during community events and normal interaction with the community

Goal 2: The Gresham Police Department will strive to enhance wellness initiatives and professional development opportunities within the agency.

- Establish a comprehensive employee wellness program
- Establish a career development program that focuses on specialty and promotional opportunities
- Develop a succession plan that prepares members for leadership roles

Goal 3: The Gresham Police Department will pursue rapid deployment strategies and consider innovative and alternative solutions for recruiting and retention.

- Establish a communication network with other similarly-situated agencies, community partners, and stakeholders to identify recruiting opportunities
- Develop, or seek, non-traditional methods of recruiting to achieve staffing objectives
- Foster a positive work experience through rapid, collaborative, and innovative retention initiatives



GRESHAM PUBLIC SAFETY



STRATEGIC PLAN