



# 2023

## STRATEGIC VISION

FOREST GROVE POLICE DEPARTMENT

# A MESSAGE FROM **CHIEF REIMANN**

I am proud to share with you our Strategic Vision for the Forest Grove Police Department. This framework is intended to complement and directly support the broader city-wide council goals.

This Strategic Vision process also involved revising our Department Mission, Vision and Values. Throughout 2021 and 2022, our Department engaged in a systematic assessment of community and employee priorities. During the past two years, we held various events, we heard firsthand from you, the residents and stakeholders of Forest Grove, of what is important to you. There were several themes that resonated throughout our community in these discussions:

Traffic, Homelessness, Domestic Violence, Community Policing and Officer Integrity.

We also validated the importance of continuing to generate and sustain community relationships. Community based policing will be the foundation from which we deliver police services.

We will focus on hiring the best possible candidates to fill our sworn and professional staff ranks; provide exceptional 21st century training and technology to reduce liability exposure; and most critically, continue to build and sustain community trust through genuine relationship building with the community and external stakeholders.

I am incredibly proud of the men and women of the Forest Grove Police Department. They are dedicated professionals committed to teamwork, excellence, accountability and making a difference for everyone in our City. We are also very fortunate to be supported by our City Council, City Manager, and you.

Please take a minute to review our vision as it clearly states our priorities and goals moving forward. Our Strategic Vision builds on our policing philosophy, in that it identifies what you expect us to accomplish. The Strategic Vision spells out “what” we will focus on as a Department.

The strategic vision reaffirms our commitment to proactively and responsibly provide police services that enhances safety and the quality of life in Forest Grove. We will continue our unwavering focus of providing exceptional police services to everyone in Forest Grove.

Respectfully,



# OUR MISSION:

Consistently strive toward making Forest Grove a safe place to live, work, learn, play and visit, and to contribute to the economic prosperity of our community through professional, responsive, high-quality law enforcement services to our citizens and visitors.

# OUR GOVERNING VALUES & PRINCIPLES:

DIVERSITY, INCLUSION, JUSTICE, TRUST, INNOVATION,  
CREATIVITY, COURAGE, and HUMILITY



# OUR VISION:

Actively and effectively working with the community through the strength of our humanity, the principles of integrity, loyalty and our progressive spirit

To develop a creative, diverse and professional workforce

Prevent and suppress crime

Serve people sincerely and professionally

Earn and hold the public trust

Build innovative and valued partnerships

Honor justice through fairness





# CREATING OPPORTUNITIES

What does a great police department in the 21st century need to be? How can it best serve its residents? Since the arrival of Chief Reimann, FGPD has looked at these questions. With the assistance of FGPD Staff, the Forest Grove Community and other stakeholders, we have come up with a few ideas.

This document presents the results of this process. It details a strategy to realize a vision that is pertinent for our future while honoring a notable and persuasive history. The Forest Grove Police Department has a legacy of innovation, and is respected in the law enforcement community. We will continue to build on the achievements of our past and will constantly evaluate our strategies to ensure their relevance and effectiveness.

Tomorrow's police officers will need to combine a deep knowledge of various fields with the capability of situational awareness. They will need to collaborate with specialists from many other areas as well as with colleagues whose perspectives are shaped by different experiences. We will need to understand technical systems, cultural and political forces, tackle complex problems, and will be thoughtful about the emotional footprint we leave with our contacts on the community.



# CREATING OPPORTUNITIES

In preparing officers for the future, FGPD recognizes the profound impact of technology and its impact on the people we serve, on the ways we train, what we teach, and how we engage with each other and the community. Likewise, we recognize the significant impact of diversity on our society, changing demographics, the social issues surrounding identities and equity. The interconnectedness of our society locally, regionally and globally make diversity a critical component of FGPD's capacity to develop Police Officer's for a changing and diverse community.

In our planning and execution of our vision and mission, we will be critical with ourselves and in how we provide our services.

Excellence comes from nothing less.



# STRATEGIC INTENT

In order to accomplish the strategic vision, FGPD will build individual and organizational adaptability in order to provide high-quality services to the Forest Grove community. FGPD will build this capacity by delivering strong leadership at all levels of the organization through an emphasis on people, innovation and business in order to confront future challenges and opportunities.



# THE CONSTRUCTS

PUTTING THE MISSION AND VISION INTO PLAY

We will secure FGPD's continuing excellence by how and what we do next. We will be shaping the future of FGPD on many fronts; however, we conceive our plan in terms of adding artifacts to our organization. A culture that will elevate all aspects of the Forest Grove Police Department includes an innovated spirit, a call together of diverse communities and disciplines, and new approaches in learning.



THE CONSTRUCTS:

## **THE INNOVATIVE SPIRIT**

The process begins with “idea generation,” where the emphasis is on generating a multitude of novel ideas to reduce crime in a risk free setting. This offering of a dedicated place for employees to grow and thrive, a working environment that allows for project-based learning, and a focus on social and environmental challenges provide a depth of purpose to our community stewardship.

THE CONSTRUCTS:

# **CALLING TOGETHER DIVERSE COMMUNITIES & DISCIPLINES**

We view diversity of the human experience and community identity as essential engagement for providing understanding and great service. Our plan calls for policies, practices and cultural development in support of our beliefs. We draw strength from connecting individuals and community, disciplines and practices, professional and critical discourse, history and theory, technology, culture, and the art and science of policing.

Convening these dialogues is central to our service model, the connections needed to support the community, the outreach we hope to generate, the relationships we hope to sustain, the access we hope to ensure for all community members, and the individuals we hope to recruit as professionals and volunteers. We recognize that open and inclusive conversation must build trust so we can truly engage a diverse community based on respect and collaboration.

THE CONSTRUCTS:

# NEW CAPACITIES FOR LEARNING

FGPD must provide the most advanced learning environment possible through innovative, flexible and effective development of both physical and virtual spaces. We seek to deepen officer engagement in intellectual study, provide meaningful training experiences that support learning outcomes, stimulate reflection and spontaneous dialogue, foster social, civic responsibilities and relationships, and encourage life-long learning. We will initiate new pedagogical models through the use of systems that support our goals for access and affordability and ensures that we hire and retain the most talented and diverse employees.



# OUR MENTORING SPIRIT

Our duty is to prepare our officers for a lifetime of meaningful work.

To complete their training program, officers have to demonstrate proficiency in basic skills and expression of legal concepts. Our new employees bring substantial educational and life experiences, raising the bar for all employees. A 24/7 schedule sets the pace and demands of our work environment.

Our new hires spend their first year building a solid foundation for their craft under the guidance of Training Officers who are experts in their fields. As officer's gain experience, they apply their craft and intellectual skills in more advanced problem solving and criminal investigations.

In today's world, we are subject to stronger external trends and forces, and we face renewed pressures with increasing population and developmental pressure. The future we face is one filled with greater uncertainty, more rapid pace of change and emerging new opportunities.

Tomorrow's society and expectations will draw on emerging fields to drive innovation and they will require officer's to synthesize new information and practices into their work.

Officers must consistently strive to think through, solve, and make meaningful and ethical decisions. The creativity needed to isolate and solve problems — all constitute the innovative spirit that has defined, and will continue to define, Forest Grove's police services.



# OPERATIONAL PRIORITIES

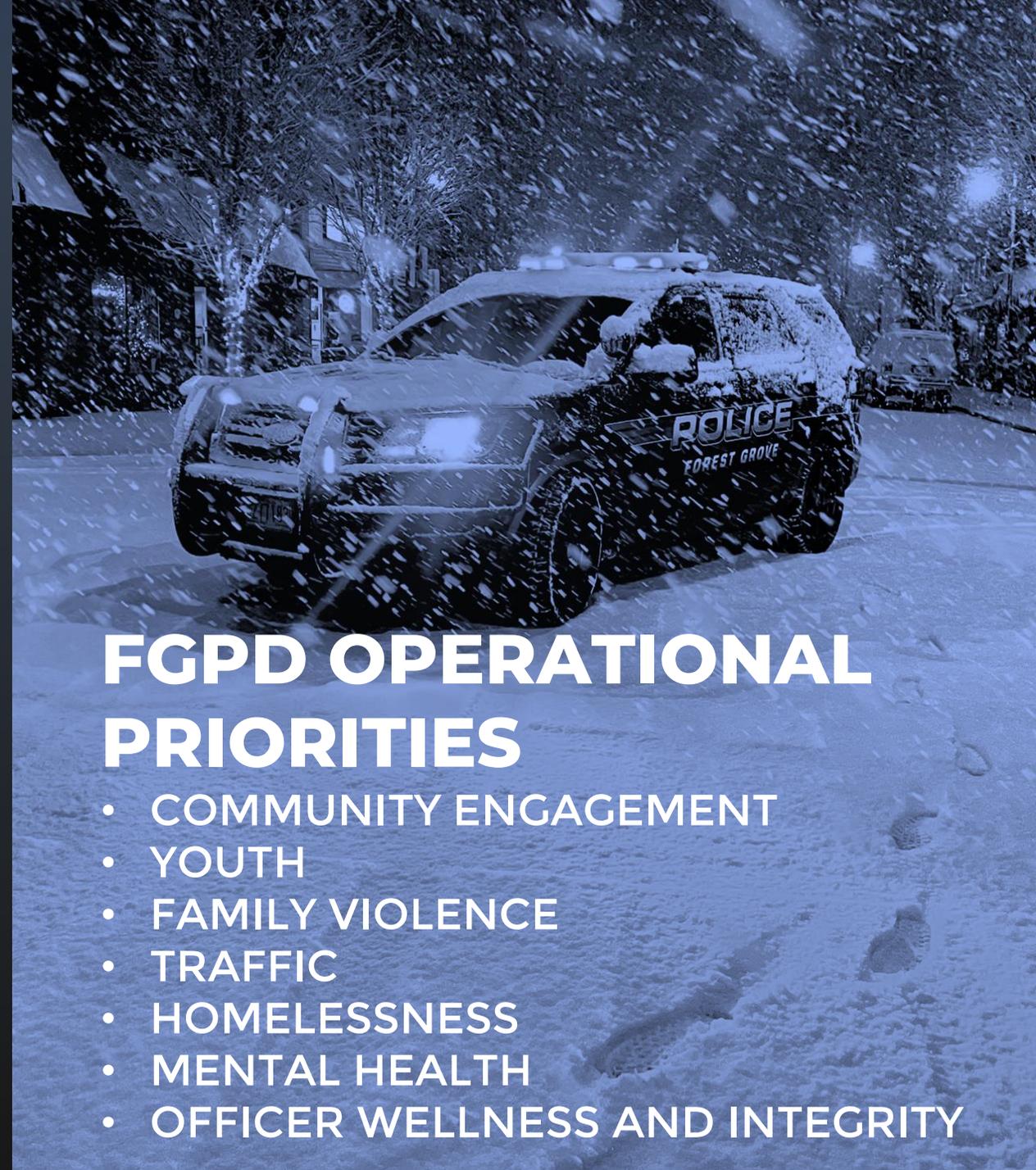
Based on community input, our operational priorities are: community engagement, youth, family violence, traffic, homelessness, mental health, officer wellness and integrity.

FGPD will deliver its services through the six priority groups. Each of these operational priorities has a specific aim and goals to indicate progress towards realizing our business priorities.

The method of delivery for these priority services will be included and reflected in each of FGPD's divisions through yearly operational plans.

These plans shall also incorporate the public safety priorities listed in the City Forest Grove Strategic and Comprehensive Plans.

FGPD Operational Plans shall serve as a baseline for our Leadership Team's performance evaluation.



## FGPD OPERATIONAL PRIORITIES

- COMMUNITY ENGAGEMENT
- YOUTH
- FAMILY VIOLENCE
- TRAFFIC
- HOMELESSNESS
- MENTAL HEALTH
- OFFICER WELLNESS AND INTEGRITY

# TAKE OPPORTUNITIES TO CONNECT: FAMILY VIOLENCE

Family violence, whether violence and abuse between intimate partners, child maltreatment, the abuse of the elderly, or any form of adult sexual assault is physically, emotionally, mentally and socially damaging. Police will continue to work with other government agencies to achieve the following:

## **GOALS:**

- Ensure the safety of victims of family violence incidents
- Maintain streamlined referral processes to support services for victims and perpetrators; reduce the over-representation of our minority groups as both victims and perpetrators
- Improve internal information collection and case management of family violence

# TAKE OPPORTUNITIES TO CONNECT: TRAFFIC

As our community grows, so does our vehicle congestion, crashes and traffic related complaints. Many of our community members have expressed their concerns about speeding or other traffic violations in their neighborhoods.

## **GOALS:**

- Focus on high accident/high speed locations & school zones
- Emphasis on neighborhood-based traffic complaints
- Focus on bicycle and pedestrian safety through education and enforcement
- Conduct innovative distracted driving enforcement multiple times each year
- Utilize shift overlap and flexible schedules to address traffic safety concerns
- Develop online form for reporting traffic complaints

# TAKE OPPORTUNITIES TO CONNECT: PREVENTION

Putting prevention at the front of policing is about placing a greater emphasis on prevention. Responding to, investigating and resolving crime and crashes will remain critical elements of our approach, but the only way to achieve a sustainable reduction in crime, traffic issues and anti-social behavior is to focus on prevention.

## **GOALS:**

- Using intelligence to better understand current and predicted demand for our services – this will enable us to allocate tasks and coordinate our people to prevent problems before they arise.

# TAKE OPPORTUNITIES TO CONNECT: HOMELESSNESS

The City of Forest Grove is experiencing high levels of homelessness. As a result, law enforcement is leaned upon heavily as a leader in mitigating many of the community concerns that surround homelessness. Many individuals who are experiencing homelessness have significant challenges that have at least partially resulted in their current situation. Challenges such as drug and alcohol addiction are factors. Mental health challenges leading to social isolation is another factor.

Law Enforcement should not be the primary strategy in dealing with these community concerns. The exception is in violation of our laws, and outreach is not accepted, enforcement may be used to promote a safe community and environment.

# TAKE OPPORTUNITIES TO CONNECT: HOMELESSNESS

## GOALS:

- Interface with businesses that are experiencing persons sheltered in doorways, loitering, panhandling as well as alcohol and drug use issues at their locations
- Partner in collaborative efforts with primary stakeholders, such as the Forest Grove Foundation, Washington County Mental Health, Open Door and Forest Grove Food Bank
- Work with social service providers to problem solve effective goals and strategies in outreach



# COMMUNITY RELATIONSHIPS

Community policing has been and will be the primary overarching philosophical goal of our agency.

Providing a safe community is not a responsibility limited to the police department. Other government agencies, various service providers, and the public themselves share in this responsibility.

Therefore, a key strategic practice for FGPD is to work in a collaborative manner with partners throughout the community with a shared commitment to address conditions that give rise to crime, disorder, and unsafe roadways.

# COMMUNITY

## PEOPLE & VICTIM FOCUS

Having a people and victim focus means that we will continuously seek out opportunities to improve the quality of service we provide, particularly to victims and witnesses.

Victims and witnesses are part of the criminal justice system through no fault of their own. They have to deal with the financial, emotional, and physical effects of crime long after it has been committed. Therefore, a key strategic practice for FGPD is to work in a collaborative manner with partners throughout the community with a shared commitment to address conditions that give rise to crime, disorder, and unsafe roadways.

### **GOALS:**

- Keeping victims informed and providing a timely and sensitive response
- Delivering an effective and appropriate investigation and resolution
- Delivering excellent service so that every contact counts



# COMMUNITY FOSTERING PARTNERSHIPS

The Forest Grove Police Department will continue to build upon current police community partnerships and cultivate new connections within the community.



# COMMUNITY FOSTERING PARTNERSHIPS

## GOALS:

- Further encourage the development of neighborhood associations and the overall neighborhood concept
- Define the unique character and brand of each of the well-established neighborhoods, and explore innovative policing practices which will increase neighborhood partnerships
- Development of new and innovative programs that will enhance relationships with the community to build confidence and trust
- Enhance relationships between district officers and those within their assigned districts through participation in Neighborhood Meetings and other community meetings in conjunction with the Community Outreach Coordinator
- Continue to develop our business relationships

# COMMUNITY

## ENHANCE EXISTING & DEVELOP NEW PARTNERSHIPS

To serve the needs of the homeless, the mentally ill and indigent individuals, and to mitigate the impacts on our community, the Forest Grove Police Department will continue to maintain and enhance existing partnerships, as well as seek new partnerships.

### **GOALS:**

- Support funding for the Mental Health Response Team
- Provide training in dealing with the mentally ill to all department staff members
- Establish regular meetings with mental health care providers and volunteers organizations
- Establish a partnership with private health care entities to assist in mental health assessment and in finding appropriate placements for individuals
- Partner with business to enforce trespass agreements and business rules of loitering
- Ensure a department representative serves on the Forest Grove Homeless Coalitions and Family Justice Center

# COMMUNITY

## IMPROVE QUALITY OF LIFE

The Forest Grove Police Department will seek to improve the quality and quantity of collaborative partnerships to improve the quality of life for our community.

### GOALS:

- Maintain a collaborative partnership with neighborhood associations and relevant stakeholders
- Increase collaborative involvement with homeless coalitions
- Promote a spirit of selfless volunteerism among employees to give back to our community
- Foster an environment that recognizes and values every member's contributions to achieving our mission
- Expand the involvement of citizen volunteers in the delivery of police services



# EXCELLENCE

When we look at excellence in policing, we must rethink the meaning of policing services, look at how to deploy public resources more efficiently and effectively. This means creating open, transparent and democratic settings in which to manage relationships – including political relationships and balance different stakeholders' expectations.

Reasserting the values, legitimacy and independence of the police service by proactively searching for new, practical ways to express them rather than retreating into splendid isolation.

The Forest Grove Police Department has strived to reach the goals set forth by the White House final report on 21st Century Policing. The report offered several best practices that all police departments should strive to adopt. We pledge in this Strategic Vision to continue these best practices and will continue to commitment to these principles.

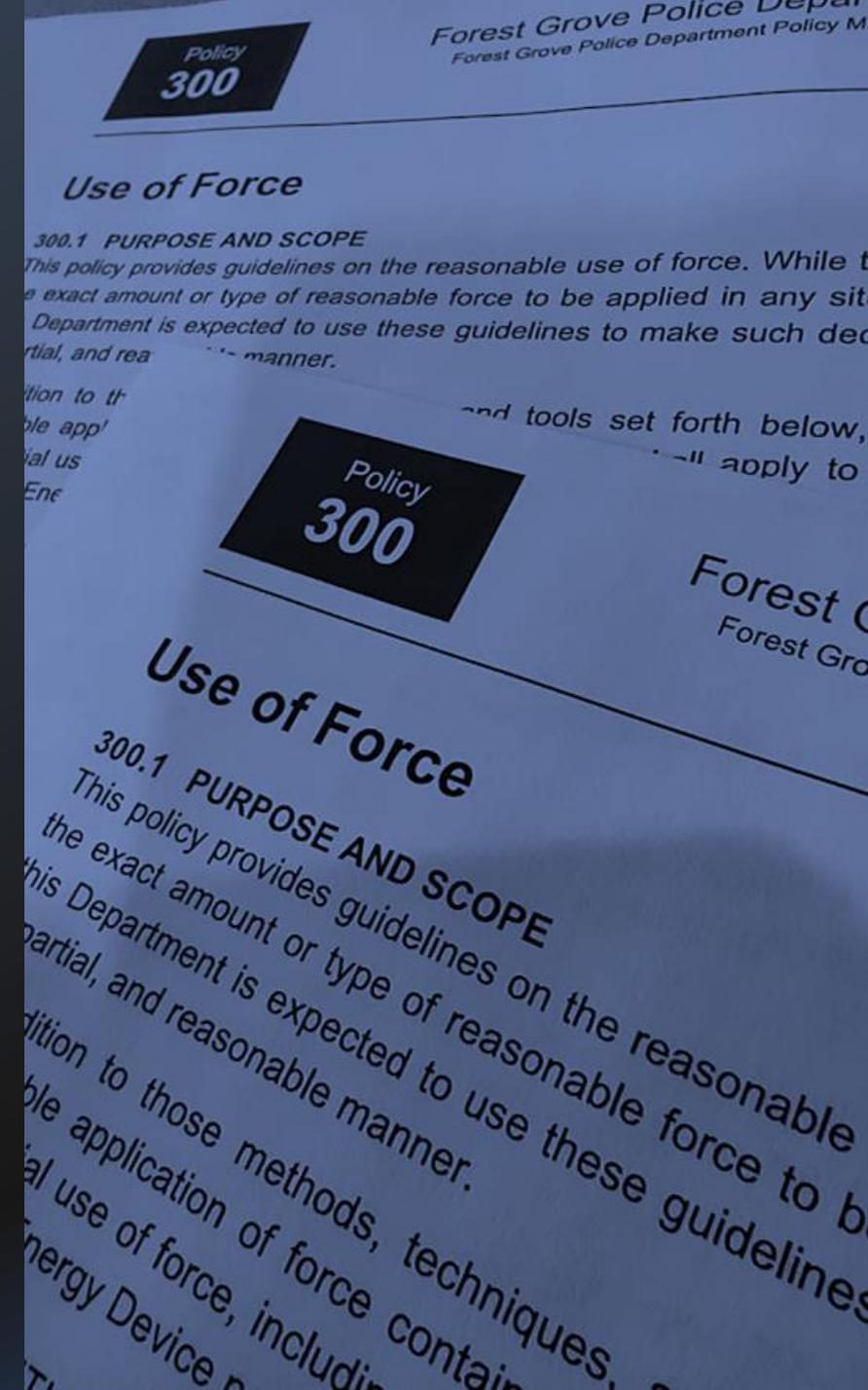


# EXCELLENCE POLICING & LEGISLATIVE REFORM

The way in which law enforcement services are delivered has been under scrutiny at the local and national levels. There has been much debate on the reformation of policing in America.

During the 2022 Oregon legislative session, numerous House and Senate Bills were passed that impact the way we will do our business. In this current political climate, change is often challenging, and as a professional organization we understand how the process of change strengthens us and makes us a more effective organization.

As we assess different and better ways to provide law enforcement services to the public we must be cognizant of best practices, and effective in implementing legislative mandates, to include accreditation through the Oregon Accreditation Alliance.



# EXCELLENCE DIVERSITY, EQUITY & INCLUSION

The Forest Grove Police Department is committed to ensuring that our personnel perform their duties bias-free.

## GOALS:

- Assess policies and practices to ensure our organization provides law enforcement services and enforcement of the law equally, fairly and without discrimination toward any individual or group
- Continue working with Pacific University and other stakeholders in developing training models that address bias, micro-aggression and systemic racism
- Continue listening sessions with various community groups to understand the impacts of law enforcement



## COMMUNITY FORUM ON HATE & BIAS CRIME

*Join us for a special presentation by the Oregon Department of Justice, followed by a time of discussion and Q&A*

*Presentations will be offered in English and Spanish*

*No registration required; Free Admission; refreshments provided*

**ENGLISH: MONDAY, NOVEMBER 14 @ 6 P.M.  
PACIFIC UNIVERSITY - WASHBURNE HALL ROOM 110**

**ESPAÑOL: MARTES, 15 DE NOVIEMBRE @ 6 P.M.  
AUDITORIO DE LA CIUDAD - 1915 CALLE MAIN,  
FOREST GROVE**

*Sponsored by the Forest Grove Police Department, Adelante Mujeres, Pacific University & Oregon Department of Justice*



# EXCELLENCE

## DEVELOP INNOVATIVE STRATEGIES

The Forest Grove Police Department is committed to developing innovative strategies and techniques to reduce the crime rate and the fear of crime.

### **GOALS:**

- Conduct a staffing and utilization study in an effort to gauge the department's ability to address crime and measure the effectiveness of current practices and specialized units
- Formalize a workgroup which consists of internal stakeholders at all levels of the organization to address current practices, best practices and innovative strategies; the workgroup will include subject matter experts
- Make customer service a priority and essential job function for all staff



# EXCELLENCE

## PROBLEM SOLVING EFFORTS

The Forest Grove Police Department is committed to achieving problem solving efforts through active partnerships.

### GOALS:

- Reduce calls for service related to chronic quality of life issues
- Increase the number of calls for service and related activities handled by professional staff and volunteers
- Increase community social media participation such as Facebook, Twitter and other social media platforms
- Host community crime update meetings
- Provide problem oriented police training to staff
- Increase volunteer opportunities
- Develop and implement FGPD smart phone app



# EXCELLENCE

## FINANCIAL & RESOURCE MANAGEMENT

To ensure we maximize the benefits from the budget we will work with other City Departments and law enforcement agencies to deliver a modern, effective and sustainable justice system.

### **GOALS:**

- Reduce duplication and increase the consistency of service in support services
- Forecast our information and technology needs, and take advantage of new technology
- Collaborate with other government agencies and leverage pricing in procuring goods and services
- Thinking and acting progressively
- Increasing efficiencies by streamlining processes and utilizing technology solutions
- Ensuring our tools enable us to work effectively and efficiently

# EXCELLENCE

## WORKLOAD ANALYSIS

Staffing needs are assessed on a regular basis. Factors such as population increases, increased traffic flow, crime density and other issues that impact service delivery are evaluated.

### GOALS:

- Evaluate current response times to priority calls and crime clearance rates compared to national average
- Annual review of response times
- Ensure that the average response time remains under five minutes
- Annual review of clearance rates compared to the FBI Uniform Crime Report





# COMMUNICATION STRATEGY

PUTTING THE MISSION AND VISION INTO PLAY

Communication plays a fundamental role in all facets of FGPD's business strategies. It is therefore very important that both internal and external communication within FGPD as well as the communication skills of our employees are effective.

# COMMUNICATION

## OBJECTIVE & STRATEGY

The objective of our communication strategy is to foster a strong internal and external communication culture within FGPD, by creating a two-way flow of information that moves information from the top to the bottom and then moves feedback back up to the top.

Our goal is to filter the message(s) coming from upper management down to all employees to provide them with a better understanding of the purpose, goals, and directions of our organization. There also needs to be a method in place for feedback from the employees to be delivered back to upper management. Fluid communication in both directions is key to the success of the internal communication strategy.

When communicating both internally and externally, FGPD remains transparent. This is important in building trust in our community, in the services we provide, and also internally when it comes to employee trust.

Each message being communicated will be given a specific implementation plan that falls in line with the Chief's priorities and the City's communication plan.

# COMMUNICATION

## CREATING A COMMUNICATIONS NETWORK

### GOALS:

- Create clear and effective communication channels for staff and community
- Increase the profile and reputation of FGPD in our community
- To influence the knowledge, attitudes and behaviors of staff and community
- Effectively communicate FGPD's mission, visions, values and strategic vision to all staff and community members
- Enable a two-way flow of information between employees and management

Search Nextdoor

Forest Grove Police Department

The Forest Grove Police Department strives to deliver the most professional and effective police services to the citizens of Forest Grove. Please note: while the police department is always open, our social media is not managed 24/7 and is not See more...

Edit page description Share

Post Poll Alert

Viewing posts from your agency. Filter ...

What's New at the FGPD

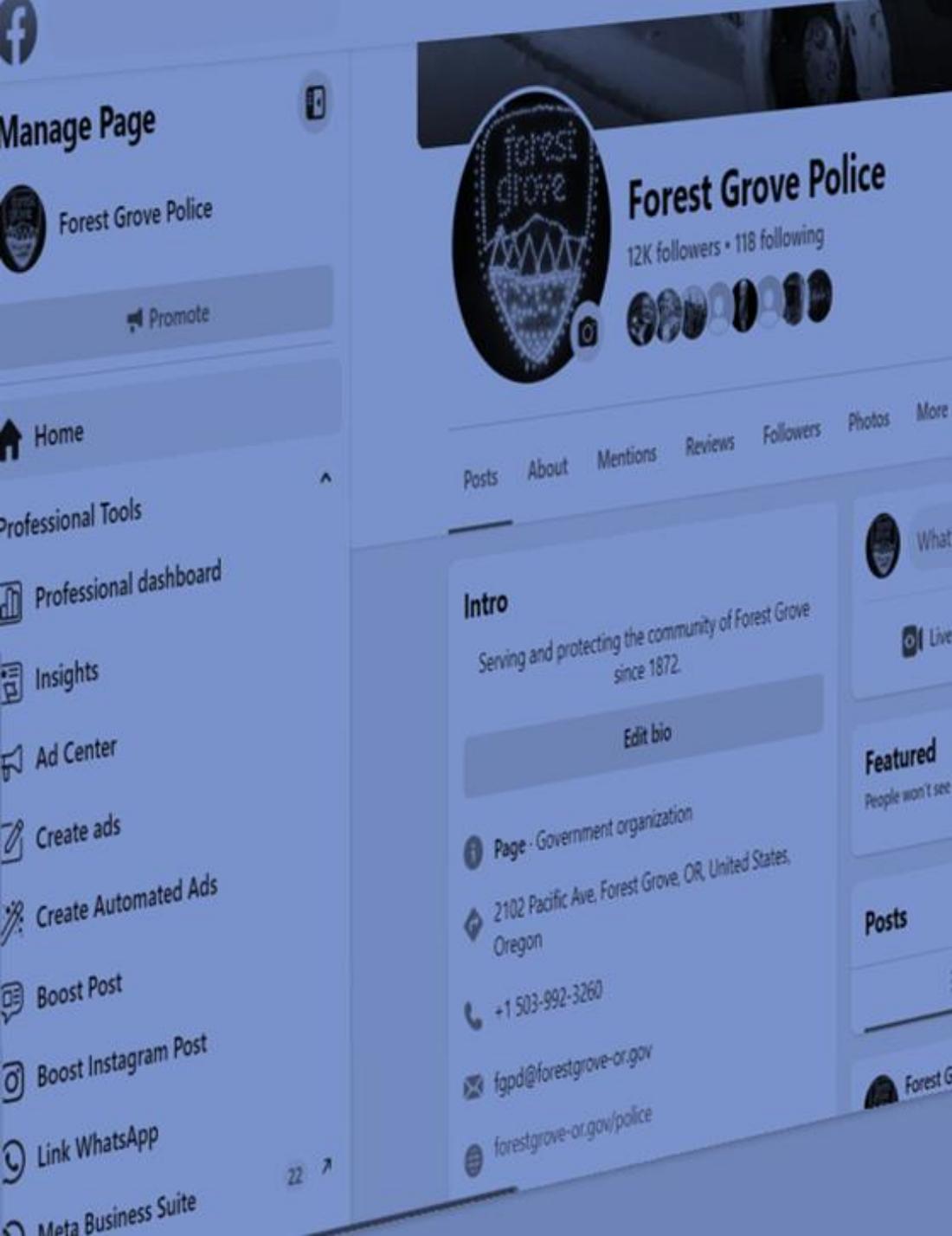
**FOREST GROVE POLICE DEPARTMENT**

**NEWS, UPDATES & UPCOMING EVENTS**

**What's New at the FGPD?**  
Get the latest news by following us on Facebook, Nextdoor, or Twitter.

Looking for the latest edition of the Police Log? You can find our weekly edition, as well as links to past months and years at our Police Log webpage by clicking here.

You can also get the latest calls for service information by clicking here.



# COMMUNICATION

## CREATING A COMMUNICATIONS NETWORK

### GOALS:

- Be integrated with the overall business strategy
- Have a long-term focus
- Communicate clear values and goals
- Be comprehensive
- Have consistent messaging
- Involve the management team's commitment to reinforcing perceptions delivered via the communication strategy management needs to "walk the talk"



# **FOREST GROVE POLICE DEPARTMENT**

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