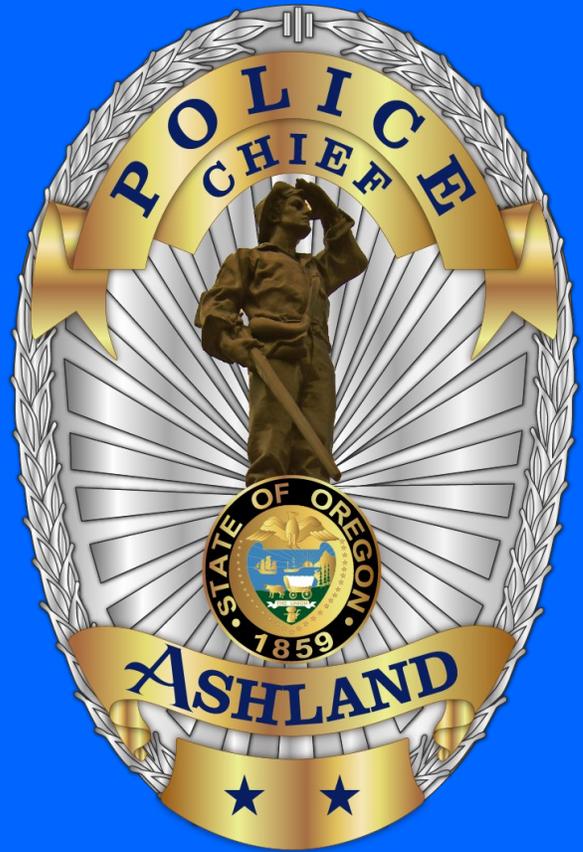


2018-2023 Strategic Plan Ashland Police Department





Introduction

In November of 1874 ,W.C. Daley, an Ashland cabinet maker, was sworn is as Ashland's first Marshal. Several different members of the community ran for and were elected town Marshal over the next 25 years until December of 1899 when Mayor W. B. Colton appointed J.W.O. Gregory as the city's first police chief. Since then, and under the guidance of 33 different police chiefs, the Ashland Police Department has advanced immeasurably. The APD has become a leading agency in Southern Oregon and beyond, pioneering new paths in professional policing both in Oregon and in the United States. Alongside its partner agencies, APD has created innovative programs and adopted new national best practices. It is my honor and privilege to act as custodian of the position of police chief.

In the years since Ashland's founding fathers arrived and established the town of Ashland Mills in the 1850s, Ashland has become a unique community that is one of the finest places in the country to live and work. Those of us who serve with the Ashland Police Department understand this and are committed to working with the community to maintain that quality of life. We understand that we have an obligation to treat all people not just with courtesy, fairness and professionalism, but also with politeness and respect. As we approach our vocation in this manner it comes naturally that we enjoy our work while ensuring that our community and its guests also enjoy being here.

Community-oriented policing, relationship building and problem solving represent the cornerstone of the Ashland Police Department's organizational philosophy. It is not a static endeavor but one that responds to an ever-changing situation. We make it a practice to observe these fundamental principles to promote community-police partnerships in a proactive problem-solving manner. Many communities have seen ample evidence that innovative policing strategies can have a significant impact not only on crime and disorder but also on their quality of life.

It is the intention of this department to work with the entire community to identify and prioritize public safety-related issues in the City and to collaborate to address those issues. We believe that this process will not only enhance public safety but will also enhance unity within our community. By working together, the Ashland Police Department and the citizens of Ashland can build bridges of trust that encourage mutual respect and positive change.

Thank you,

Chief Tighe O'Meara



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The Six Pillars of 21st Century Policing White House Task Force on 21st Century Policing

In 2016 the White House released a final report on 21st Century Policing, offering several best practices that all police departments in the United States should strive to adopt. Within this report several key points, or pillars, are identified. The members of Ashland Police Department embrace and adhere to each one:

Pillar One: Building Trust and Legitimacy

Simply put, if relationships and collaboration can be established between police departments and the communities they serve, the legitimacy of the department, in the eyes of the public, is enhanced. The community develops higher trust and more fully engages the department and its team members. This also provides a stronger foundation on which the entire community can better survive a critical incident involving the police.

Pillar Two: Policy and Oversight

Policies and procedures should reflect community values and should be open to oversight by members of the community. Policies should account for the nature of contact with members of the community (demographic data collection) and policies should be reviewed often to ensure they are current with best practices and new law.

Pillar Three: Technology and Social Media

The use of technology and social media to increase transparency, accountability, and engagement must be embraced. As our communities become more entwined with social media and never-ending news cycles, police departments must engage the community in a timely and open manner. As accountability tools are made more readily available, departments should strive to incorporate them into their practices.

Pillar Four: Community Policing and Crime Reduction

Police departments must embrace partnerships and collaborations with community groups. Such relationships can identify problems before they become unmanageable. Relationships built between the community and police departments should allow for a culture of respect for all with every person's dignity always left intact.

Pillar Five: Training and Education

As the world, society and our communities become more complex, more is being asked of our police officers. Police departments need to adapt to evolving community needs and problems. Training must stay current with these developing and changing situations. Police departments should embrace training that assists with mental health issues as well as complex societal issues.

Pillar Six: Officer Wellness & Safety

A police officer's health, both physical and emotional, is key not just to the well-being of the officer, but also to that officer's ability to safely and effectively handle the demands of law enforcement work. Police departments should provide suitable protective equipment, as well as mandate that safety equipment be used by all members of the department.



Ashland Police Department Mission Statement

Partner with the community to promote public safety, public order, and the development of innovative crime prevention strategies while providing exceptional service.

Our Vision

To be the safest community in Oregon while building mutual trust and inclusiveness.

Our Goals

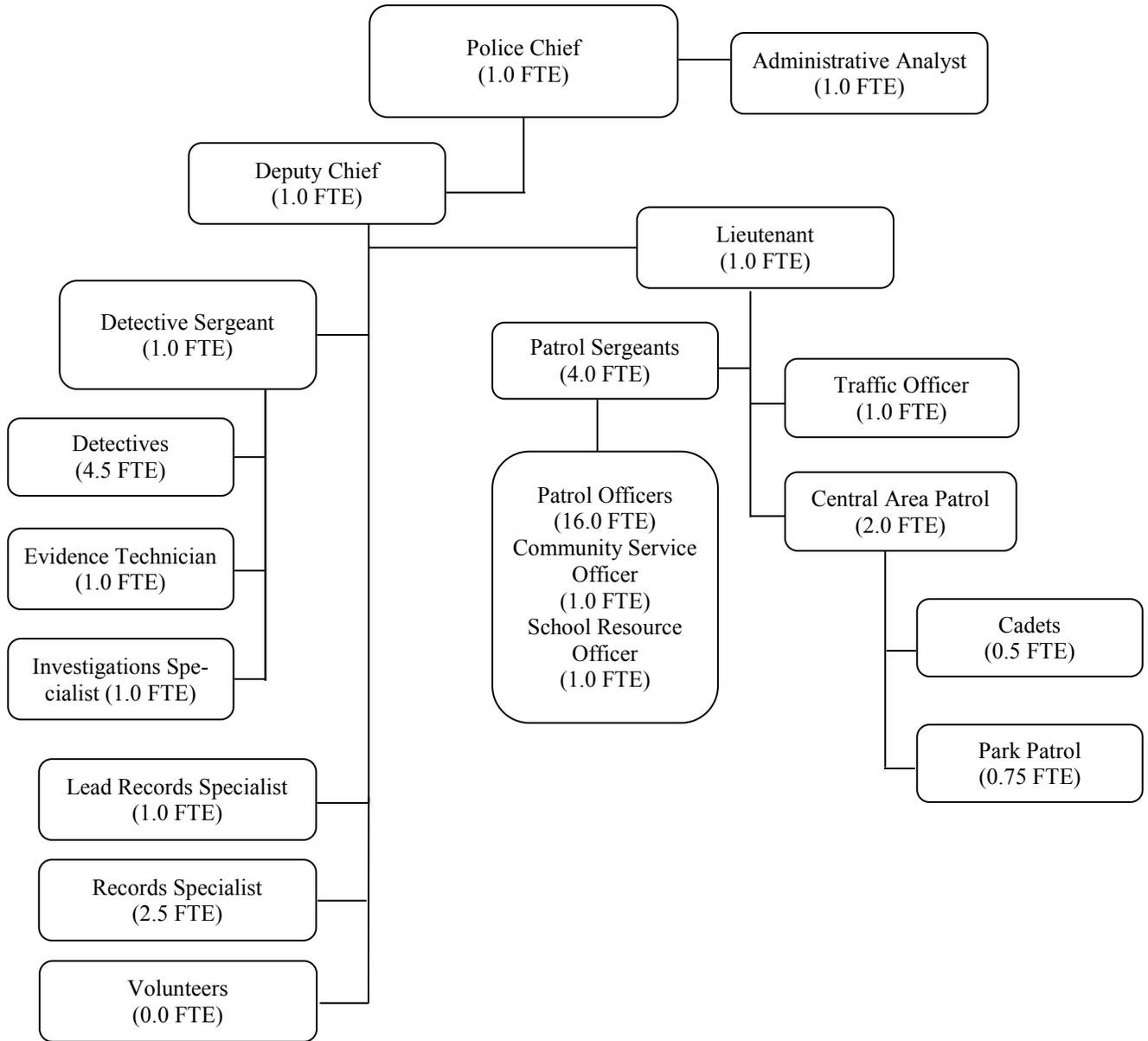
- S**upport innovative programs that protect the community.
- E**nhance the relationship between the community and the police.
- R**educe calls for service associated with quality of life disturbances throughout the downtown corridor.
- V**alue and enhance professional development throughout the department.
- E**valuate organizational performance and make changes to promote success.

Core Values

*F*airness
*A*ccountability
*I*ntegrity
*R*espect for people



Department Organizational Chart



APD currently has an authorized strength of 41.25 FTE



Police Department Divisions

The police department is divided into three divisions. While there is some overlap of duties, and while each division strives for a common goal, each has specific areas of responsibility within the department. The command staff of the department is comprised of the chief, deputy chief and lieutenant.

Administration

The administration division consists of the police chief and an administrative analyst. This division oversees the department in general, and is responsible for developing and administering the department budget, purchasing, hiring, expenditure tracking, payroll, and accreditation.

Support

The support division is overseen by the deputy police chief. The support division attends to records, detectives, and volunteers. Within this division, the records team is responsible for processing all police reports and citations, and ensuring that each reaches its appropriate destination. The records team is also responsible for ensuring that our daily activity logs are available to anyone who wishes to see them, as well as processing records requests and records retention.

The investigations team (detectives) are also part of the support division. The detectives are responsible

for investigating more serious felonies. Within the detective unit is a new team, the problem solving unit, or PSU. The PSU is comprised of two detectives who offer the most agile response possible to acute problems as they arise. The PSU helps bridge the gap between a patrol officer's immediate response to a complaint and a traditional detective unit that handles more long-term investigations.



The PSU gives the APD the ability to more quickly address problem areas by using a combination of plain clothes/uniform and marked/unmarked cars in whatever configuration the situation requires. The unit was formed in April of 2017 and has, as of the end of 2017, handled dozens of cases, served dozens of search warrants, and recovered tens of thousands of dollars' worth of stolen property and illegal substances.

Also in the support division are the property and evidence tech, the investigations analyst, and the Volunteers in Police Service (VIPS) corps. The property and evidence tech is responsible for safeguarding and tracking all property that comes into the possession of the police department, whether it is for safekeeping or evidence of a crime. Our investigations analyst assists with research on suspects and crimes, preparing informational and investigative bulletins.

The department's VIPs are community members who volunteer to assist with functions that don't need to be performed by a sworn officer or full-time team member. These dedicated men and women assist at major events, perform foot and bike patrol, check our residents' homes while on vacation, and perform courier duties.

Operations

The operations division is responsible for providing most of the department's field services and represents the backbone of the department. The ops division, which is overseen by a patrol lieutenant (who in turn reports to the deputy chief), is comprised of all the uniformed personnel. The ops division conducts all the emergency response.

The operations division includes the patrol teams, the traffic officer, the community service officer, the school resource officer (position currently not filled) and the Central Area Patrol team or CAP. The CAP has primary responsibility for patrolling downtown and consists of two full-time officers and four part-time cadets. This team is bolstered in the summer months by an additional four part-time cadets as well as several part-time park patrol team members.

After recently authorized additional officers are brought on board, each of the four patrol teams will be staffed by a supervisor (sergeant) and four officers.



Overview of the APD Strategic Planning Process

The Ashland Police Department's strategic plan will serve as a guidebook for the coming years. When the current administration took over in 2015, the department was functioning well and little thought was given to modifying the department's course or operations. While changes have been made, they have been mostly "one-off" decisions that are not part of a larger design. The need for such changes will always be present but it is also important to have an overall strategy and make such plans fit in with other long-range goals and the general direction the department is hoping to develop.

To that end, it was important that the department management team, along with some key team members, come together and host a series of conversations to discuss where the department is and where it should be headed. This involved a series of meetings in small and large groups, which assisted in producing the information contained in this report. These included members of the APD team meeting to conduct an "environmental scan," which identified trends and issues that the department would likely be dealing with in the future. There were also both external and internal stakeholder meetings to assist in identifying strengths, weaknesses, opportunities and threats to the department. This work informed the objective-setting that followed.

While the police management team benefitted greatly from the input of everyone involved, the final decisions on the department directions must remain with the police chief. In this light, the information derived from the meetings is considered input, as opposed to direction. That is, while the vast majority of the suggestions that came from the groups are indeed listed in the objectives section following, some are not, mainly because they were deemed outside of the scope of the police department's work; that is, the suggestion was better left for a different agency or group.

Police departments in the 21st century are motivated to more holistically engage the community in ways hardly considered in the past. American law enforcement, and indeed society in general, is being compelled to examine issues such as race relations, substance abuse, and mental health just to name a few recently "intensified" arenas. In addition to these issues, which are faced by all police agencies, many communities in the nation, including Ashland, are also contending with a dramatic increase in the homeless population.

For decades the APD has strived to bring the most professional police services possible to the community. As we continue this important work, it is incumbent upon professional police officers to constantly look for new ways to more fully engage the community in the best manner possible and to find better ways to reach out to those who have historically felt disenfranchised and cut off from police services.

The APD has turned to this strategic planning process to help identify our path toward these worthwhile goals. The purpose of the series of exercises documented below was to analyze and document what the APD does well, does poorly, doesn't do at all, and what it should in fact be doing. Documenting and codifying it all is key, and it is critical that the entire APD team, as well as those they serve, know what we are trying to accomplish.



External Stakeholder Meeting

While mapping out the strategic planning process it was decided that the external stakeholders’ meeting should be held first. The discussion on internal or external first touched on the thought that the department’s objectives should be crafted first (seen as more in keeping with the external perspective) and then deciding on the means by which they would be accomplished. In deciding who should be invited to participate in the external stakeholders’ meeting, as large a net as possible was cast.

Invited were members off:

- The Ashland Chamber of Commerce
- Ashland School District
- Southern Oregon University
- Oregon Shakespeare Festival
- Options for Homeless Residents of Ashland
- The Medford Police Department
- Jackson County Sheriff’s Office
- Jackson County District Attorney’s Office
- Jackson County Public Defender’s Office
- Asante Health Group
- City of Ashland team mates (non-police)
- Business representatives from the Railroad District
- Advocates for members of homeless community
- Both Rotary Clubs

Representing these groups, the team was fortunate to have robust participation by these community partners:

Aaron Armen	Samuel Boganove	Mike Budreau
Bob Calloway	Dan Decena	Anna D’Amato
Katherine Danner	Ted DeLong	Rachel Dials
Alan Galka	Adam Hanks	Cindy Hanks
Rob Hibner	Bob Hilton	Jason Houk
Vanessa Houk	Jerry Kenefick	Leigh Madsen
Bob Miller	Dennise Miller	Lisa Molnar
Travis Reeder	Stefani Seffinger	Nathan Sickler
Mike Soderlund	Drew Gillilad	Don Stone
Elisabeth Zinser	Katherine Cato	Jon Williamson
Fred Creek	Robert Gibson	



Strengths Weaknesses Opportunities Threats (SWOT)

One of the key functions of a strategic plan is to identify an organization’s strengths, weaknesses, opportunities and threats (SWOT). In order to obtain as comprehensive a perspective on the team as possible this question was asked of all participants in each stage of the process.

The stakeholders were first asked to identify the department’s strength and weaknesses as they perceived them. Additionally, stakeholders were asked to share any comments they had about the APD, good or bad. This was an open and informal forum with any and all comments welcomed by the strategic planning team. It gave the strategic planning team the opportunity to answer questions from the external stakeholders regarding concerns about the department. This forum also allowed the strategic planning team to clear up any misconceptions held by the external partners.

The strengths, weaknesses, opportunities, and threats as noted by the external group are noted here.

Strengths

Approachability	Empathy	Active Listening
Community Partnership	Forward Thinking	Working with People
Educated Community	Good Management	Leadership at all Levels
Stays Current with News	Open Minded	Regional and Nat'l Training
Dispatch	Not Afraid to Take Risks	Professional Appearance
Respectful of All People	Use of Body Cameras	Transparency
Good Response Time	Open to Negative Input	Visibility
Courtesy and Respect	Volunteer in Community	Responsive Collaboration
Good Follow Up		

Weaknesses

Dispatch Consistency	Dispatch Call Taking	Enforcement Consistency
Constitutionality of Laws	Meager Resources	Financial Constraints
Lack of Affordable Housing	Lack of Reference Material	Lack of Resources for Minor Crimes
Lack of Enforcement/Minor Violations	Inconsistent Treatment of Victims	Lack of Diversity
	Lack of Mental Health Care	

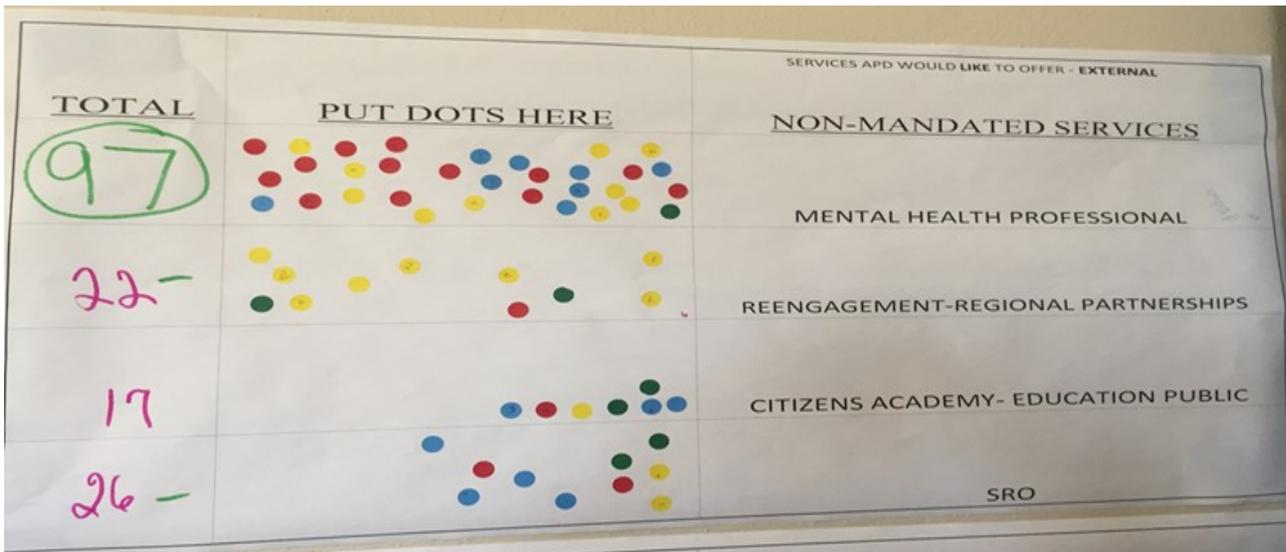


Opportunities

Non-Financial Consequences	Increase in Diversity Hiring	Re-Engage Regional Partnerships
Improve Nat'l Perception of Policing	More Mental Health Training	Media Engagement
Safe Sleep Options	Analysis of Who the PD Cites Target/Impact	

Threats

Nat'l Drug Epidemic	Implicit Bias	Adverse Media Depiction of LE
Lack of Affordable Housing	Lack of Community Connections	Community Expectations vs. Limitations
Officer Reputations	Fake News Inaccuracies	Lack of Respect for Authority
Lack of Correctional Housing	More Mentally Ill People	Lack of Community Voice
Ashland Culture of Entitlement	Lack of Staffing	Visible Income Inequality
General Community Ignorance on Issues Facing LE		
Lack of Familiarity Between LE and Community Members		



Non-Mandated Services Not Currently Offered as Prioritized by the External Group

The external stakeholders were asked to identify a list of non-mandated services that the police department could offer, but presently does not. They were then asked to prioritize the services using dot voting. If an item is underlined it is included in the list of objectives.

Rank	Title	Score	Description
1	<u>Hire a mental health professional</u>	97	<u>Hire and embed a mental health crisis worker to work with members of the community and lessen police need.</u>
2	<u>Hire more police officers</u>	92	<u>Hire additional police officers to better staff each team and re-engage the SRO program.</u>
3	<u>Holistic career planning</u>	34	<u>Establish and maintain a system of ensuring members of the police team have the training and emotional support they need to ensure they can succeed in a healthy manner and advance their careers.</u>
4	<u>Establish a new EOC</u>	30	<u>Establish an emergency operations center that is likely to withstand a major incident.</u>
5	<u>Re-engage the SRO program</u>	26	<u>Re-establish a school resource officer program to best engage members of the youth community.</u>
6	<u>Re-engage regional partnerships</u>	22	<u>Currently the APD does not participate in any regional partnerships even though we often ask them for services.</u>
7	Establish homeless shelters	19	Establish a shelters for homeless community members to sleep.
8	<u>Citizens' academy</u>	17	<u>Set up and run a citizen's academy so members of the community can be exposed to a high level of police training and problems faced.</u>
9	<u>Improve labor law/due process knowledge</u>	11	<u>Labor law is constantly changing and the APD could benefit from a better plan to stay abreast of new trends.</u>
10	<u>Annual community policing program/partnership</u>	9	<u>Find a way to host an annual police/community program/partnership to foster relationship building and partnerships.</u>
11	Set up a needle exchange	6	Establish a needle exchange program for IV drug users.
12	Establish a reserve program	3	Create and maintain a reserve officer program.
13	Self defense/pepper spray training	1	Provide self defense training and pepper spray/OC training for self defense purposes to the community.
14	Wildlife training	1	Establish a training class to teach members of the community how to handle various wildlife/dog encounters in town.



ASHLAND POLICE DEPARTMENT 2018-2023 STRATEGIC PLAN

While the non-mandated services noted above are not currently offered by the APD, several non-mandated services *are* currently offered. The APD has no intention of ceasing any of these non-mandated services but wanted to get the external group's opinion on their need.

Rank	Title	Score	Description
1	Availability of officers	16	While the members of the APD are doing their best to keep up with the demand for professional 21st century police services there is clearly a need to bolster to staffing if best practices are going to be met.
2	Implicit Bias and Procedural Justice Training	14	All APD team members are exposed to the concepts of implicit bias and procedural justice
3	Crime Prevention Assessment	2	APD Currently offers a free location survey for any member of the community by a trained member of our volunteer corps. The same volunteer (a retired police officer) will also work with members of the community who have had their identity compromised.
4	You Have Options	2	APD will continue to embrace the procedures put forth by this sex assault reporting program.
5	Contact Station	1	APD maintains a sub-station across the street from the downtown plaza. This gives our downtown officers a centralized location from which to work and gives the community an easy way to contact the APD while downtown.
6	Gateway Addiction Recovery Program	1	APD maintains a program, in conjunction with Addiction Recovery Center, that allows for priority placement of community members who ask us for assistance in getting treatment, or in giving up their narcotics.
7	Prescription drug disposal	1	Members of the community can dispose of their expired prescription drugs safely and securely by dropping them off at the APD lobby.
-	Activity log for the community	0	Every business day the APD posts the most recent criminal activity reported on the department's website for anyone to view
-	Education through VIPS	0	One of our volunteers offers crime prevention classes for members of the community.
-	Crimereports.com	0	APD supplies information to a free service called crimereports.com which allows community members to easily see what crimes are being reported in their area.
-	Fingerprint services	0	APD offers fingerprinting service to members of the community who need them for various reasons.
-	Gunlocks	0	APD offers gunlocks to all members of the community free of charge.
-	Security Camera Registration	0	APD encourages members of the community to register the presence of their security cameras so we know where to look for recordings if a crime occurs in the area.
-	Vacation home checks	0	An APD volunteer will conduct a periodic check of a residence if the resident is on vacation to safeguard against burglaries.



Internal Stakeholder Meeting

Building on the external stakeholders' meeting, the department held an internal meeting for teammates within the police department. This group included sworn and non-sworn officers and offered a strong cross-section from the various ranks within the department. The internal meeting was attended by:

Officers

Steve MacLennan
 Dan Moulin
 Lisa Evans
 Scott Marical
 Jason Daoust
 Jason Billings
 Even Westhelle
 Larissa Dahl

Non-Sworn

Kelly Haptonstall
 Linda Cowen
 Amy Williams
 Jenette Bertocchi

Command

Warren Hensman
 Hector Meletich
 Tighe O'Meara

The internal stakeholders were asked to participate in an open and honest conversation about the current environment within the department. All comments, concerns, questions, and observations were welcomed and encouraged as long as they were brought forward in a constructive manner and in an effort to better the department. As was done in the external stakeholders meeting, the internal stakeholders were asked to comment on the departments strengths, weaknesses, opportunities and threats.

Strengths

- Administrative Leadership
- De-escalation
- Ethical
- Team Oriented
- Compassionate Toward Citizens
- Camaraderie
- Good Communication with Citizens
- Highly Educated Department

Weaknesses

- Under Trained
- Team-based Scheduling
- Level of Physical Fitness
- Fatigue Due To Long Shifts
- Tactical Proficiency
- Inadequate Communication Within The Department
- Not Enough Team Building
- Training on New Platforms is Lacking, Needs to be Improved



Opportunities

- Reinstitution of an Explorers Program
- Reinstitution of a K9 Program
- Education About Best Practices Engagement with the Transient Population
- Succession Planning
- Reinstitution of a Reserve Program
- Re-engagement with Regional Partnerships
- Public Education on What They Can Realistically Expect from the Police
- Improve Conditions at the Skate Park
- Introduce Internal Teammates to External Stake Holders

Threats

- Unrealistic Expectations by the Community
- Parents Wanting the Police to Act as Parents
- Increase in Crime (both property and person crime)
- Ashland Bubble Attitude (nothing bad happens here)
- Perception of Crime Downtown
- Lack of Mental Health Resources
- Social Media
- Skate Park Problems
- Officer Wellbeing (physical and emotional)
- Increasing Homeless Presence
- Perception of Increased Services for Homeless Driving the Increase in Homeless
- National Opinion of Law Enforcement
- Anti-Police Community Values
- Judicial System Issues (jail size, feeling supported by follow through with prosecutors and courts)



Service Priorities as Identified by the Internal Stakeholders

Internal Stakeholder Voting

As we did with the external stakeholders, we asked the internal stakeholders to prioritize potential new programs and opportunities for the department. During the internal meeting several key issues came to light that don't represent services offered, but rather comment on current deficiencies within the department. The internal votes are:

Rank	Title	Score	Description
1	<u>More Officers</u>	43	<u>Increase staffing to assist with increased case load.</u>
2	<u>Holistic career/succession planning</u>	23	<u>Provide holistic planning care for all to ensure they are able to succeed in their careers in an emotionally sustainable manner.</u>
3	<u>Re-engage regional partnerships</u>	12	<u>Re-engage with task forces in the area, allowing a greater variety of work choices and to increase retention.</u>
4	<u>School Resource Officer</u>	8	<u>Re-engage the school resource officer program.</u>
5	Youth Outreach/PAL/DARE	8	<u>Institute youth based programs such as Drug Abuse Resistance and Education (DARE) and the Police Athletic League (PAL).</u>
6	<u>Citizens' Academy</u>	6	<u>Host a citizens' academy that exposes community members to police policies and training.</u>
7	Wildlife training	5	Provide wildlife training for officers and the public to address human/wildlife confrontations.
8	Education on transient issues	5	Provide education to the public on how to most effectively offer aid to members of the transient population .
9	<u>Mental health worker</u>	3	<u>Embed a mental health worker with the police department to assist in critical mental health issues.</u>
10	Increase knowledge on labor law/ due process	3	Become better informed on labor issues.
11	<u>Annual community policing program</u>	2	<u>Host an annual community engagement event.</u>
12	<u>Emergency Operations Center</u>	0	<u>Establish a new EOC/training facility at the PD.</u>
13	Needle exchange	0	Provide needle exchange services for IV drug users.
14	Homeless shelters	0	Provide shelters for the homeless community.
15	Provide self-defense training	0	Provide self defense/pepper spray course for members of the community.



Summary of Identified Objectives for the APD

The following is a summary of objectives as identified through the strategic planning process. This list has been produced by reviewing the environmental scan completed by the strategic planning work group, and merging it with the results obtained by the external and internal stakeholders' meetings.

The list of goals is also influenced by the decisions of the command staff of the police department, most notably the police chief. It is incumbent on the police chief to take the input from all parties and apply that information in an appropriate manner, and to do so while balancing the resources of the department and staying within the mission of the department and best practices in law enforcement.

These objectives are listed in an order of priority or importance as identified by the external and internal processes. All of these objectives have been identified as necessary in the coming years.

E = External, I = Internal, B = Both

1 Increase police staffing	B	Increase police staffing to 32 full time officers to assist with increased call load, more meaningful engagement, and re-establishment of the SRO program.
2 Embed a mental health worker with the police department	B	Either hire or partner with an outside organization to bring a mental health worker on as a full-time resource for the police department.
3 Provide holistic career and succession planning	I	Work with all members of the department to ensure their career goals are being supported in a sustainable manner.
4 Re-engage with regional partners	B	Re-engage in participating in regional partnerships such as Medford Area Gang Enforcement (MADGE) and Southern Oregon High Tech Crimes Task Force (SOHTCTF)
5 Emergency operations center	B	Identify a funding mechanism for and construct a new EOC/ training facility attached to the police department.
6 Re-engage the SRO program	B	Under the current structure and deployment this is dependent on staffing being increased.
7 Citizens' academy	B	Will give interested residents an opportunity to get to know more about their police department, programs, community associations and current community issues.
8 Volunteer recruitment & retention	B	Increase volunteer staff and support upgraded ideas and concepts to keep current volunteers engaged and appreciated.
9 Gateway Addiction Recovery Program	B	Solidify this program and encourage other agencies
10 Ethics/Bias Training	I	Build upon current programs and training teaching officer about biases/procedural justice/de-escalation
11 Combined Active Shooter Training with AFR	B	Plan and execute a joint training mission with AFR to simulate joint response to an active shooter
12 Organize and host annual community engagement event	B	Plan and host an annual community engagement event to foster relationship building and familiarization with the department.



In addition to the objectives identified and prioritized through the internal and external stakeholder's meetings, several other objectives were identified by the department command staff as requisite to completing the department's mission and to intelligently responding to future trends.

The requisite objectives identified by the department command staff are:

Reduce Emergency Response Time

The department has, for several years, strived to maintain a response time to emergency calls of less than four minutes and thirty seconds. In recent years we have not met this mark. With increased staffing and greater prioritization of work load, it is an ongoing objective to minimize our response time to all calls, but most specifically to emergency calls.

Mitigate Negative Downtown Behavioral Problems

Negative behavior downtown, both illegal and legal, has long been a problem in downtown Ashland. One of the assumed goals is to address this ongoing issue and make Ashland as safe and enjoyable for everyone as possible.

Re-establish the Skate Park as a Safe Venue for All

The Water Street skate park has developed as a problem area, with many community members avoiding it altogether due to actual or perceived problems.

Evaluate the Need for a K9 Team

Currently there is no K9 unit in the APD and we rely on our partner agencies for search and rescue, patrol, and narcotics detection as well as other K9 functions. An assumed goal is to assess whether or not the department should pursue a K9 unit to serve the community.

Improve Communication Within the Police Department

During the internal stakeholders' meeting, several members of the APD pointed out that communication within the department is lacking. This point was made both in reference to communication between the teams and management, and within the teams themselves.



Objective 2 **Examine feasibility of bringing on an embedded mental health professional.**

Objective	Examine the need and feasibility of bringing on a mental health professional.		
Timeframe	1st quarter 2018	Assigned To	DC Hensman
Tasks	Evaluate whether or not the department should bring on a mental health professional, and identify what this team members' role and responsibilities would be.		
Cost	Staff time		
Objective	Determine a funding stream for this team member.		
Timeframe	1st quarter 2018	Assigned To	Chief O'Meara and DC Hensman
Tasks	Examine various funding stream options through the City of Ashland, Jackson County Mental Health, Jackson County Sheriff and partner municipalities.		
Cost	Staff time		
Objective	Develop a strategy for recruiting and hiring a mental health professional, if this team member is going to be a city employee.		
Timeframe	2nd quarter 2018	Assigned To	Chief O'Meara and DC Hensman
Tasks	Enlist the assistance of a mental health organization in planning the best method for recruiting and hiring.		
Cost	TBD		



Objective 3 Provide Holistic Career and Succession Planning

Objective	Facilitate career development with each member of the police team		
Timeframe	Ongoing	Assigned To	DC Hensman and all Supervisors
Tasks	Work with each member of the APD team to identify career goals that are well thought out and appropriate and sustainable for the team member.		
Cost	Staff time		
Objective	Identify training opportunities that are appropriate for retention and career planning		
Timeframe	Ongoing	Assigned To	DC Hensman
Tasks	Monitor team member career goals and identify matching training and work opportunities to help the team member realize the career goal.		
Cost	Staff time		
Objective	Ensure all team members feel supported as valued members of the department		
Timeframe	Ongoing	Assigned To	Command and Supervisory Staff
Tasks	Ensure that all members of the APD team are supported through training and through a support network, to ensure emotionally healthy development through his/her career.		
Cost	Staff time.		

Objective 4 Re-engage with Regional Partnerships

Objective	Identify which regional team(s) we should join		
Timeframe	3rd Quarter 2019	Assigned To	Chief O’Meara
Tasks	Evaluate potential partnerships with regional task force teams		
Cost	Staff time		
Objective	Identify department members to join the team(s)		
Timeframe	1st Quarter 2020	Assigned To	Chief O’Meara
Tasks	Identify whether or not the department can afford to staff a regional team, identify the officer(s) and assign them to appropriate team.		
Cost	Staff time FTE		



Objective 6		Re-Establish the SRO Program	
Objective	Determine that the SRO program is still a priority		
Timeframe	2nd Quarter 2018	Assigned To	DC Hensman
Tasks	Work with the school district to craft a mission and job description for the SRO position going forward		
Cost	Staff time		
Objective	Identify the appropriate officer-candidate to fill the position		
Timeframe	3rd Quarter 2018	Assigned To	Chief O'Meara & DC Hensman
Tasks	Call for applications and identify the appropriate officer to fill the position		
Cost	Staff time		
Objective	Implement and monitor the program		
Timeframe	Ongoing	Assigned To	Chief O'Meara & DC Hensman
Tasks	Implement, monitor and evaluate the program to gauge its effective and adjust as needed		
Cost	Staff time		

Objective 7		Hold a Citizen's Academy	
Objective	Plan a curriculum for a Citizen's Academy		
Timeframe	1st Quarter 2019	Assigned To	DC Hensman
Tasks	Evaluate the need for a citizen's academy to expose members of the community to critical pieces of the police world.		
Cost	Staff time		
Objective	Plan and host the citizen's academy		
Timeframe	3rd Quarter 2019	Assigned To	DC Hensman
Tasks	Host an appropriately planned citizen's academy		
Cost	TBD		



Objective 8 Bolster Volunteer Recruitment and Retention

Objective	Def		
Timeframe	2nd Quarter 2018	Assigned To	DC Hensman
Tasks	Identify new avenues of recruitment for members of the volunteer corps.		
Cost	Staff time		

Objective	Plan and host semi-annual training to keep the group informed and engaged		
Timeframe	3rd Quarter each year ongoing	Assigned To	DC Hensman
Tasks	Identify training needs, plan and host training for members of the volunteer group corps.		
Cost	TBD based on plan		

Objective 9 Solidify the Gateway Program

Objective	Monitor the program and evaluate for ways to improve it		
Timeframe	Ongoing	Assigned To	DC Hensman
Tasks	Monitor the program and adjust as needed to add capacity and maintain stability, identify other agencies that would like to adopt the program and assist them as possible.		
Cost	Staff time		

Objective 10 Enhance Ethics-Based Policing Training and Practices

Objective	Continue implementation of ethics-based policing with an emphasis on bias awareness		
Timeframe	Immediate and Ongoing	Assigned To	DC Hensman
Tasks	Identify appropriate team members to teach implicit bias, ethics and conflict resolution		
Cost	Staff time		

Objective	Ensure all members of the department receive ethics, bias and conflict resolution training		
Timeframe	Ongoing	Assigned To	DC Hensman and LT Meletich
Tasks	Ensure all members of the department have received the appropriate designated training in these categories		
Cost	Staff time, overtime as needed		



Objective 11 Combined Active Shooter Training with AFR

Objective	Develop a cohesive and integrated plan to respond to a critical mass incident with AFR		
Timeframe	3rd Quarter 2018	Assigned To	DC Hensman D/SGT LeCours
Tasks	Team with AFR personnel to identify a common set of policies for integrated response to a mass casualty incident		
Cost	Staff Time		
Objective	Prepare team members for integration of the inter-department plan		
Timeframe	4th Quarter 2019	Assigned To	DC Hensman/LT Meletich
Tasks	Train officers on the integrated response plan for a mass event		
Cost	Staff time		
Objective	Plan and execute an inter-department exercise with AFR simulating joint response to a mass casualty incident		
Timeframe	By end of 2nd Quarter 2019	Assigned To	DC Hensman
Tasks	Plan and execute a joint training operation in which the police and fire department's respond in concert with each other integrating warm zone treatment and extraction by responding medics		
Cost	Staff time and TBD		

Objective 12 Organize and Host Annual Community Police Event

Objective	Define the annual community police event		
Timeframe	2nd Quarter 2018	Assigned To	Chief O'Meara
Tasks	Define what the event should be and what the appropriate venue is		
Cost	Staff time		
Objective	Plan and host the community engagement event		
Timeframe	3rd Quarter each year ongoing	Assigned To	Chief O'Meara
Tasks	Plan and host the event, allowing the community a chance to meet officers and learn more about the department and the work done by APD		
Cost	TBD based on plan		



Objective Reduce and Maintain Lowered Response Time to Emergencies			
Objective	Reduce median response time to less than 4:30 for emergency situations		
Timeframe	Ongoing	Assigned To	Shift Sergeants
Tasks	Reduce to below and maintain a median response time of less than 4:30 to emergency and unknown but possible emergency situations.		
Cost	Staff time		

Objective Reduce Calls for Service Downtown			
Objective	Develop strategies for reducing calls for service downtown for quality of life issues		
Timeframe	1st Quarter 2018	Assigned To	Chief O’Meara
Tasks	Identify strategies for lowering calls for service downtown		
Cost	Staff time		
Objective	Implement plan to address downtown issues		
Timeframe	2nd Quarter 2018	Assigned To	DC Hensman
Tasks	Implement a comprehensive plan to address behavioral issues downtown both during the day and at night, including plain clothes operations as necessary, with a nighttime emphasis on OSF and Will Dodge Way		
Cost	TBD		

Objective Increase Safety and Use of Water Street Skate Park			
Objective	Analyze problems at the skate park		
Timeframe	1st Quarter 2018	Assigned To	LT Meletich
Tasks	Determine what issues are present at the skate park		
Cost	Staff time.		
Objective	Establish a plan to increase safety and use of skate park		
Timeframe	2nd Quarter 2018	Assigned To	LT Meletich
Tasks	Establish a plan to mitigate negative and criminal behavior at the skate park, including consideration for cameras, cadet/park patrol/CSO placement, plainclothes operations etc.		
Cost	TBD		



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Objective	Monitor the situation at the skate park		
Timeframe	Ongoing	Assigned To	LT Meletich
Tasks	Monitor and evaluate how each of the pieces of the implemented plan is impacting the problems at the skate park, adjust as needed		
Cost	Staff time		

Objective Evaluate and Possibly Implement a K9 Program			
Objective	Evaluate the need for a K9 program and implement if needed		
Timeframe	2nd Quarter 2018	Assigned To	Chief O'Meara
Tasks	Evaluate the need for a K9 team within the department to include an analysis of what type of K9 and whether or not the community would support such an addition		
Cost	Staff time		
Objective	Evaluate cost of a potential K9 program		
Timeframe	4th Quarter 2018	Assigned To	Chief O'Meara
Tasks	Determine what the cost would be to acquire a K9, train it, maintain it, provide appropriate equipment for the K9, officer and vehicle.		
Cost	Staff time		
Objective	If called for acquire and implement K9 program		
Timeframe	2nd Quarter 2019	Assigned To	Chief O'Meara & DC Hensman
Tasks	Identify K9 handler, provide appropriate training and equipment, establish appropriate policies and inter-agency agreements		
Cost	TBD		
Objective	Review K9 program		
Timeframe	Ongoing	Assigned To	Chief O'Meara
Tasks	Review K9 program use, deployment, benefit to APD, benefit to partner agencies and external stakeholders, evaluate whether or not the cost of maintaining the K9 program is greater than the community benefit		
Cost	Staff time		

Objective Improve communication within the department			
Objective	Identify communication weaknesses within the department and implement corrective measures		
Timeframe	Ongoing	Assigned To	Chief O'Meara
Tasks	Identify communication breakdowns both between command and staff and between patrol teams and divisions; incorporate better communication practices		
Cost	Staff time		



Implementation of This Strategic Plan

The Ashland Police Department will always strive to provide the best police service to the Ashland community. Currently the APD is at the forefront in the state of Oregon in providing forward-thinking police practices, both as outlined in the White House's Guide to 21st Century Policing, and also as pioneered by the APD.

Initiatives such as You Have Options and Gateway (see next page for description)



demonstrate that APD will not only adopt established best practices, but that we will also actively pioneer new ones as we find innovative and better ways to serve our community.

In recent years, the police department has embraced social media, effectively using it to bring information to, and solicit information from, the community. The department was the first in Jackson County to launch a smart phone-based application, furthering our attempts at engagement, especially during an emergency.

The department has taken steps to ensure transparency and accountability by allowing complaints to be submitted via our webpage and making our policy manual available to anyone who wishes to see it.

While the members of the police department are proud of our accomplishments, there is always more work to do, and some of that work has been identified through this strategic planning process.

Most of the objectives identified and presented are a direct result of the strategic planning process (though some were taken from the police department's earlier-stated goals within the biennial budget).

Several objectives have been identified through this planning process, as well as through the budget process and command staff review. A member of the APD team (usually a member of the command staff) has been identified as having primary responsibility for each objective. A time frame has also been identified for each objective.

Several APD programs have been referenced throughout this report. For clarification, a description each program is offered here.

You Have Options is a program created by APD. It is currently being implemented at many agencies around the country. Through this program, members of the community who have been sexually assaulted are allowed to retain as much control of the investigation as possible. This facilitates greater engagement with sexual assault survivors, and helps the police department better identify serial sex offenders in the long run.

The Gateway program is modeled after the founding program in Gloucester, Massachusetts. This program is made up of two parts: amnesty for possession of a controlled substance and treatment for dependence on a controlled substance or alcohol. Through this program, any member of the community can turn over illegal substances without fear of criminal sanction. In addition, anyone who asks for help to combat a substance abuse problem will be granted access to our partner agency's treatment facility.

Implicit Bias Training is training that teaches us that we are all subject to sub-conscious "programming," and that if we can recognize this we can take an important step toward mitigating the control that sub-conscious programming has on our day-to-day decision making. Part of the study of implicit bias is that we see what we expect to see, and don't see what we don't expect to see. If we are more aware of this sub-conscious programming we can mitigate its control over our decisions.

Procedural Justice/Police Legitimacy is a manner of engaging the community that allows everyone, whether a victim, witness, or suspect, to feel as though their views have been heard and respected. If the APD can successfully convey to every member of the community that they are being heard and respected, it is anticipated that incidents of use of force will decrease, and the legitimacy of the police department, in the eyes of the public, will increase.



CITY OF ASHLAND



Ashland Police Department Strategic Plan 2018-2023

Ashland.or.us/police
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