

BEND POLICE DEPARTMENT STRATEGIC PLAN



2013 / 2018

Revised July 2013

Letter from Chief of Police Jeff Sale

I am proud to present the Bend Police Departments five year strategic plan. This plan was developed with input from community, government and employees. The Bend Police Department is one of the premier Police Departments in the State of Oregon. Our goal is to build upon the accomplishments of those who came before us and embrace technology to build the future of the organization.

Efficiency, collaboration, and service delivery are the main themes of this plan. We recognize there are competing community needs and limited fiscal resources. We must partner with the community to maximize the effectiveness of our services to maintain the Bend way of life for our citizens and visitors.

I want to thank everyone who has participated in the development of this plan. As an organization, we will monitor and change the plan as needed.



Bend Police Department Car-B-Que (A police car converted into a BBQ)
Staffed by Department Personnel at Special Events to Engage the Community



Bend Police Department
Strategic Plan
2013/2018

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EXECUTIVE SUMMARY

Strategic planning is a structured rational methodology that brings projections of the future to bear on today's decisions. Without strategic planning, making appropriate decisions becomes a game of chance. In order for the Bend Police Department to be prepared in an ever-changing world, it must look forward and anticipate what is likely to occur on the horizon.

This strategic plan is built upon the plan of 2008. This plan encompasses a five year view in order to provide opportunities, for the Bend Police Department, to project possible futures and anticipate their impacts. The structured, rational methodology enabled the police department to:

1. Refine organizational direction and purpose
2. Identify issues and set priorities
3. Focus resources on specific target areas
4. Create a framework for budgets and operations
5. Enhance internal coordination though mutual goal determination
6. Establish accountability by assigning specific duties

During the months of June and July of 2013 the Bend Police Department Strategic Plan Steering Committee met to review and expand the current strategic plan. This committee was comprised of employees from various ranks, assignments and classifications from within the department.

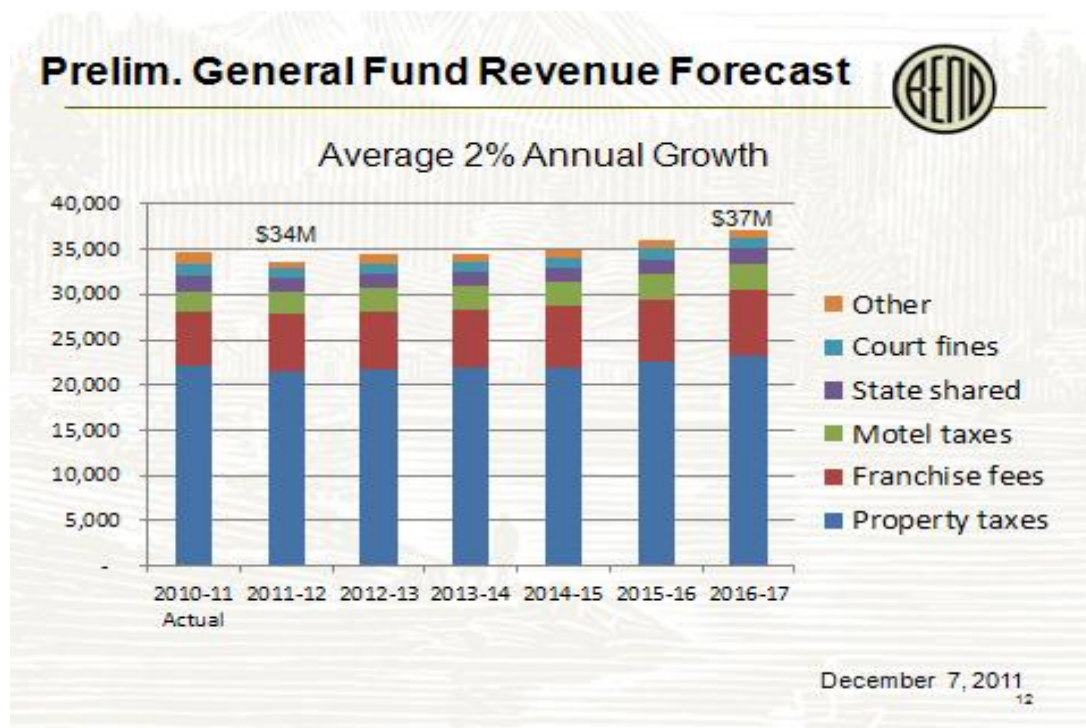
Phase I of the strategic plan was to identify our Strengths, Weaknesses, Opportunities and Threats (SWOT).

Phase II of the strategic planning process was to gather data and input from our committee and the department members. This information was collected, and incorporated into this plan.

Phase III of the plan focused on our strategic position. This included some basic assumptions of future trends, economic and population growth as well as special needs of our community.

The City has identified a few key planning assumptions which are as follows:

1. One of the primary challenges facing the City over the next five years is the retention of resources and sustained funding. The Federal Reserve Bank of Philadelphia's Survey of Professional Forecasters places the probability of a negative economic quarter at 15%. The Wall Street Journal's Economic Forecasting Survey similarly places the risk of recession over the next year at 15%. The University of Oregon Economic Indicators shows a positive trending activity over the past 5 years (2008 – 2012).
2. The housing rebound is now in full swing with sales, starts and prices all increasing at strong rates. New residential investment positively contributed to GDP growth in 2012 and in the first quarter of 2013, following 6 year of decline.
3. Oregon's labor market continued to increase through the end of 2012 and into 2013. The rate of growth is in line with national levels of employment. Oregon's employment has increased by 1.3% in the third quarter of 2012, 1.5% in the fourth quarter and 1.6% in the first quarter of 2014.
4. Bend has seen strong employment gains in the past year. Based on the latest covered employment data (QCEW), jobs have rebounded 5.5% in Bend.



10 Year Forecast State of Oregon

Table R.2

General Fund Revenue Forecast Summary (Millions of Dollars, Current Law)

Revenue Source	Forecast 2009-11		Forecast 2011-13		Forecast 2013-15		Forecast 2015-17		Forecast 2017-19		Forecast 2019-21		Forecast 2021-23	
	Biennium	Chg	Biennium	Chg	Biennium	Chg	Biennium	Chg	Biennium	Chg	Biennium	Chg	Biennium	Chg
Personal Income Taxes	10,467.2	3.7%	12,152.7	16.1%	13,579.5	11.7%	15,312.8	12.8%	16,789.4	9.6%	18,497.0	10.2%	20,411.8	10.4%
Corporate Income Taxes	827.6	20.9%	914.6	10.5%	1,036.6	13.3%	1,004.0	-3.1%	974.0	-3.0%	1,005.0	3.2%	1,096.7	9.1%
All Others	1,226.6	29.8%	1,181.2	-3.7%	990.5	-16.1%	1,047.5	5.8%	1,116.2	6.6%	1,201.7	7.7%	1,277.2	6.3%
Gross General Fund	12,521.4	6.8%	14,248.5	13.8%	15,606.5	9.5%	17,364.2	11.3%	18,879.6	8.7%	20,703.7	9.7%	22,785.7	10.1%
<i>Offsets and Transfers</i>	-		(12.0)		(120.8)		(116.3)		(82.2)		(44.7)		(47.3)	
Net Revenue	12,521.4	-2.2%	14,236.5	13.7%	15,485.7	8.8%	17,247.9	11.4%	18,797.4	9.0%	20,659.0	9.9%	22,738.3	10.1%

Other taxes include General Fund portions of the Eastern Oregon Severance Tax, Western Oregon Severance Tax and Amusement Device Tax.
Commercial Fish Licenses & Fees and Pari-mutual Receipts are included in Other Revenues

Despite an improving economy, overall revenue growth will remain modest from an historical perspective. Underlying job gains, which improved, will not match the pace seen during previous periods of economic expansion. Also, personal income taxes based on investment income will grow slowly in the near term since many Oregonians cashed out gains in 2012 in anticipation of a scheduled federal tax rate increase. Tax revenue growth is expected to fall in between the rates Oregon has become accustomed to during past periods of economic expansion, and the slow gains we have seen in recent years.

Revenue growth in Oregon and other states will face considerable downward pressure over the 10- year extended forecast horizon. As the baby boom population cohort works less and spends less, traditional state tax instruments such as personal income taxes and general sales taxes will become less effective, and revenue growth will fail to match the pace seen in the past.

Oregon Economic and Revenue Forecast, May 2013, Volume XXXIII, No. 3
<http://www.oregon.gov/DAS/OEA/docs/economic/forecast0513.pdf>

MISSION STATEMENT

We, together with the community, will provide Law Enforcement Services of the highest quality.

VISION STATEMENT

The Bend Police Department will create a safe and comfortable community in which people can live, work and visit. We recognize employees are the Department's most valuable resource and will strive to create a positive working atmosphere where dedication and participation are encouraged. We will serve the people of this community by striving for excellence in all we do.

To this end we will:

- Enhance the safety and livability of the community
- Prevent crime through community involvement, education, proactive enforcement and technology advances.
- Effectively communicate with all members of the community.
- Strive for professionalism and integrity by maintaining high ethical standards.
- Be fiscally responsible.
- Promote interagency communication and cooperation.
- Provide community leadership.
- Recruit, train, and develop quality personnel.

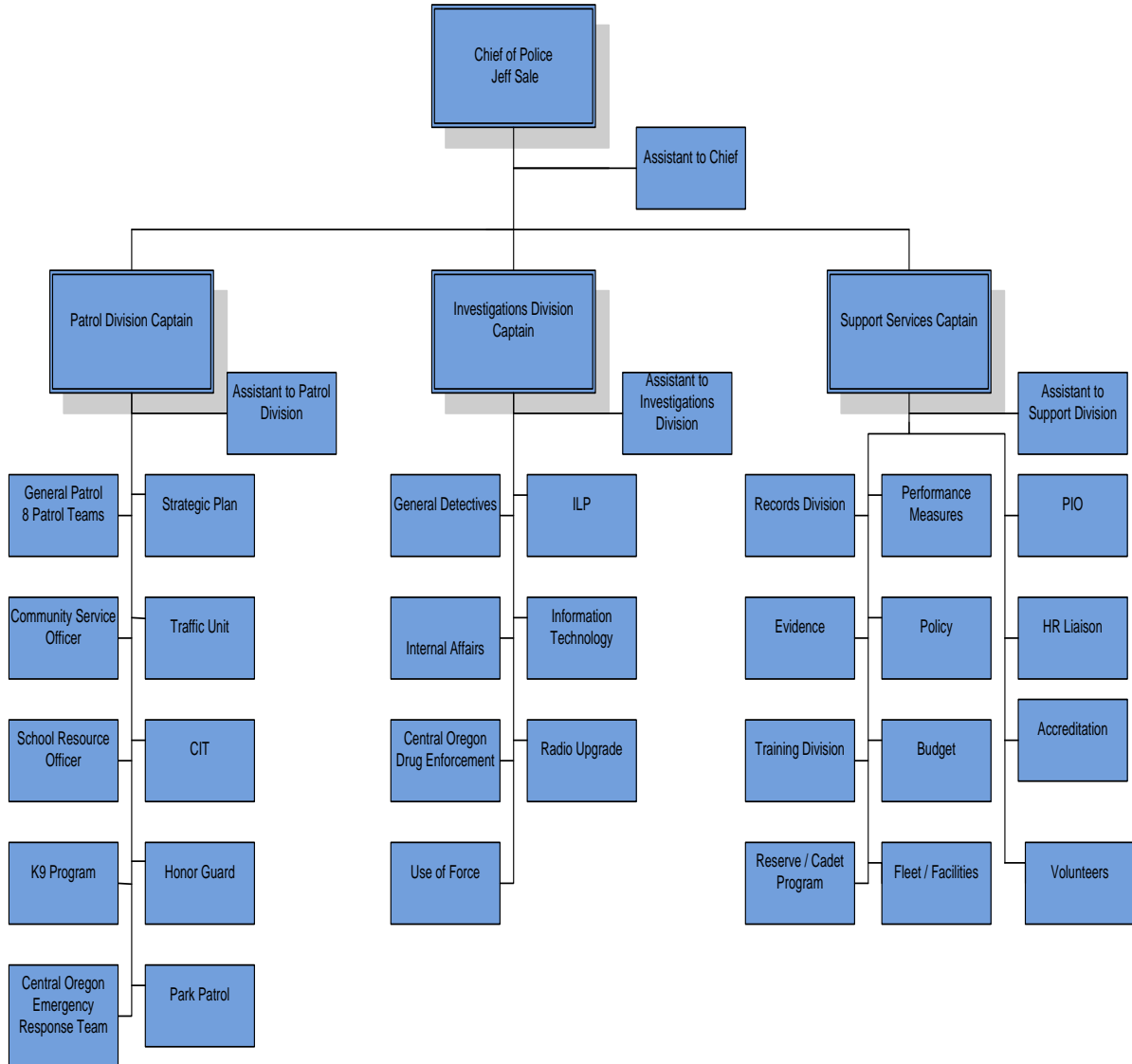
We are committed to accomplishing the above through adaptability, encouraging creativity and forward thinking, honesty, integrity and holding one another accountable. Lastly, we will never settle for mediocrity or second best.

SWOT Analysis 2013

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none">• Community relationship and service• Quality of our employees• Professionalism• Family oriented• Progressive• Excellent training and equipment• Embracing Change• Crime Resolution	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none">• Language and culture barriers• We are reactive not proactive• We need to improve our mentorship abilities• We need more consistency in managerial and supervisory expectations• Improve internal communications• Technological planning
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">• Opportunity for progressive change• Smart growth and planning• Planning for technological advances• Utilizing technology to become more efficient• Expanding our Volunteers• Implementation of Proactive Programs• Developing a Stronger Reserve Program• Utilize the Cadets• Regionalization	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none">• Political Environment• Budget and Financial Issues• Staffing Levels• Internal Accountability• Increased Mental Health Calls for Service• Lack of awareness in Community Regarding Policing Issues and unrealistic expectations

ORGANIZATIONAL STRUCTURE

Bend Police Department Organizational Chart



Revised 7/20/2012 L.Jacobs

VALUES of BPD

SERVICE

We provide the highest level of professional police service possible to our community.

INTEGRITY

We command the highest levels of ethical values. Honesty, loyalty, duty, and humility are the key standards we profess.

FAIRNESS

We are impartial, make independent professional judgments and act in the best interest of all of the citizens of our community.

CARING

We have a deep concern for people, property and preservation of Bend's unique quality of life.

PARTNERSHIP

We respect our community. Its members are our partners and we cannot be effective without their active support and cooperation.

PROGRESSIVE

We embrace change. We are flexible, innovative, and will not hesitate to experiment with new roles, programs, or technologies to improve our effectiveness.

EXCELLENCE

We hold ourselves accountable to the highest principles.

ORGANIZATION HISTORY AND PROFILE

Located in Central Oregon at the eastern foothills of the Cascade Mountains, Bend is an energetic city with a fast growing population of over 77,905. Bend is noted for its scenic setting, year-round recreational activities and growing economy. At an elevation of 3,625 feet, the city covers 32 square miles.

Farewell Bend, as it was once known, has come a long way since settlers named the picturesque city in Central Oregon. The name was later changed simply to "Bend" by the U.S. Postmaster. Bend incorporated in 1905 and twelve years later, Deschutes County was formed from the western half of Crook County. Bend was at that time designated as the County Seat of Deschutes County. Bend has grown from a simple lumber settlement, to the thriving and vibrant urban center it is today with a rich cultural life.

Law enforcement during Bend's formative years consisted of an appointed City Marshall. It was not until 1911 when Samuel E (Bert) Roberts become Bend's first Chief of Police. Chief Roberts held this position until 1916, when Deschutes County was officially established. Chief Roberts was appointed as the first Deschutes County Sheriff relinquishing the Chief of Police position to L.A. Nixon. The Bend Police Department has employed 16 police chiefs from 1913 to our current chief, Jeff Sale. The police department has grown from a two man department to its current size of 86 sworn officers and 24 civilian staff.

City of Bend Chiefs of Police

1913 to 1916 Samuel E. (Bert) Roberts
1917 to 1920 L.A. W. Nixon
1921 to 1922 R.H. Fox
1923 to 1928 P.J. Hanson
1929 to 1930 P.A. Thomas
1931 to 1936 K.C. McCormick
1937 to 1942 James Everett Rambo

1943 to 1948 Kenrod C. Gulick
1949 to 1953 Henry A. Casiday
1954 to 1962 John T. Truett
1963 to 1978 Emil K. Moen
1979 to 1996 David Malkin
1997 to 1999 Robert Glynn
2000 to 2008 Andy Jordan
2009 to 2011 Sandi Baxter
2011 to Present Jeff Sale

Goal I

To Be More Proactive in our Approach to Policing

Goal: to increase our ability to be proactive in our policing efforts.

Objective 1: Increase officer time to be proactive.

- Enhance Online Reporting
- Improve report writing in the field
- Reduce travel time to write reports

Objective 2: Utilize Intelligent Led Policing to its full potential

- Implement ILP software
- Identify flow of communication to patrol
- Implement enforcement details at sergeant level
- Develop and reinforce consistent philosophical view from call taker to crime solver and prevention

Objective 3: Utilize Technology

- Develop a comprehensive plan for implementation of technology
- Utilize technology as a force multiplier
- Hire additional IT personnel for Department

Objective 4: Proactive Investigation Division

- Implementation of specialized enforcement details
- Add frontline supervisor to free up lieutenant's time

Goal II

To Improve Internal Communications

Goal: Promote clear, consistent and open communication at all levels. Internal communication is not the responsibility of one person, but all employees.

A single mode of information dissemination will not be effective. A combination of tools for communication such as newsletters and e-mails may be utilized; however, these tools should not replace face-to-face communication.

Objective 1: To enhance communications within the department

- Presence of command staff in briefings on a quarterly basis. This allows for key departmental updates, questions and answers from staff. This assists with the alleviation and/or dispels fictitious rumors.
- Consolidate much of the random emails sent out to a weekly update
- Disseminate minutes from Monday Staff Meetings
- The middle manager is a key component to effective and efficient communication. To improve the flow of information from command to line employee and back to command we must establish consistent and reliable communications through the middle managers.
- Establish methods to ensure information does not get filtered as it goes up or down within the organization. It is essential that management get an unfiltered “read” on issues.
- To make it everyone’s responsibility to provide rumor control department wide.
- Each member of the department should be held responsible for enhancing communication, which includes actively reinforcing the direction, goals, and values of the agency. Supervisors should guide members to assure their decisions are consistent with the agency’s directions, goals and values.
- Utilization of technology to update staff in various divisions.
- Managers and all staff should be evaluated with communication as a key part of their performance evaluation.

Goal III

To Improve Efficiency and Control

Goal: To improve and streamline operations and processes. To better define performance objectives, increase productivity and accountability.

Objective 1: Define standards of performance

- Creation of a committee to identify ways to improve our current performance evaluation program.
- Tie the new performance program in with the City's Performance Program
- Incorporation of core values into the evaluation process

Objective 2: Implementation of performance standards

- Team with Human Resources to implement performance evaluation program with City's Program
- Communicate program department wide

Objective 3: Implement tools to measure success

- Implementation of Monthly Accountability Review
- Implementation of succession planning model

Goal IV

To Provide Appropriate Training in All Divisions

Goal: Increase the quality of training provided to employees

Objective 1: Increase the number of in-service hours trained each year

- Monthly in-service training with new patrol schedule
- Move toward scenario based training
- Host state-wide training events

Objective 2: To identify training needs of specialty areas and provide appropriate training within budget

- Evaluation of the Emergency Operations Center (EOC)
- Provide additional ICS training at many different levels
- Evaluate the need for expanded explosive handling training
- Provide explosive first responder training
- Create exercises to enhance training such as large scale ICS training
- Team with City to provide Leadership Training

Objective 3: Development of a succession planning program

- Identify the positions in need of specialized training and mentoring
- Plan for replacement for positions that are single specialty position areas. Identify these positions and the training they will need.
- Develop a timeline to address known assignment changes through retirement, advancement, or restructuring.

Objective 4: Expand training division

- Addition of an administrative assistant
- Evaluate the need for additional personnel to provide enhanced in-service training
- Evaluate combining firearms and defensive tactics trainers into survival skills program.

Goal V

Identify Ways to Recover Revenue

Goal: To identify ways to recover the cost expenditures to the City of Bend

Objective 1: Recover Staffing and administrative costs

- Recover staffing costs and administrative costs related to events
 - Cascade Cycling Classic
 - National Road Race Championships
 - Pole Pedal Paddle

Objective 2: Initiate programs to recover costs

- K9 Impound Fees / Lodging costs
- Review asset forfeiture program
- Revisit false alarm program
- Explore Municipal Court efficiencies

Goal VI

Increase Positive Public / Community Interactions

Goal: To interact and communicate with all members of our community on a daily basis.

Objective 1: Promote interaction with the community

- Develop and reinforce positive philosophical view on citizen contacts.
Promote positive interactions with community.
- Host Town Hall Meetings
- Special event participation
- Specialized presentations by officers

Goal VII

Radio Communications Plan

Goal: To evaluate our current radio system, coverage limitations, replacement and upgrade costs. Implementation of a new system that will fulfill our radio communication needs.

Objective 1: Partner with local stakeholders to determine the best, most cost efficient technology for use in a next generation communications system; compute the cost of deploying an operating system, and recommend a governance and operational model for the partnership.

- RFP for consultant to assess the needs of the stakeholders, design a system that meets those needs and recommend governance to maintain the system.
- Collect data on the inventory of existing communications system and assets of the stakeholders. Identify needs for today and future expansion.
- Compute the costs of deploying and operating the system.
- Identify costs and options.

Objective 2: Explore options from Objective 1 to determine course of action. Create a unified, regional public safety communications system/network that enables the surrounding counties serviced by Deschutes County 911.

- Utilize reports from the consultant to determine a course of action.
- Identify needed partnerships; create MOU's and agreements to support those partnerships.
- Identify funding options for the deployment of operation of the system.
- Create an operational body and a governance body from the stakeholders involved.

Objective 3: Work with identified partners to implement the new communications system. Action items to be determined after completion of Objectives 1 and 2.

Goal VIII

Emergency Preparedness

Goal: To meet the community's needs for prevention, preparation, response and recovery from preplanned and emergency events.

Objective 1: State of Readiness

- Identify gaps
- Preplan for events
- Supplement Emergency Operations Plan

Objective 2: Responder Capability

- Training
 - Identify key ICS roles and provide specific training (Incident Command, Operations, Logistics, Safety, etc...)
 - Identify specialized needs to provide training (Terrorism, CBRNe)
 - Prioritize training to utilize
 - ICS Structure
 - City EOP
 - Collaborated efforts with partners
 - Table to exercise
 - Full scale training events

Objective 3: Educate Community

- Ensure the community is aware of the department's emergency plans and expected response.
- Make EOP accessible to public
- Include neighborhood associations in education and planning exercises
- Provide link on web site related to preparedness and needed actions in case of emergency events.