

# BEND POLICE DEPARTMENT STRATEGIC PLAN



## 2015 / 2020

Revised May 2015

# Message from Chief of Police Jim Porter



The men and women of the Police Department proudly serve the citizens of Bend seven days a week, twenty-four hours a day, three hundred and sixty-five days a year. Often missing holidays with their families, birthdays with their children and anniversaries with their significant others, but gladly do so to ensure Bend remains a safe city with an exceptionally high quality of living.

In 1829 the father of modern policing, Sir Robert Peele, made a profound observation in his theory on Community Policing; "the police are the people and the people are the police". At the Bend Police Department this ideal is very much alive one hundred and eighty-five years later. The members of the Department are your neighbors, your friends, men and women who raise their families alongside of your families. In 1829 the father of modern policing, Sir Robert Peele, made a profound observation in his theory on Community Policing; "the police are the people and the people are the police".

At the Bend Police Department this ideal is very much alive one hundred and eighty-five years later. The members of the Department are your neighbors, your friends, men and women who raise their families alongside of your families. They volunteer hundreds of hours each year to the community by coaching your children in Parks and Metro sports programs, helping the disabled in our area, and by raising thousands of dollars every year for numerous local charities including the Special Olympics Foundation, The Sparrow Club of Central Oregon, the Education Foundations for the Bend-LaPine Schools, and for other individuals in our community in need.

The members of the Bend Police Department are committed to the protection of every citizen's rights, to always acting in an ethical manner, to conducting their business in a transparent manner, and with an understanding that to serve with the Bend Police Department is a privilege only offered to a few. When it comes to applying the law, they do so with the knowledge that the spirit of the law is just as important as the letter of the law, and their role in our community is to be a force for problem solving and positive community engagement.

As an organization we actively engage the most modern and productive of technology and police practices, to ensure we provide services in the most efficient and effective manner. We hold the concept of customer service as one of our highest tenets, understanding we serve the public and only receive our authority through the will of those we serve.

We enthusiastically engage the concept of Community Policing, we will exit our patrol cars to patrol on foot as often as possible, we will be participants in the Neighborhood Association meetings, we will have officers actively engaged in our schools and parks, we will invite citizens into our department with our Citizen's Academy, and we will solicit input from those we serve in Bend, all with the intent of forming a partnership with the citizens of Bend now and into the future.

Bend Police Department  
Strategic Plan  
2015/2020

TABLE OF CONTENTS

1. Executive Summary
2. Mission and Vision Statements
3. SWOT
4. Organizational Chart
5. Values
6. Organization History and Profile
7. Goals, Objectives and Strategies
  - Goal I: Trust
  - Goal II: Transparency
  - Goal III: Engagement of Organization
  - Goal IV: Engagement of Community
  - Goal V: Technology
  - Goal VI: System Enhancement
  - Goal VII: Alignment of Staffing

## 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 month of May of 2015 the Bend Police Department Command Staff met to review the current strategic plan. The Command Staff utilized an internal survey to determine Goals and Objectives. We elected to address the significant weaknesses addressed in the survey.

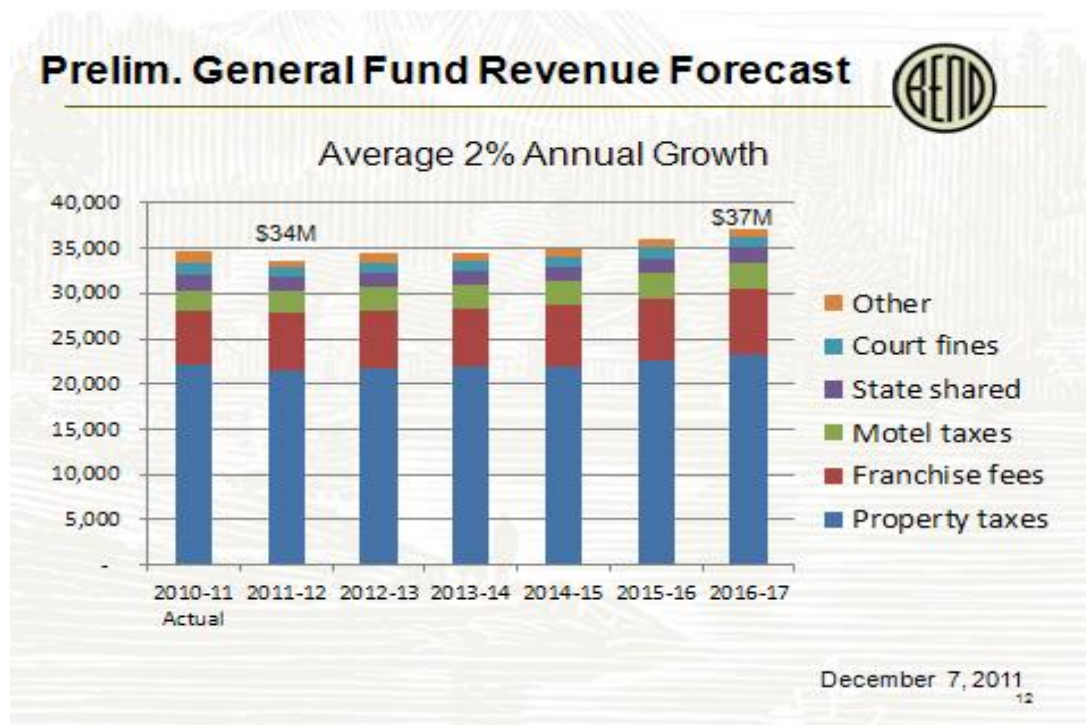
Phase I of the strategic plan was to identify our Strengths, Weaknesses, Opportunities and Threats (SWOT).

Phase II of the strategic planning process was to review the City survey.

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%
<b>Gross General Fund</b>	<b>12,521.4</b>	<b>6.8%</b>	<b>14,248.5</b>	<b>13.8%</b>	<b>15,606.5</b>	<b>9.5%</b>	<b>17,364.2</b>	<b>11.3%</b>	<b>18,879.6</b>	<b>8.7%</b>	<b>20,703.7</b>	<b>9.7%</b>	<b>22,785.7</b>	<b>10.1%</b>
<i>Offsets and Transfers</i>	-		(12.0)		(120.8)		(116.3)		(82.2)		(44.7)		(47.3)	
<b>Net Revenue</b>	<b>12,521.4</b>	<b>-2.2%</b>	<b>14,236.5</b>	<b>13.7%</b>	<b>15,485.7</b>	<b>8.8%</b>	<b>17,247.9</b>	<b>11.4%</b>	<b>18,797.4</b>	<b>9.0%</b>	<b>20,659.0</b>	<b>9.9%</b>	<b>22,738.3</b>	<b>10.1%</b>

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

*To Protect and Serve.*



## Vision Statement

*We are progressive, innovative, community based, and acknowledge our most valued asset is the men and women who work at the Bend Police Department.*



## Values

*Teamwork, Integrity, Excellence*

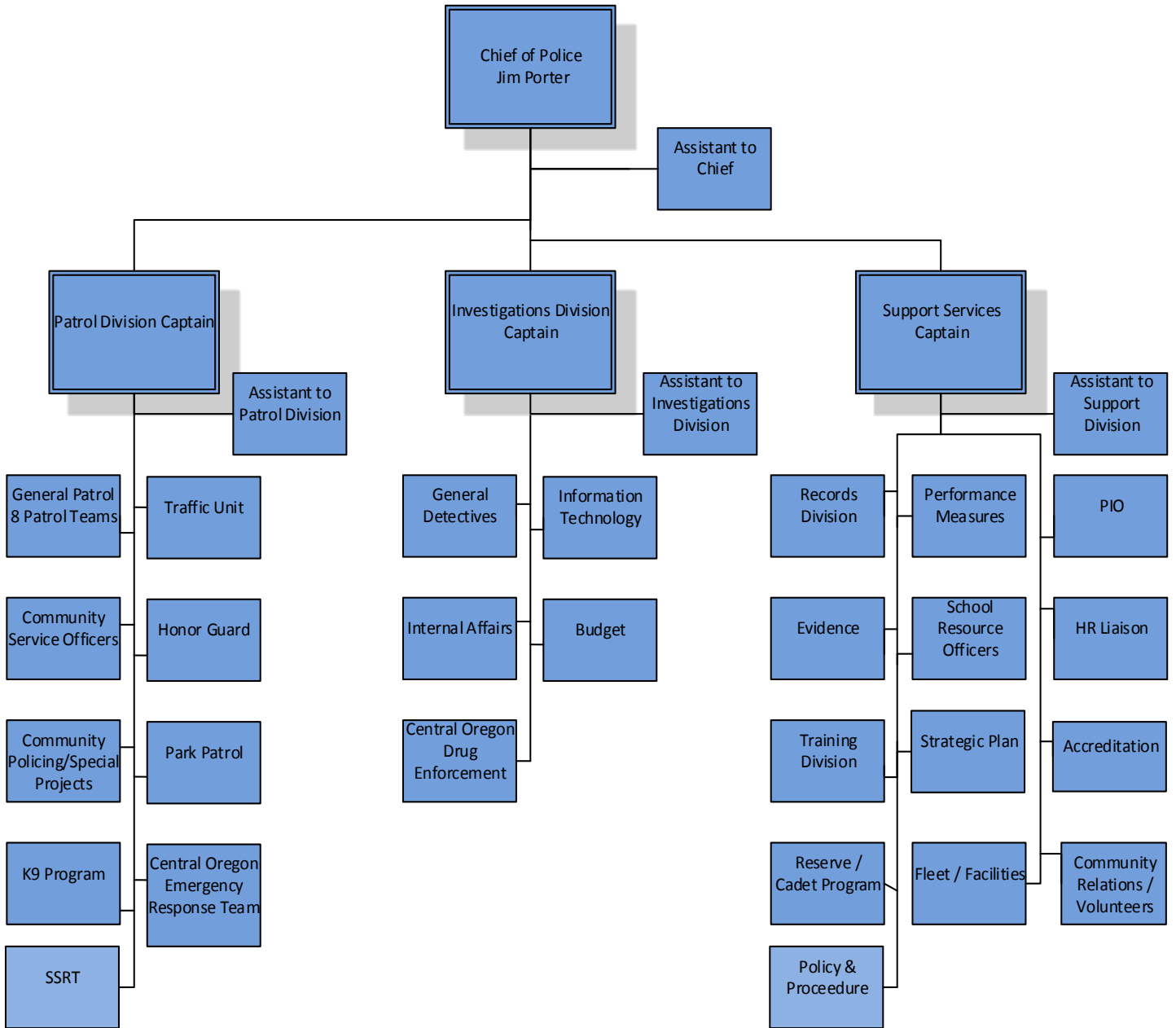


## SWOT Analysis 2015 - 2020

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"><li>• Community relationship and service</li><li>• Collaboration / Internal &amp; External</li><li>• Quality employees</li><li>• Professionalism</li><li>• Mentorship</li><li>• Team oriented</li><li>• Progressive</li><li>• Embracing change</li><li>• Crime resolution</li><li>• Hiring &amp; recruitment</li></ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• Support staffing (Systems)</li><li>• Systems (IA, Accreditation, Training, Fleet, Facilities)</li><li>• Internal communication</li><li>• Proactive policing</li><li>• Reserve / Cadet program</li><li>• Technology implementation</li></ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"><li>• Opportunity for progressive change</li><li>• Smart growth and planning</li><li>• Planning for technological advances</li><li>• Utilizing technology to become more efficient</li><li>• Implementation of proactive programs</li><li>• Developing a stronger reserve program</li><li>• Utilize the cadets more</li><li>• Enhance Diversity</li><li>• Enhanced performance tracking</li></ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"><li>• Technology support</li><li>• Budget</li><li>• Increased mental health calls for service</li><li>• Current nationwide political environment influencing expectations of policing</li><li>• Expanding urban growth boundary</li></ul>



# ORGANIZATIONAL STRUCTURE



Revised 05/15 C. Darling

## **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 17 police chiefs from 1913 to our current chief, Jim Porter. The police department has grown from a two man department to its current size of 88 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 2014 Jeff Sale  
2014 to Present Jim Porter

## **Goal I: Trust**



Trust is a confident belief in someone or something. It is the confident belief in an entity:

- To do what is right
- To deliver what is promised
- To be the same every time, whatever the circumstances

Trust implies being reliable, dependable, and capable. (Dave Horsager)

### **Objectives**

- Clearly define and set Expectations for the agency through Mission, Vision and Values. Insure this message is relayed to the members monthly.

*Clarity unifies, motivates, increases morale and inspires trust.*

- Accountability of Expectations through quarterly performance check-in sessions.

*Accountability promotes consistency, consistency leads to trust.*

- To provide for open communications throughout the department. Continued develop of a culture of open communication laterally and horizontally throughout the organization.

*Those who are trusted are candid and are not afraid to speak their mind. This reduces fear and enhances trust.*

- Assess and strengthen the promotional process format.  
*Improve mentorship and identify key elements needed for succession planning and promotion.*

## Goal II: Transparency



Transparency promotes trust, communication, understanding and confidence.

### Objectives

- Implementation of Internal Affairs Software

*Utilization of technology to track investigations and outcomes assists command staff with policy development. Technology provides for real time data retrieval improving consistency in accountability thus enhancing trust and transparency.*

- Implementation of On-body video cameras for patrol division

*Video technology improves evidence gathering and provides for the documentation of events as they occur. This technology improves the transparency of the agency enhancing trust and transparency.*

- Implementation of the Lexipol policy management software.

*This policy management software provides for a comprehensive policy system which is updated electronically to stay current with case law and legislative updates. Clear policies promote clarity, transparency and trust.*

- Development of a proactive communication plan.

*Communications internally and externally are of vital importance to our agency. Communications need to be timely and accurate. This plan will enhance proactive communications internally and with the community in which we serve thus increasing trust and transparency.*

## Goal III: Engagement of Organization



### Objectives

- Celebration of wins and disclosure of mistakes to further promote communication and trust.

*Acknowledging successes reinforces the good work that is done each and every day by the members of our agency. Mistakes are inherent and should be shared in order to improve communication, and allow others to learn. “The only man who makes no mistakes is the man who never does anything”. (Theodore Roosevelt)*

- Continued enhancement of our comprehensive wellness program.

*Our people are our number one asset and are our number one priority. With this in mind we realize public safety is physically, mentally, and emotionally draining. We value the health and wellbeing of our employees. We will develop a healthy culture by the implementation of a well-rounded wellness program. The ultimate goal is to reduce injuries and improve the overall health and well-being of our employees.*

- Improve internal communications at all levels.

*Communication is not the responsibility of one person, but for all employees to take ownership and communicate effectively. Command staff presence at briefings, weekly updates emailed to all employees and facilitating a cultural change where open honest communication is encouraged.*

## Goal IV: Engagement of Community



### Objectives

- Community policing will be the primary overarching philosophical goal of our agency.

*Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.*

- Continued development of community out-reach programs

*Development of new and innovative programs that will enhance relationships with the community to build confidence and trust.*

- Coordinate and implement noise, special event and short-term rental permitting and enforcement.

*The police department will support the City with enforcement of issues permits. This supports and regulates the need for structure related to special events. This regulation enhances the livability within our city.*

## Goal V: Technology



### Objectives:

- Develop a 5 year strategic technology plan

*In order to implement and sustain technology we must have appropriate support and a comprehensive plan for the future. Technology is changing at a rapid pace, however, basic needs and functions will remain a constant. To that end, having a map will best guide our efforts and keep us on a focused pathway.*

- Harness ideas and concepts of department users by continuing to draw upon an identified committee with a thirst and knowledge of technology.

*Members of this agency are the key to the advancement of technological ideas and concepts. They understand, utilize, and give insight that is current and cutting edge.*



## Goal VI: System Enhancement



For an organization to thrive it must have systems in place for the flow of information, collection and retention of records and vital data. Work processes must be in place to improve upon efficiency. Systems must work in conjunction with one another.

### Objectives:

- Implementation of LEAP. A City wide systematic upgrade to financial, time and attendance, purchasing, fleet, facilities, training and human resources. This new upgrade will enhance operations and provide for more comprehensive reporting and data collection.
- Implementation of Power DMS. A software program specifically designed for collecting data and proofs, organizing and reporting for accreditation standards. This software solution can also enhance the department's ability to track and distribute policy, procedures and standard operating procedures. This solution can also be utilized to track training curriculum, hours of attendance related to training, reporting and cataloging of individual staff training.
- Implementation of E-Ticketing. This will automate the processing, recording and distribution of citations between the police department and municipal court. This will improve efficiency and reduce staff processing time.
- Implementation of Sharepoint software. This will assist with communication facilitation department wide. Sharepoint will enhance current project management capabilities and provide for a mobile platform to assist with transference of information.
- Implementation of AIM software to improve the systematic gathering and tracking of internal affairs investigations, use of force incidents and employee crash data. This software enhancement will improve upon our current system providing for a more comprehensive tracking and early warning system. This will identify training and supervisory needs department wide.

## Goal VII: Alignment of Staffing



To better utilize our staffing levels we must continue to evaluate our systems. We must be flexible and identify ways to utilize our current staff in the most efficient means within our identified system. We have identified the need to utilize sworn staff in the manner that best reflects their skill sets. We must also be willing to supplement our support systems with the appropriate levels of civilian staffing.

### Objectives:

- Assess our systems department wide identifying key roles and responsibilities.
- Identify support positions that would best be filled by specialized civilian staff.
- Development of a business plan to best address the needs of the department.