

# BEND POLICE DEPARTMENT STRATEGIC PLAN



## 2019 - 2024

Revised January 2019

# 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.

The members of the Department are your neighbors, your friends, men and women who raise their families alongside 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 technology and progressive 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 exit our patrol cars to patrol on foot as often as possible, we participate in Neighborhood Association meetings, we actively engage our schools and parks, we invite citizens into our department with our Citizen's Academy, and we solicit input from those we serve in Bend. We do all of this with the intent of enhancing partnerships with the citizens of Bend now and into the future.

BEND POLICE DEPARTMENT  
Strategic Plan 2019/2024

TABLE OF CONTENTS

1. Executive Summary
2. Mission, Vision, Values
3. Organization Chart
4. Organizational History and Profile
5. Organization Forecasting
6. SWOT (Strengths, Weaknesses, Opportunities, Threats)
7. Goals, Objectives and Strategies
  - Goal I: [Crime and Livability](#)
  - Goal II: [Organizational Engagement](#)
  - Goal III: [Employee Health and Wellness](#)
  - Goal IV: [Engagement of Community](#)
  - Goal V: [System Enhancements and Technology Solutions](#)

## 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 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 through mutual goal determination
6. Establish accountability by assigning specific duties

In early 2019, Bend Police Department administrative staff along with members of the Bend Police Association reviewed the current strategic plan, which was revised in 2017. Those members utilized recent internal and community surveys to determine Goals and Objectives. Our goal was to build upon our strengths and address significant weaknesses identified 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 three surveys: 2017 Internal Bend Police Department Survey, 2017 City of Bend Survey and, 2018 Internal Bend Police Department Survey.

Phase III of the plan focused on our strategic position. This included some basic assumptions of future trends, budget predictions, economic indicators, population growth, calls for service, as well as special needs of our community.

Phase IV of the plan was to establish department Goals and Objectives for the next five years to guide future decisions.

## **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.*

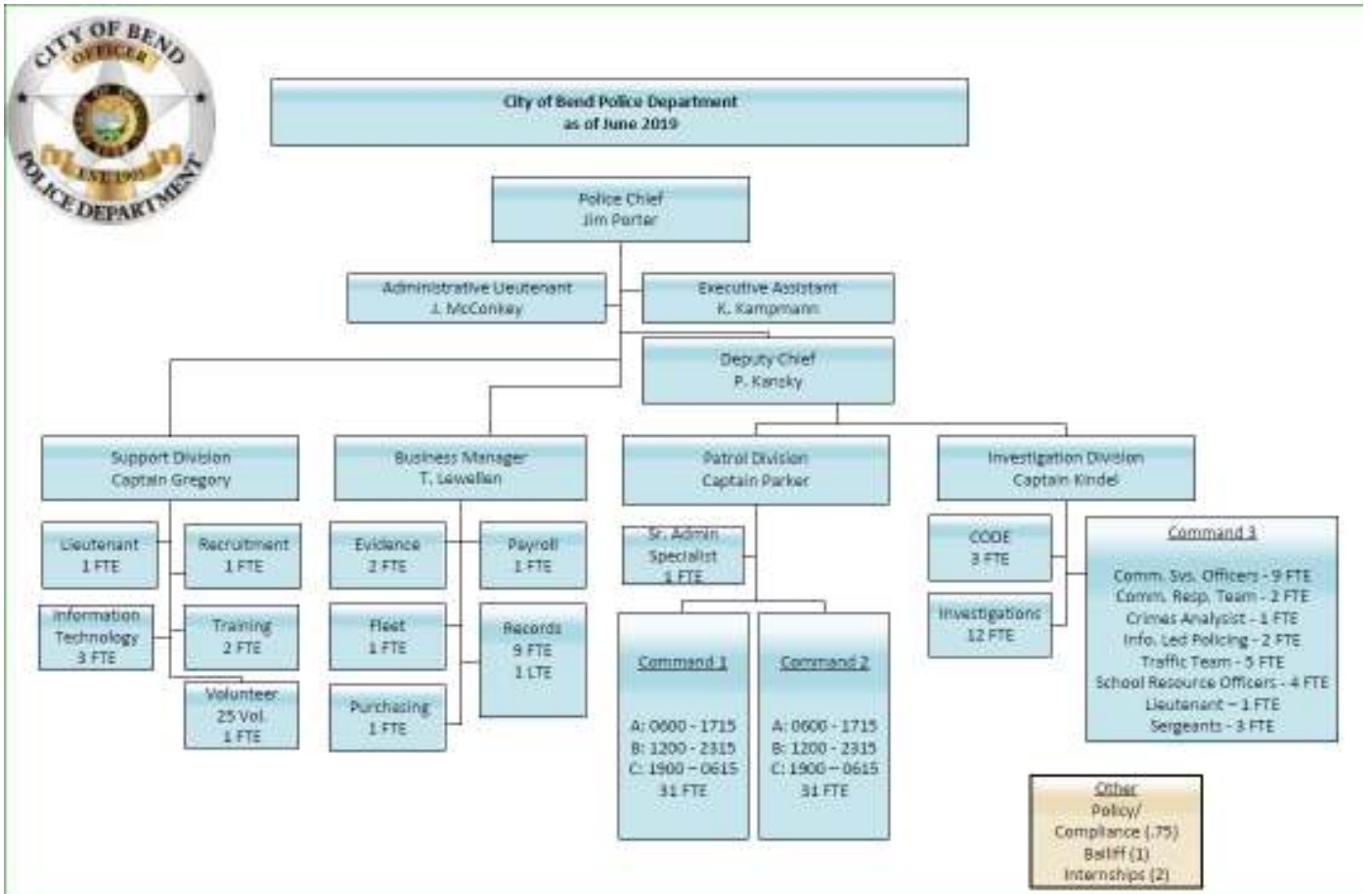


## **Values**

Teamwork, Integrity, Excellence



# City of Bend Police Department 2019 Organizational Chart



Revised 06/19 L. Armstrong



## ORGANIZATION HISTORY AND PROFILE

Located in Central Oregon at the eastern foothills of the Cascade Mountains, Bend is noted for its scenic setting, year-round recreational activities and growing economy. At an elevation of 3,625 feet, the city covers approximately 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.



The City of Bend Police Department currently serves a growing population of 89,505 (2018). There are four divisions within the police department: Patrol Division, Investigations Division, Support Division, and Business Division. The City of Bend Police Department's 102 sworn officers work in patrol, investigations, drug enforcement, traffic enforcement and education, and administrative positions. There are 28 non-sworn employees and 25 volunteers at the Bend Police Department. The City of Bend operates on a two-year (Biennial) budget. The Bend Police Department biennial budget for FY 2019-2021 is \$62,045,900.

# ORGANIZATION FORECASTING

## Central Oregon Population Forecast

Area / Year	2018	2020	2025	2030	2035
Deschutes County	187,621	199,793	220,708	244,018	266,840
Bend UGB	91,373	98,205	109,338	123,574	138,587
La Pine UGB	1,833	2,081	2,304	2,670	3,023
Redmond UGB	29,364	30,812	33,839	38,524	43,473
Sisters UGB	2,691	3,018	3,340	3,889	4,384
Outside UGB Area	62,360	65,677	71,887	75,362	77,373

Final population forecasts prepared by: Population Research Center, Portland State University, June 30<sup>th</sup>, 2018. Final Forecasts represent populations as of July 1<sup>st</sup> of each year.

### Staffing Forecast:

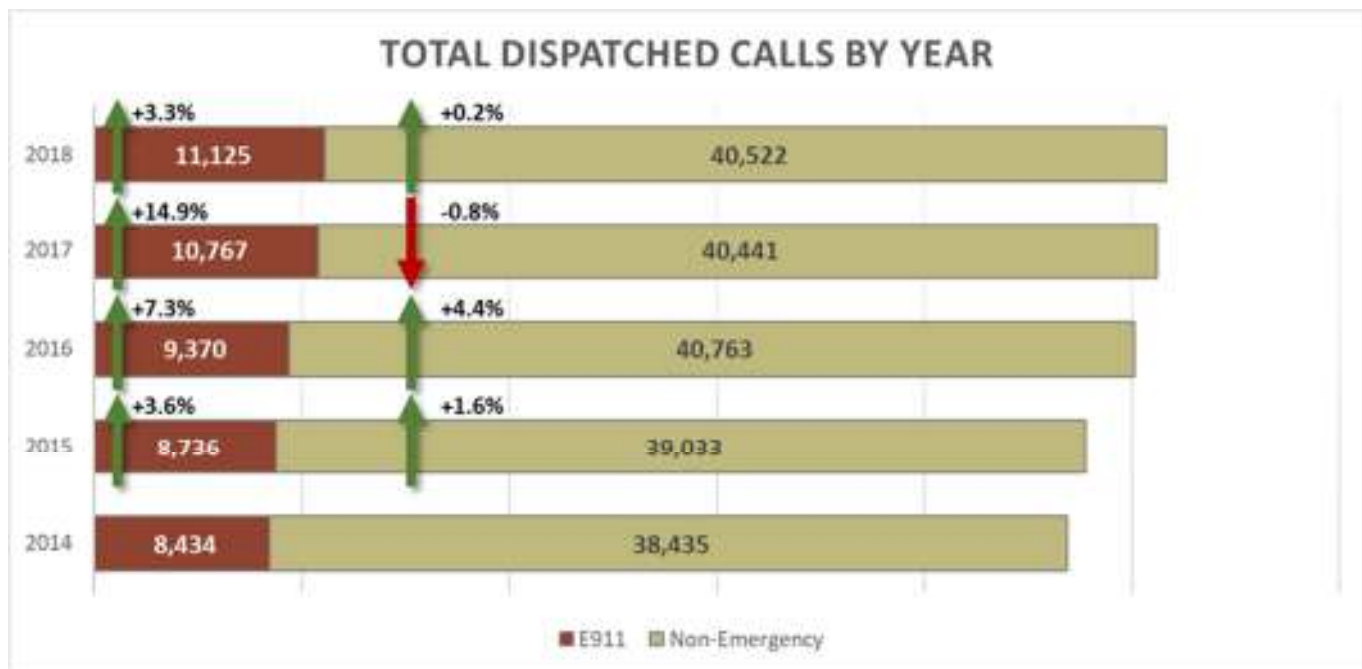
The Bend Police Department identified adequate staffing levels based on calls for service (calls for service do not include officer initiated incidents or calls reported directly to special assignments such as the detective unit). These staffing levels were achieved in 2018. In order to maintain adequate officers and support staff in the future, we have used our current staffing levels as a baseline. This baseline allows the department to accurately determine the proper ratio of officers per citizen-initiated calls and number of officers in relation to support staff and special assignments positions.

- There are currently 76 patrol officers for the City of Bend Police Department (including patrol officers, traffic officers, and community service officers.)
  - The Bend Police Department responded to 51,647 citizen-initiated calls in 2018.
  - Rate of Officers Per 1,000 Citizen-Initiated call for service: 1.47
- Ratios per Patrol Officer (Including patrol, Community Service Officers and Traffic Officers)
  - Detective: Officer - 5:38
  - Record Specialist: Officer - 5:38
  - Evidence Tech: Officer - 1:38

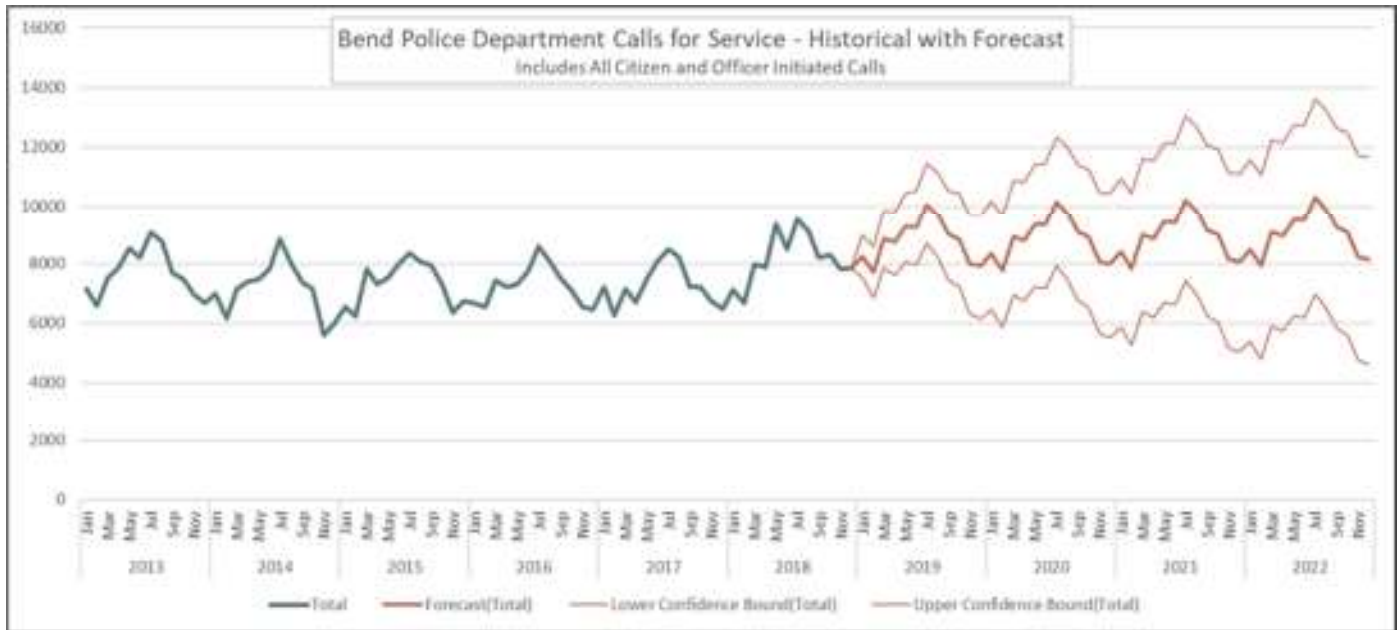


- Admin Assistant: Officer - 3:38
- IT Tech: Officer - 3:76
- Crime Analyst: Officer - 1:76
- ILP/CRT/Training Team: Officer - 3:76
- Command Staff: Officer - 11:76

The citizen-initiated calls for service have consistently increased over the last five years. The following diagram illustrates the total citizen-initiated calls for the Bend Police Department from 2014 to 2018.



Based on the consistent increase in calls for service, the Bend Police Department estimated future calls for service using a conservative, moderate and aggressive formula. These projections along with the adequate staffing ratios will assist the Bend Police Department with projecting future staffing needs and budgetary considerations.



## STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREAT (SWOT) ANALYSIS

### 2019 – 2024

The SWOT process involved input from the Command Staff, Administrative Staff, Bend Police Association Members, and Community Stakeholders. The following illustrates common responses from each of the groups involved with the process.

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• <i>People</i></li> <li>• <i>Good proactive police work</i></li> <li>• <i>Proactive training</i></li> <li>• <i>Program development</i></li> <li>• <i>Open to innovation</i></li> <li>• <i>Positive culture</i></li> <li>• <i>Progressive</i></li> <li>• <i>Team Culture</i></li> <li>• <i>Opportunities (career development)</i></li> <li>• <i>Service to community</i></li> <li>• <i>Strive for excellence</i></li> <li>• <i>Internal customer service</i></li> <li>• <i>Accountability and pride</i></li> <li>• <i>Courtesy and respect for all</i></li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• <i>Maintaining Equipment</i></li> <li>• <i>Technology (Body cams, and additional technology projections)</i></li> <li>• <i>Management processes</i></li> <li>• <i>Lack of unoccupied time for administrative staff</i></li> <li>• <i>Willingness to fail/take risks</i></li> <li>• <i>Communication</i></li> <li>• <i>Processes for communication</i></li> <li>• <i>Work load</i></li> <li>• <i>Timing promotions/transitions for transfer of knowledge</i></li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• <i>Regionalization</i></li> <li>• <i>Social media</i></li> <li>• <i>Safety tip of the week, citizen of the week</i></li> <li>• <i>Public education regarding crime prevention</i></li> <li>• <i>Staffing levels</i></li> <li>• <i>Collaborating with other agencies</i></li> <li>• <i>Partnering with organizations</i></li> <li>• <i>Grants (multi-agency)</i></li> <li>• <i>Data plan –accessibility Quality, Consistency (cleaning data)</i></li> <li>• <i>Training on programs</i></li> <li>• <i>Better city/department communication.</i></li> <li>• <i>Lateral officer ideas/input</i></li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• <i>Parking and facilities</i></li> <li>• <i>Resources / tax base</i></li> <li>• <i>Public perception of LE</i></li> <li>• <i>Traffic and response times (to include east west route concerns)</i></li> <li>• <i>Assessment of admin/internal support resources</i></li> <li>• <i>IT/Radio/MDT</i></li> <li>• <i>Retirements, longevity, retention and loss of institutional knowledge</i></li> <li>• <i>Cost of Living/Affordable housing</i></li> <li>• <i>Meeting Community expectations (calls for service)</i></li> </ul>

## BEND POLICE DEPARTMENT GOALS AND OBJECTIVES

### Goal #1: Crime and Livability:

In order for the Bend Police Department to best serve and protect the community of Bend and its visitors, we must continually evaluate how we are conducting business. We need to be flexible and adapt to the needs of the city. We are committed to utilizing public input and crime analysis to assist in prioritizing our policing efforts.

#### Objectives

1. Traffic safety (Command 3 Captain)
2. Downtown public safety and awareness (Command 3 Captain)
3. Mental health and homeless community partnerships (Command 3 Captain)
4. Maintain resource commitment to drug enforcement (CODE LT.)
5. Continue to utilize crime data to efficiently and proactively enforce laws to protect and serve the citizens of Bend (Crime Analyst Unit Lt.)

## Goal #2: Organizational Engagement:

As stated in our Vision Statement, the men and women at the Bend Police Department are our most valued assets. A structured, value based, recruitment and retention plan will guide the Bend Police Department in hiring and retaining quality employees. We strive to provide an environment where open communication and information sharing is valued. It is essential that we look to the future and prepare our employees for leadership roles through succession planning and mentorship.



### Objectives

1. Improve communication (Support Service Captain)
2. Evaluate and enhance internal processes (Support Service Captain)
3. Formalize a succession plan focusing on mentorship and position transitions (Support Service Captain)
4. Focused recruitment and retention (Support Service Captain)

### **Goal #3: Employee Health and Wellness:**

As an organization, we strive to provide a well-rounded employee health and wellness program for staff members. Effective health and wellness programs can increase productivity, decrease injury and absenteeism, assist with recruitment, and increase morale, all of which benefits the department and the public they serve.

#### Objectives

1. Improve employee performance and well-being (Support Services Captain)



## Goal #4: Engagement of Community:

Timely and transparent information sharing between the police department and the citizens of Bend is crucial to maintaining community trust. The police department, working with the community, will work toward maintaining the culture and livability our citizens have grown to love and expect.



### Objectives

1. Expand community partnerships (Administrative Lt.)
  - i. Outreach and input
2. Increasing crime prevention, education and outreach through social media and other platforms (Administrative Lt.)

## Goal #5: System Enhancements and Technology Solutions:

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

1. Evaluate public safety technology to promote officer safety, community trust and accountability (Support Service Captain)
2. Establish a 5-year technology plan (Support Service Captain)
3. Develop a plan to organize and manage information and provide training to users (Support Service Captain)
4. Supporting full implementation of the city wide LEAP program (Deputy Chief)
5. Collaborate with other agencies to implement the CAD and Radio projects (Support Service Captain)
6. Working with other city departments to develop a facility growth plan (Business Manager)