

BEDFORD POLICE DEPARTMENT

Strategic Plan

2020 - 2023



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A Virginia Law Enforcement Professional Standards Commission Accredited Agency

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A Message from the Chief

The Bedford Police Department recognizes the importance of strategic planning and the need to have the forethought into the future while planning today. This is a plan to guide the police department over the next three years. This will guide the Town staff, police department staff and the community in assessing the direction the department is moving, the workload of the department and how the department will move forward.

This is the first official strategic plan of the department. I have been moving towards the implementation of a strategic plan over the past three years. We are working with the Town administration and moving in a positive direction. We are moving forward in implementing this plan based on the following elements:

- The Town of Bedford's Comprehensive plan
- An internal SWOT analysis and other feedback on goals and initiatives
- The 21st Century Task Force on Policing Report

The approach we are attempting with the strategic plan is to work with the Town Administration, Town Departments, and to focus on the community and the health and training of the police department staff. The 21st Century Task force focused on six areas, Trust and Legitimacy, Policy and oversight, Technology and Social Media, Community Policing and Crime Reduction, Training and Education, and Officer Health and Wellbeing. This strategic plan will address these areas Plus the following:

- The Departments Mission Statement, Core Values and Vision
- The SWOT analysis (Strengths, Weakness, Opportunities, and Threats)
- Goals Related to the Town and Department Mission statement
- Short and Long range objectives

Please review the strategic plan and provide feedback or ask questions. We welcome this interaction because we are the police department of this community and want to serve it well. The communication will only build trust between the community and the police department.

Sincerely,
Todd Foreman
Chief of Police
Bedford Police Department
tforeman@bedfordva.gov



Bedford Police Department Mission, Core Values and Vision

Members of the staff of the Bedford Police Department came together in late 2014 and early 2015 to update the mission statement and develop core values of the police department. This mission statement and core values represent what the members of the Bedford Police Department stand for and who we are.

Our Mission Statement

The Town of Bedford Police Department is dedicated to improving the quality of life by creating a safe environment in partnership with the diverse community we serve. We act with integrity to reduce fear and crime while treating all with respect compassion and fairness to build trust.

Core Values

Integrity: We are committed to the highest standards of honest and ethical treatment of all people. This is the foundation in which the police department and the profession stand.

Respect: We will treat all individuals in the department and outside the department with the utmost respect all people deserve. The community deserves the respect of all members of the department as we serve the people and protect the people.

Courage: We will have the courage to act when we are called to protect but we will also act when we are called upon to make difficult decisions. We at the core must have courage to do the “right” thing when no one is watching.

Teamwork: We must work as a team with the community and other agencies to be able to protect and serve the members of this community properly. Sir Robert Peele’s principle seven states that the police are the public and the public are the police. We encourage cooperation between the public and the police because we need to work as a team to accomplish our mission.

Innovation: We encourage all of our officers and staff to be innovative in problem solving. We are a team who works together to solve problems within the community. If we think “outside the box” we can solve problems in our community improving quality of life and reducing crime and the fear of crime.

Motto

“We choose Character over Compromise”

The meaning for all of the officers in the department is very important. We have decided to not let the end justify the means or choose to do what is right and not compromise our integrity.

Vision

Members of the staff worked together to create a vision that would guide our officers and help lead them in the direction we all want the Police Department moving. The vision of the members of the department is “To Keep Bedford a safe place to live and visit.”

The Bedford Police Department strives to reduce crime and the fear of crime through DATA driven analysis and treating all with respect and integrity improving the quality of life of all our citizens.



S.W.O.T. Analysis

Current Strengths of Department:

- Strong Community support for Department
- Young Staff Learning
- Staff well received in community
- High level of integrity
- Career Enhancement Program
- Strong Relationship with other agencies
- Equipment and Resources
- Training opportunities

Current Weaknesses of Department

- Very young department
- Field training program
- Employee Evaluation
- Lack of Experience
- High property crime rate
- Communication within department
- Supervisory training
- Records Management system outdated

Opportunities for Department

- Forensic Science training
- Training in Traffic Crash reconstruction
- Training opportunities within department
- Good instructors local and in department
- Continue to build relationships in community
- Support from Administration and local Government officials
- Define success in department and receive feedback from Staff

Known and Anticipated Threats to Department

- Growth – future annexation
- Technology growth
- Future Legislation
- Overworked employees (ECO/TDO and special events)
- Salary
- Insurance
- Outgrow building

21 Century Policing Pillars

1. **Building Trust and Legitimacy**
2. **Policy and Oversight**
3. **Technology and Social Media**
4. **Community Policing and Crime Reduction**
5. **Training and Education**
6. **Officer Wellness and Safety**

Each of the Pillars has recommendations in which we will address some in this plan. We have some we are completing well and others that need to be goals for improvement. The improvements will be addressed as we move forward in the Strategic Plan.



Goal 1 – Building Trust and Legitimacy

The Bedford Police Department wants to continue to build trust and legitimacy within the agency as well as with the public. The citizens we serve should be comfortable to interact with the officers of this department. Our Goals, Mission, Values, and Vision will guide our officers interactions with the citizens we serve. We should be accountable and transparent to enhance the trust the citizens have with the department.

Strategy	Responsible position	Timeline
Increase recruiting efforts of local applicants and diverse applicants	Administrative Lieutenant	January 2021
Identify special interest groups have officers assigned to build relationships with these groups	Operations Lieutenant	October 2020
Expand Community Engagement Officer program	Sergeant Chilcott	September 2020
Increase engagement in our Community Meetings (through technology or other methods)	Operations Lieutenant Sergeant Chilcott	October 2020
Release Biased based policing Comprehensive report annually	Administration	July 2021
Increase Positive Non-enforcement Activities	All personnel	January 2021



Goal 2 – Policy and Oversight

Policies and procedures are an important part of any organization. Citizens should be comfortable discussing policies and providing feedback. The department will seek out citizens to discuss and receive feedback on some policy and procedure. This may be beneficial to both the community and the department.

Policy and procedure provides an important means for the department to collect DATA and properly supervise all staff to ensure they are accountable for their actions. This will ensure the individual and the department both are accountable for their actions.

The health and safety of any individual we have in custody and are taking into custody is essential to our department's mission and values. This is the importance of having a policy for response to resistance and aggression. These policies balance the rights of the individual while ensuring the officers are not working in a dangerous environment.

Policy and Oversight Strategies	Responsible Position	Timeline
Create Policy review Committee	Administration	September 2020
Create Staff Review Panel for Use of Force and Pursuits for feedback on training/legal issues	Administration	July 2021
Enhance the Crime Prevention Coalitions for an advisory capacity to provide perspectives in various areas	Administration	January 2021



Goal 3 – Technology and Social Media

Technology can be an expensive but necessary tool to improve policing practices. The technology can increase transparency and promote an open relationship between the police department and the community. Technology is rapidly changing causing agencies to quickly adapt to new and sometimes expensive technologies.

The Bedford Police Department is using technology to promote our openness and transparency. We want to be able to have answers to questions that are frequently asked and educational ideas. The actions and goals in this section are to increase community cohesiveness through access to information about the police department and activities. We also want to increase access to crime information to assist in the prevention of crime through methods such as target hardening.

Technological and Social Media Strategies	Responsible Position	Timeline
Increase and continue to improve Traffic crash mapping technology and DATA Collection	Sergeant Dooley	January 2022
Increase use of the Emergency Notification Platform for Major Incidents and traffic issues	Administration Lieutenant	July 2021
Implement a crime report to provide information on the web and other platforms	Records Division Administration Lieutenant	July 2021
Create a Library of educational Information for presentations and Public information	Operations Lieutenant	January 2021
Update and keep website current	Administration	January 2021
Implement new Records Management System	Administration	October 2020

Goal 4 – Community Policing and Crime Reduction

Sir Robert Peel's wrote 9 principles in around 1829 when he established the London Metropolitan Police Department and became known as the father of modern policing. Principle number 7 states that the public are the police and the police are members of the public who are paid to give full time attention to the duties. The Bedford Police wants to continue to work with the community and work on solving problems within the community through collaboration. It is important that the members of the Bedford Police Department demonstrate within our community compassion and care for our citizens and build trust as we serve our community.

The Bedford Police officers will be given opportunities to educate citizens and public through tours of the police department which will give insight into the operations and activity of the police department and officers. They will also educate through camps and other activities with the young people in our community. The citizens of the town then can have a better understanding of the expectations the department has for our officers and what the officers do on a daily basis. These efforts will assist in educating the public and ensuring they understand the crime reduction efforts.

Community Policing and Crime Reduction Strategies	Responsible Position	Timeline
Provide Security surveys of Businesses and organizations using Crime Prevention through Environmental design	Crime prevention Specialist	July 2020
Increase Drug Activity/Arrests By 10% working as a multijurisdictional Team with Bedford County	Administrative Lieutenant Investigations Sergeant Narcotics Investigators	July 2021
Focus on implementing a DATA Driven Approaches to Crime and Traffic Safety (DDACTS) Program	Operations Lieutenant Sergeant Dooley	July 2021
Decrease Traffic Crashes and Crime By 10% (2020 DATA)in target areas	Operations Lieutenant	July 2021
Create program to educate citizens On police interactions	Community Engagement Officers	July 2021
Increase use of Hidden in Plain Sight program	Community Engagement Officer/ Sergeant Chilcott	January 2021

Goal 5 – Training and Education

Police Departments are faced with training officers in a variety of areas that require specialized training as a necessity. Officers of the Bedford Police train above the minimum standard mandated by the Virginia Department of Criminal Justice Services. Officers receive their initial training at the Cardinal Criminal Justice Academy and then receive Field training at the Department. Additionally the officers receive specialized training throughout their career with the Bedford Police Department.

Training in Crisis intervention (40 hours), Biased Based Policing annual training, Officer Safety, Response to resistance and aggression training remain some of the focus areas for the department. The department seeks to have officers trained by experts in the areas from around the county by attending training at numerous academies throughout the Commonwealth. Officers of the Bedford Police Department will receive training after the completion of their initial training and a small waiting period for the officers to enhance the basic skills. The Bedford Police Officers training remains at the highest level possible as we ensure they attend the most current training available and we have our staff available to provide training.

Training and Education Strategies	Responsible Position	Timeline
Pursue training for all Department personnel in De-escalation Techniques and Conflict resolution	Administration	January 2021
Refresh and Renew the Field Training program to ensure all Standards are met properly	Sergeant Poole	January 2021
Design In house Field Training officer retainer to ensure these officers are providing appropriate training	Operations Lieutenant Sergeant Poole	July 2021
Evaluate Career progression program	Administration Lieutenant Sergeant McCrickard	April 2021
Create a professional development Program	Administration Lieutenant	January 2022
Continue Quarterly firearm and other essential training for the officers to increase skills and abilities and firearms averages	Operations Lieutenant	January 2021

Goal 6 – Officer Safety and Wellness

Police Officers are facing many mental health challenges and physical health challenges. In 2019 it is reported that 228 current or former police officers died by suicide. Other estimates show that more than 100,000 law enforcement officers are injured in the line of duty each year. According to the FBI Unified Crime Report, in 2018 there were 58,886 assaults against Law Enforcement officers in 2018 resulting in 18,005 injuries. The profession is seeing injuries related to poor nutrition, lack of physical fitness, psychological impacts and lack of sleep.

The Bedford Police Department is striving to maintain a culture in which physical fitness is rewarded. We are striving through policies, procedures and practices to support this culture in rewarding physical and mental fitness.

Mental Health and physical wellness will be highlighted and will be included in training.

Officer Safety and Wellness Strategies

Responsible Position

Timeline

Implement a Critical Incident Stress Management Team

Chaplains

July 2021

Develop training or seminars focused on family issues (Finance, Marriage, etc.)

Administration Lieutenant

July 2021

Encourage officers to participate in Law Fit and Career Progression program for the physical fitness testing.

Sergeant Poole

January 2021

Work to ensure officers limit the amount of time they must report to court on their off time.

Sergeant McCrickard

January 2021



Evaluation and Accountability

The Bedford Police Department must work diligently to achieve our goals and objectives. We must work to provide service at the same level to our citizens while meeting these goals and objectives it is essential that all of those who are responsible for the individual goals to track them.

This plan has been created to help our staff with the direction the police department is moving. We want to arrest those committing crime and ultimately prevent crime from occurring in the town. We have 6 Goals to achieve as we work through this document with our community.

The Command Staff Members will be responsible for documenting the progress of the goals and objectives and provide updates at the quarterly staff meeting, unless there are special called meetings. These meetings will include a progress report, any unforeseen obstacles, or anything that may be affecting the timeline, (example COVID 19), and if we need to make adjustments to the timeline or the goals and objectives.

Every July a meeting to update the plan will take place. This update will include the progress or completion of any individual goals or objectives. The staff will have the opportunity to add or delete goals or objectives based on the changes in law enforcement, the community and government officials and their vision. Ultimately the strategic plan will be a living document that will be modified by the staff of the Bedford Police Department annually to ensure all members of the department are focused and moving in a positive direction.



Closing Statement

The Bedford Police Department staff has worked to develop this 2020-2023 Strategic Plan which will provide the department opportunities for the department to grow and move in a positive direction with the opportunity for this to change as needed. All members of the department are an important part of making this plan and the future changes. Everyone shares ideas and we have worked to listen to those ideas and worked to complete it. This has been developed to give officers a clear direction to follow and achieve our goals.

Community members are asked to continue to provide feedback to our command staff and input in our future plan as the document changes to help us be a better department and to serve the members of our community.

