

Portland Police Bureau

1998-2000 Community Policing Strategic Plan

Strategies for Implementation for 1998-2000



June 1998



Vera Katz, Mayor
Charles A. Moose, Chief of Police

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City of Portland
Vera Katz
Mayor

As Mayor and Commissioner-in-Charge of the Police Bureau, I am proud to forward the Bureau's 1998-2000 Strategic Plan to the community and to the City Council for adoption.

The Portland Police Bureau continues to be a national leader in the implementation of community policing. While I am proud of our national reputation, I am even more pleased with our local accomplishments. Since the development of the last Strategic Plan in 1996, we have seen improvements in many of our performance indicators, including the percent of citizens who report feeling safe walking in their neighborhood during the day and at night. In addition, preliminary numbers for 1998 suggest we may see a decrease in crime this year.

The 1998-2000 Strategic Plan lays out the Bureau's strategies for reducing crime and the fear of crime in our city over the next two years. The plan also includes strategies for empowering the community and Police Bureau personnel, and strengthening internal planning, evaluation and fiscal support. These strategies will guide the Bureau's activities over the next two years.

I am particularly excited about this year regarding the expanded performance measurements included in the Strategic Plan. The Bureau has developed a comprehensive set of measurements to track our progress in achieving our community policing goals. These measures demonstrate the Bureau's commitment to continuous improvement and accountability as priority values.

I am committed to working with the Bureau over the next two years to track our progress in achieving the goals outlined in the plan. I also encourage citizens to take ownership of the plan by getting involved with the police and working to make our neighborhoods safer.

I hope you will join me in supporting the 1998-2000 Community Policing Strategic Plan.

With warm regards,

Vera Katz
Mayor



CITY OF
PORTLAND, OREGON
BUREAU OF POLICE

VERA KATZ, MAYOR
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A Message From the Chief of Police

As we prepare to enter the next millennium, the Portland Police Bureau will strive to work closely with our neighborhoods and other agencies. We will enjoy triumphs and face challenges. And most importantly, we will continue to re-examine our focus for the future. We are pleased to submit the 1998-2000 Strategic Plan that addresses many of these issues in the form of workplans. We have enjoyed input from the community as well as Police Bureau employees about what they want their Police Bureau to address, prioritize and implement during the next two years.

While the 1998-2000 Strategic Plan begins again with our number one goal: to reduce crime and the fear of crime, it also reaffirms our three supporting goals to work with the community, help our employees and improve overall accountability.

This Strategic Plan includes detailed descriptions of what we want to accomplish over the next biennium as well as performance measurements. We've also decided to include an important benchmark in this plan. **During the next two years, while this plan is implemented, the Police Bureau will strive to reduce reported crime by 14 percent.**

As we grow in this technological age, we find that communication can be widespread and immediate. It also can be disjointed and overwhelming. For this reason, we want to use this plan as our main communication tool to inspire and direct our work. In order for this to be more than just a "communication tool," however, we need clear, effective action. If we, as a Bureau and as a community, accept the call to action, we can work toward positive growth in the next two years.

We realize, however, that to achieve the 14 percent reduction benchmark, we need assistance from Bureau employees and the community as a whole.

To the Men and Women of the Portland Police Bureau

Please take time to familiarize yourself with the workplans of each unit and division and continue to use this plan to brainstorm new ideas on how to solve problems for our community.

Each of us is focused on reducing crime and the fear of crime, or strongly supporting those who are more directly involved in accomplishing that goal. In addition to meeting this continued challenge, we must also continuously improve the way we address our workload, our customer service and community's needs. We will then continue to examine, re-examine and finally, report back to the community on our progress.

The integral elements of community policing include innovative problem solving, utilization of crime analysis technology, public involvement and partnerships. Community policing is also meeting our community's expectations while exceeding our own standards that we hold high. We accept this challenge every day we go to work, and we must continue to meet and further our goals. Every day, we must ask ourselves what we accomplished. We must try to make a difference. We need to seek results.

To our Community Members:

You continue to be an important component to community policing. As we enter our 10th year of community policing, we continue to ask that you embrace this philosophy. By working together, we can continue to make great accomplishments.

Please do not forget that we need your help. Community policing requires that citizens assist in problem solving—evaluating chronic criminal activity and deciding how your neighborhood can help. In addition, we ask that you help us by reporting all crime—person and property crimes; in short, anything that impacts your neighborhood livability. We must understand the problem before we can work to solve it.

This plan provides you with the opportunity to review our goals and hold us accountable. As an agency, we are always looking for ways to improve and enhance the police services we provide for you. We are always re-examining the way we do our jobs and the performance measurements that can be implemented to determine if we are succeeding. In addition, we must have your feedback.

Our expectations are high. Our hopes are high. But as our community continues to grow and evolve, we must prepare ourselves to face new challenges. Our expectations are high because we want to continuously improve. We will use this plan to make significant accomplishments and improve livability in the City of Portland.

Public safety problems cannot be solved, and remain solved, with police alone. But by working together, we can make a difference.



Charles A. Moose, Ph.D.
Chief of Police

The 1998-2000 Strategic Plan

What's new in this plan

The 1998-2000 Strategic Plan marks the 10th year of strategic planning toward community policing for the Portland Police Bureau. Changes are made to each plan to make it more useful for the community as well as the Bureau. These changes are based on valuable input from community members and employees.

As any planning process is a developmental process, this plan introduces some changes from prior plans. Some of the highlights of these changes are as follows:

- **goals:** Categories of Bureau goal and supporting goals have been developed to emphasize the primary Bureau goal of reducing crime and fear of crime.
- **reorganization of strategies:** Rather than each strategy reflecting a specific workplan, strategies are given with a detailed description followed by the listing of units with applicable workplans and partner agencies used to carry out the specific strategy.
- **officer safety:** An objective to ensure the safety of the officers in the Bureau as they perform their functions has been added with applicable workplans to address this objective.
- **routine operations:** While strategic planning is an opportunity to think ahead to new efforts to initiate, it is also necessary to acknowledge the current work being done. For this reason, this plan includes workplans dealing with the operational side of the Bureau such as calls for service, apprehension and investigation.
- **workplans:** Bureau division and unit workplans continue to be the guideline at the operational level in the Bureau. Specific details on each workplan have been omitted. Individual workplans are available through the responsible division or the Bureau's Planning and Support Division.

Elements of this plan

Vision

The vision statement for the Bureau was adopted as a definition for community policing in 1989. The vision statement is a reflection of an ideal the Bureau and community strive for:

Community policing recognizes a shared responsibility and connection between the police and community in making Portland a safer, more livable city. Community policing encourages a problem solving partnership between citizens and police. This partnership jointly identifies community safety issues, determines resources, and applies innovative strategies designed to create and sustain healthy, vital neighborhoods.

Mission

The mission of the Police Bureau was adopted in 1990, and in 1994, the community livability reference was added. A mission statement serves as an overriding purpose for the agency. The overriding mission of the Bureau remains the same:

The mission of the Portland Police Bureau is to maintain and improve community livability by working with all citizens to preserve life, maintain human rights, protect property and promote individual responsibility and community commitment.

Values

The values of the Bureau were adopted in 1990, and reaffirmed in 1992 with a Human Goals General Order. Organizational values reflect the core internal principles that guide decision-making in the agency at all levels:

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The Portland Police Bureau must always be guided by the principle that every individual has dignity and worth. In all that we do, we must show respect for the citizens we serve, and each other. We must recognize and encourage individual needs, aspirations and capabilities.

Service orientation: Provide supportive, professional service to the community and to employees by promoting human rights, mutual respect and courtesy.

Partnership: Work in partnership with the community, City Council, other bureaus, service agencies and the criminal justice system.

Empowerment: Encourage decision making at all levels, and promote citizen responsibility and involvement.

Problem solving: Use problem solving methods to reduce the incidence and fear of crime and to improve internal operations.

Accountability: Promote responsibility among Bureau management, employees, the community, the City Council and other agencies for public safety resources, strategies and outcomes.

Priority issues

Priority issues are areas that require focused commitment in the short-term in order for the Bureau to achieve its mission. Core priority issues for 1998-2000 are:

Service orientation: The Bureau must provide professional service to the public and to its employees; this includes contact with the public by telephone and in person, as well as being attuned to the individual needs of the employees of the Bureau.

Continuous improvement: The Bureau, and all of its employees, must continually examine work standards and endeavor to improve all of our activities; this includes examining activities and functions to see if there is room for efficiencies or improvements in service delivery at all levels.

Staffing levels: The Bureau must work toward maintaining adequate staffing levels to carry out this plan. This includes processes to fill existing vacancies as well as those that are anticipated. In addition, the Bureau must work with the city to build toward a staffing level of two sworn officers per 1,000 population.

Goals

While the objectives and strategies to achieve them have changed in some cases, the goals remain the same as adopted in the 1996-98 Strategic Plan. These represent the areas that the Bureau recognizes need long-term focus and commitment to achieve its mission.

Primary Bureau Goal

Reduce crime and fear of crime. Responding to crimes, investigating crimes, apprehending criminals, and initiating problem-solving strategies to reduce chronic call locations remain the number one goal for the Portland Police Bureau. These efforts are designed not only to reduce the overall incidence of crime, but also to reduce the fear of crime in communities and promote a sense of neighborhood and personal safety.

Supporting Community Goal

Empower the community. Promote community-police partnerships by improving customer service and encouraging community involvement in problem solving efforts.

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Supporting Institutional Goals

Develop and support personnel. Implement training and management approaches that assist Bureau members to achieve excellent performance.

Strengthen planning, evaluation and fiscal support. Improve planning, evaluation and fiscal practices to assist Bureau leaders to manage effectively to meet the Bureau mission.

The Bureau and Community goals are consistent with the City Council's vision goals to, "ensure a safe, peaceful community" and "build a sense of community by promoting citizen participation, connectedness and partnership." The institutional goal is consistent with the Council vision goal to, "continuously improve the delivery of quality public services." The goals are also consistent with the Portland Future Focus Crime Action Plan goal to, "reduce crime, eliminate violence and better support victims, beginning with the high-crime areas of the city."

Performance measurements

The Bureau's value of accountability and its objective to develop more effective performance evaluations are reflected in the performance measurements.

Performance measurements came primarily from the following sources:

- Reported crime and crime response data from the Bureau
- A citizen survey conducted each year by the Portland City Auditor that measures citizen perceptions of crime, victimization and satisfaction with police service
- A community survey, first conducted in 1994, which measures perception of public safety, victimization and satisfaction with police service in more detail
- Benchmarks for the Bureau adopted by the City-County Progress Board
- An internal survey which measures seven areas of job satisfaction

Each set of performance measurements is tied to one of the four Strategic Plan goals, and each set should be viewed in its entirety. To look at a single performance measurement, such as reported crime, as an indicator of how well the Bureau is doing to reduce crime and fear of crime is incomplete. On one hand, some crimes, such as rape and extortion, are historically under reported; while on the other hand, a particularly heinous crime or series of crimes may cause a dramatic rise in the fear of crime while reported crime has been reduced.

Objectives

Each goal has objectives that define what is necessary to achieve that goal. Each objective is numbered in this plan for ease of reference. These objectives are the same as those expressed in the 1996-98 Strategic Plan with the following exceptions. Objective 1.1 has been changed with a response time goal of five minutes to emergency and high-priority calls added. Objective 1.2 “Improve the ability to identify, investigate, and apprehend serious offenders” has been added. Objective 1.7 “Build adequate staffing levels” has been added and staffing requests, call load reduction and efficiencies are incorporated in this objective. Objective 2.2 includes wording for specific population groups. Objectives 3.1 and 3.2 have been broken out to separate objectives of employee needs and performance. Objective 3.3 “Promote practices to ensure officer safety” has been added.

Goal 1 Reduce crime and fear of crime

- 1.1 Improve crime response
- 1.2 Improve the ability to identify, investigate, and apprehend serious offenders
- 1.3 Increase problem solving efforts
- 1.4 Increase early intervention to children and families
- 1.5 Support partnerships with other agencies within the criminal justice system
- 1.6 Promote order and safety
- 1.7 Build adequate staffing levels

Goal 2 Empower the community

- 2.1 Improve customer service
- 2.2 Strengthen community partnerships
- 2.3 Support crime prevention
- 2.4 Improve public communication efforts

Goal 3 Develop and support personnel

- 3.1 Improve Bureau responsiveness to employee needs
- 3.2 Improve Bureau responsiveness to employee performance
- 3.3 Promote practices that improve officer safety
- 3.4 Improve internal communication
- 3.5 Improve recruiting, hiring and promotional processes
- 3.6 Improve employee training

Goal 4 Strengthen planning, evaluation and fiscal support

- 4.1 Develop and maintain effective Bureau performance measures
- 4.2 Improve fiscal practices and policies
- 4.3 Improve planning services

Strategies

These are specific statements that define the activity that a particular division or divisions will do to meet the objective. Listed under the strategy are the division/unit that has developed workplans applicable to the strategy as well as the participating agencies and community groups from outside the Bureau which assist in meeting the objective.

The strategies listed in the plan come directly from the divisions of the Police Bureau responsible for working on them for the next two years. The strategies in this plan are very specific. This specificity is necessary for the strategies to be a guideline at all levels of the Bureau.

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For the sake of brevity, strategies are listed under the one objective that provides the best fit for the program or project. Strategies are listed alphabetically under the objective; an index is provided in the back of the plan.

These strategies, which make up the bulk of this Strategic Plan, should be viewed as dynamic and fluid in nature. Employees, managers and community members are encouraged to either delete or change strategies that were not effective or to create additional strategies (to be included in the next Strategic Plan) that are more effective.

Workplans

The more than 300 individual division workplans are not contained in this Strategic Plan, but the process deserves an explanation because it is through the workplans that all units and divisions report on the progress made in each strategy. Three times a year, all units and divisions will report on the strategies contained in this plan and reassess what new strategies will be added to accommodate changing public safety needs. These workplan reports are sent to the Portland City Council and the city's budget office, as well as to community groups that review the work of the Bureau such as the Chief's Forum and the Bureau Advisory Committee.

Through the workplans, managers report the following pieces of information:

Strategy title

Objective

Description

Projected outcomes for the fiscal year

Actual outcomes for the reporting period (July through October, July through February and July through June)

This plan includes reference to the division or unit with workplans applicable to the specific strategy.

Comprehensive Organizational Review and Evaluation (CORE)

This Strategic Plan is consistent with the requirements of the City Council CORE process for creating a strategic direction, organizational improvement plan and organizational assessments.

Trends Analysis

The Portland Police Bureau is in its 10th year of strategic planning designed to implement and institutionalize department-wide community policing. For each strategic planning effort, the Bureau completes outreach work to the community in two ways: to ask what is working and what needs to be improved, and to ask community members to review the draft strategic plan for comment. For the 1998-2000 Strategic Plan, the Bureau added an analysis of trends to assist in building objectives and strategies that meet changing public safety and employee needs.

The three components of trends analysis that were completed were:

- Regional and national crime and victimization trends, done by an outside consultant.
- A community survey of perception of crime, perception of quality of police service and victimization, done by an outside consultant. Previous community surveys were completed in 1994 and 1996.
- An employee survey of overall job satisfaction, done by Bureau staff. Previous employee surveys were completed in 1993, 1995 and 1996.

The following is a summary of these three efforts:

Regional and National Trends Analysis Summary

The Portland Police Bureau contracted with Industrial/Organizational Solutions, LLC for a trends analysis of population, crime, technology, and law enforcement management. These trends were examined on a national, regional, and local level.

National Trends

The nation appears to be on its way to a sixth consecutive year of downturns in crime. All geographic regions and the nation's largest cities have experienced reductions in crime.

Nationally, from 1990 to 1996, murder decreased 21.3%, forcible rape went down 12.4%, robbery decreased 21.4% and aggravated assault went down 8.5%. Burglary went down 24.4%, larceny/theft decreased 6.8%, motor vehicle theft went down 20.1% and arson decreased 10%.

Regional Trends

Regional trends include crime information for cities along the I-5 corridor: Seattle, Portland, San Francisco, Sacramento and Los Angeles.

When these five cities are taken together, the crime rate decreased for the I-5 corridor from 1990 to 1996. Murder decreased 19.2%, forcible rape decreased 32.3%, robbery went down 18.6% and aggravated assault decreased 25.9%. Burglary went down 23.9%, larceny/theft decreased 9.5%, motor vehicle theft went down 17.5% and arson decreased 12%.

Looking across the cities, Portland has had increases in three major crimes of aggravated assault, larceny/theft, and motor vehicle theft. Sacramento had increases in robbery, burglary, and larceny/theft. Seattle, Los Angeles, and San Francisco have each had decreases in all major crimes.

During the period from 1990 to 1996, Portland experienced a higher percentage in population growth of any other city considered in the group. Also in 1996, Portland (with an authorized 2.00 officers for every 1,000 citizens) and Sacramento (1.61) both have fewer sworn officers per capita than Seattle (2.36), San Francisco (2.68), and Los Angeles (2.54).

Local Trends

In Portland, from 1990 to 1996, forcible rape went down 5.1%, robbery decreased 19%, burglary went down 20% and arson decreased 10.3%. Aggravated assault increased 10%, larceny/theft went up 11.1% and motor vehicle theft went up 12%. There were too few murders in Portland to provide a meaningful comparison through the years of interest.

Public safety comprised approximately one-third of Portland's General Fund total fiscal expenditure in 1995 and 1996.

Technology Trends

Emerging trends in law enforcement technologies focus on computer tracking and mapping systems, communications, weapons, safety and training.

Community Assessment Survey

The Portland Police Bureau contracted with Campbell Delong Resources, Inc. to conduct a citizen survey. The survey provides important citizen feedback regarding the Police Bureau's performance. Previous surveys had been done in 1994 and 1996. The number of Portland residents interviewed in the current survey were 1,250.

In general, results have remained steady from the 1996 report.

Crime and victimization

When asked about the level of crime in their neighborhood, 66% of the respondents indicated that the level had remained the same, 11% said it had decreased, and 14% said it had increased. These findings were similar to those in 1996.

Thirty percent (30%) of the respondents said that a member of the household had been a victim of a crime during the past 12 months. The majority of these victimizations did not involve direct confrontation with the criminal.

Contact with the Police

Almost one-third of the households had been in contact with the police in the past year. Most contact involved property crimes and traffic issues. One area showing a decrease compared to the past two surveys was contact due to loud nuisance behavior.

Contacts were most often through the non-emergency number (62%) or speaking to an officer responding to a police call in person (42%) or by phone (38%). Residents also indicated that they were satisfied with their contact when asked to rate 15 types of contact. Similar results were found in the 1994 and 1996 surveys.

Assessment of the Police

Citizen respondents who had contact with the Police Bureau rated overall performance highest in the area of providing quick response to emergencies. Lower ratings involved helping stop neighborhood nuisance problems.

Citizen Involvement

Twenty percent (20%) of the respondents participated in meetings dealing with public safety activities. Similar percentages were found in the previous surveys.

Six percent of the respondents had participated in a program or training sponsored by the Police Bureau. Highest participation was in the areas of the Drug Abuse Resistance Education program (DARE), Neighborhood Watch (sponsored by the Office of Neighborhood Involvement), and the WomenStrength training program.

Of those respondents having contact with the police, 22% said they were familiar with their Neighborhood Liaison Officer. This was a decrease compared to 1996 (27%). By contrast familiarity with the Neighborhood Crime Prevention Specialist went from 20% in 1996 to 25% in 1998.

Demographic Profile

The average length of residency in Portland was 23 years, and in the current neighborhood was 12 years. Sixty-four percent (64%) owned their homes. About one-third had a college degree, and the average age of the respondents was 45.

Neighborhood Livability

Ratings of perceived safety of the neighborhood, physical condition of the neighborhood, level of nuisance activity and dangerous criminal activity remained steady. This was also the case for how well neighbors know each other.

Portland Police Bureau Employee Survey

Overview

Every 18 months since September 1993, the Portland Police Bureau has conducted a survey of all of its employees, sworn and nonsworn. The survey asks employees to rate a list of 18 Police Bureau activities on importance and to rate 33 job and work environment statements on their satisfaction.

The 1998 survey was the fourth employee survey the Bureau has conducted and was sent to all 1,228 Bureau employees in February. The response rate was 50%, with 614 surveys returned. Because the survey was voluntary, the results may not reflect the attitudes of all Bureau personnel.

Survey results have been consistent over the years and show that respondents report an overall high level of job satisfaction.

Police Bureau activities

Bureau employees were asked to rate 18 Police Bureau activities on a 5-point scale from 1 (not important) to 5 (very important). On average, all activities averaged scores of 3.4 or higher.

The 18 questions comprised two domains, traditional policing activities and enhanced policing activities. Traditional policing activities had an average rating of 4.3, while enhanced policing activities averaged a rating of 3.6.

The percent of people marking a statement important (indicating a 4 or 5) was calculated and these values were ranked from high to low. Arresting criminals, investigating reported crimes, and responding to dispatched calls were the highest ranked policing activities.

Job and Work Environment

Bureau employees were asked to rate 33 job and work environment statements on a 5-point scale from 1 (strongly disagree) to 5 (strongly agree).

For each question, the percent of people indicating a 4 or 5 was calculated and then ranked. The highest ranked statement was “I feel good about the work I do.” Eighty percent of respondents agree with this statement.

These questions were also categorized into 7 domains: job satisfaction, supervisor support, autonomy, teamwork, recognition, fairness, and organizational culture.

The average scores for each domain ranged from 4.1 (job satisfaction) to 2.5 (organizational culture.)

Suggestions and comments

The last question of the survey asked employees for any suggestions they have for improving the Police Bureau. Of the 614 respondents, 43% (263) added comments to the end of the survey. The comments addressed a wide range of issues, with the largest number of comments on operations, staffing, and promotions and hiring.

Summary of Feedback Received

The following is a brief summary of feedback received during the initial input period for the strategic plan. The first part of public review asked recipients to comment on which activities or programs substantially contributed to reducing crime and the fear of crime, and to suggest what areas need more attention or improvement. For the first time, plan comments were gathered both by mail and on the Police Bureau's website. Input was gathered from October 1997 through January 1998. All comments are summarized as follows.

Contributes to reducing crime and fear of crime

Most of the programs that received positive comments had numerous responses in favor of their continued existence. The public and Bureau members as well as partner agencies saw these as valuable programs or methods to be continued. These comments are divided into two sections: programs and efforts that apply to several divisions and those that apply to a specific Bureau division.

Bureau-wide programs

Certain programs which are implemented Bureau-wide were seen as being very successful and a positive side of community policing. All of these programs received numerous comments as to their success and the desire that they be continued:

- Neighborhood Liaison Officer/Neighborhood Response Team. There is strong support from within the Bureau and the community to continue, or even enhance these two programs, which are viewed as vital to the tenant of community policing.
- Youth intervention programs. A large percentage of the responses emphasized the need to continue youth programs. These programs include Gang Resistance Education And Training (GREAT), Drug Abuse Resistance Education (DARE), Police Activities League (PAL), and the youth liaison officer programs at some of the precincts.
- Street-level drug interdiction. A successful impact on drug usage and related crimes was attributed to the targeting of street-level drug dealers and users through programs such as, "Operation Northstar;" a Central Precinct targeted enforcement project in Old Town.
- Alternative patrol methods. All comments regarding the bicycle patrols, foot patrols, canine, and horse patrols were positive, and they were seen as successful patrols with positive impact.
- Prostitution and drug free zones. Businesses and community members report a positive impact in the community through these two efforts.
- Problem liquor outlets. A continued targeting of problem outlets in all precincts is seen as a step toward crime prevention and reaction.
- Precinct District Attorneys. The assignment of DAs at precincts is seen as a good building block for rapport among the DAs, the police and the community.
- Transient camp enforcement. Responses emphasized a need to continue to conduct enforcement efforts aimed at reducing crime problems in and around transient camps, and continue to work with social service providers on long-term solutions.

Precinct or operational unit specific programs

- Photo radar and speed wagons. These tools used by Traffic for reduction of speed were seen as an effective tool to reduce speeding in neighborhoods and around schools.
- North Precinct Safety Action Team at Columbia Villa. It is reported that this team with long-term officers, "effectively makes the neighborhood more livable and reduces the fear of crime."
- Operation Northstar. More than one response was received in praise of this program. Both citizens and businesses reported a positive impact in neighborhood safety.

- Pawn Shop Detail. Citizens and Bureau members at East Precinct feel that this detail is effective in reducing crime in their areas.
- Drunk driving patrols. It was reported that the holiday Driving Under the Influence of Intoxicants (DUII) saturation patrols were effective and could even be expanded to year-round saturation patrols on a “surprise” basis.
- Citizen foot patrols organized by the Office of Neighborhood Involvement (ONI) crime prevention program and supported by the Police Bureau. The implementation of trained foot patrols by citizens in their own neighborhood is seen to promote a needed sense of ownership and reduce the occurrence of crime.
- Enhanced police visibility at community functions. This was seen as allowing officers and citizens to interact and see each other as real people.
- Concentrated enforcement of traffic problems. The addition of a fifth motorcycle detail to address problem traffic areas and respond to traffic complaints was well received. It is hoped that this concentrated effort will continue or even be expanded.
- Expansion of vehicle seizures to include unlicensed drivers. The new city ordinance allowing the seizure of vehicles being driven by unlicensed drivers was viewed as a big step in reducing the incidence of accidents and making the city safer for the motoring public.

Suggestions for improvement

Community members and Bureau members were asked to suggest new programs or give examples of existing efforts that need more attention. These suggestions covered both community public safety issues and internal management decisions that were seen as being important to public or officer safety.

- Place more emphasis on the so called “little crimes,” such as graffiti, pedestrian violations, traffic laws, and vandalism.
- Improve internal communication within the Bureau.
- Implement minimum time in assignment for Neighborhood Liaison Officers to stabilize their working relationships with neighborhood leaders.
- Re-implement street-level drug enforcement from the Drug and Vice Division in all precincts to support precinct officers in drug missions.
- Implement a position of shift Administrative Sergeant at all precincts.
- Hire up to authorized strength, and remain there by processing groups of candidates in advance of necessary hiring.
- Conduct mandatory performance evaluations of all employees.
- Concentrate efforts to clean up Pioneer Courthouse Square.
- Expand current metal theft detail.
- Expand staffing levels at the Traffic Division to the pre-1980 level to meet growing demands for traffic enforcement.
- Re-establish landlord training at the precinct level to teach landlords how to eliminate drug activity on their rental property.
- Convert all “administrative” positions to non-sworn positions in order to place more officers on the street.
- Enhance curfew enforcement.
- Form a full-time air support unit with a study on the feasibility of a helicopter to reduce vehicle pursuits and increase officer and citizen safety.
- Re-institute the officer friendly program in schools.
- Encourage higher citizen participation in crime prevention efforts.
- Give officers back their cellular phones with established usage procedures.
- Enhance cooperation between the Bureau and federal law enforcement agencies through cross-training and regularly scheduled briefings.

- Expand the drug and prostitution free zone enforcement through the distribution of photos and other information to local businesses.

The Portland Police Bureau wishes to thank everyone who responded with comments and suggestions in the initial feedback period.

Vision

The vision for the next five years is to make the community safer and contribute to a sense within the community that neighbors can work together to improve their neighborhoods. Officers will continue to use problem solving as part of their everyday work experience, and will be fully supported by community members as well as the Bureau. New technology will also continue to play a larger, more critical role in identifying crime problems and their patterns, and in deploying and allocating personnel. More emphasis will be placed on targeting youth violence and working with other agencies in the areas of intervention and prevention for youth.

Accomplishments

Since the completion of the 1996-98 Strategic Plan, the Police Bureau has concentrated its efforts on putting more officers on the streets. The Police Bureau applied for and was awarded an \$8 million grant to hire 60 police officers to be funded by the federal COPS Grant. In addition, the Police Bureau obtained a second COPS grant, and hired and trained 42 civilian desk clerks, thus, allowing uniformed officers to be reassigned to patrol duties. During this time period, the public's fear of crime has decreased. The 1996-97 Service Efforts and Accomplishments report by the City Auditor's office demonstrated that the number of people who felt safe walking alone in their neighborhood increased from 77% to 86%, from 1991 to 1997. In addition, people who rated police services as being good or very good went up by 11%. Crime can now be tracked at the precinct level with the installation and implementation of the Crime Analysis and Mapping Information Network (CAMIN), which allows precinct crime analysts to create maps of various criminal activity in the city, their precinct, or focus in on one area, such as a few city blocks. Finally, the Bureau is in the process of creating the Youth Gun Anti-violence Task Force, which will include representatives from other law enforcement agencies, Oregon State Police, the Multnomah County Sheriff's Office, the Multnomah County District Attorney's Office, Parole and Probation, the Oregon Youth Authority and federal law enforcement.

Challenges

The Police Bureau continues to face staffing challenges, as it gears up to hire 100 police officers because of vacancies and retirements. The Human Resources Division has increased its number of background investigation officers to allow the process to be as efficient and timely as possible. The Training Division is also prepared to meet the challenge of welcoming many new employees into our folds, while continuing to secure adequate classroom, driver training and firing range facilities. Now that the Police Bureau has the technology available to analyze crime data, we must learn to incorporate it into many operational functions, and use it to its fullest extent. The Bureau also faces the challenge of replacing or enhancing the mobile data terminals. Lastly, we must concentrate on missions involving youth violence and at-risk youth, and be prepared to fully review those missions for their effectiveness. We must also rebuild our Neighborhood Response Team and Neighborhood Liaison Officer programs which were reduced in budget cuts.

Goal 1: Reduce Crime and Fear of Crime

Responding to crimes, investigating crimes, apprehending criminals, and initiating problem-solving strategies to reduce chronic call locations remain the number one goal for the Portland Police Bureau. These efforts are designed not only to reduce the overall incidence of crime, but also to reduce the fear of crime in communities and promote a sense of neighborhood and personal safety.

Performance measurements

| Item | 1994 | 1995 | 1996 | 1997 |
|---|---------|---------|---------|---------|
| Part I Crimes | 55,804 | 56,251 | 51,189 | 53,884 |
| Part I crimes against people (per 1,000 population) | 18 | 18 | 16 | 15 |
| Calls for Service | | | | |
| Incidents Dispatched | 235,246 | 253,019 | 247,584 | 263,175 |
| Self-Initiated Calls | 82,667 | 102,094 | 132,396 | 142,857 |
| Telephone Report Unit Calls for Service | 93,811 | 84,603 | 65,336 | 64,604 |
| Information and Referral Calls | 94,499 | 137,928 | 165,175 | 162,659 |
| Crimes by Category | | | | |
| Child Abuse | 2,788 | 2,929 | 2,883 | 3,275 |
| Elder Abuse | N/A | 344 | 396 | 390 |
| Bias Crimes by Category: | | | | |
| Race | 74 | 89 | 55 | 45 |
| Color | 13 | 17 | 11 | 4 |
| Religion | 6 | 13 | 8 | 8 |
| Sexual Orientation | 66 | 47 | 41 | 30 |
| National Origin | 6 | 8 | 9 | 6 |
| Other | 15 | 10 | 8 | 1 |
| Total | 180 | 184 | 132 | 94 |
| Domestic Violence | 5,767 | 6,190 | 6,202 | 6,642 |
| Auditor's Service, Efforts and Accomplishments Report | | | | |
| Burglary victimization rate | 7% | 5% | 5% | 4.2% |
| Citizens rating police service good or very good | 70% | 70% | 74% | 71% |
| Citizens who feel safe walking alone at night | 37% | 40% | 43% | 45% |
| Citizens who feel safe walking alone during day | 82% | 84% | 83% | 86% |
| Bureau Citizen Survey | | | | |
| Household victimization rate | 28% | N/A | 28% | N/A |
| Percentage of citizens who say crime has increased in the last year. | 22% | N/A | 15% | N/A |
| Neighborhood physical condition as rated by citizens on a 5-point scale | 3.7 | N/A | 3.8 | N/A |

Objective 1.1 Improve crime response

Achieve a 5-minute response time to emergency and high-priority calls for service. Prioritize those enforcement efforts that target crimes that most affect the community livability, such as drug, prostitution and gang-related crimes.

Strategies:**Calls for service**

Respond to the approximately 300,000 annual dispatched calls for service with uniform patrol officers. Resolve the issue/s involved with the call. Write incident and special reports. Make arrests and take persons into custody. Give crime prevention information and/or refer citizens to additional resources.

Workplans: Precincts; Traffic Division.

Partner Agencies: Bureau of Emergency Communications (BOEC), Portland Fire Bureau, Emergency Medical Service, Oregon Department of Transportation COMET Project.

Child abuse

Participate in Multnomah County Multi-disciplinary Child Abuse Team and coordinate law enforcement response to reports of alleged child abuse. Respond with uniformed officers to initial calls regarding reports of child abuse and follow-up these reports through the Child Abuse Team.

Workplans: Child Abuse Team, Detectives.

Partner Agencies: Portland Public Schools, School Police, State Office for Services to Children and Families (SCF).

Crisis intervention

Respond to all calls from Bureau personnel for Crisis Intervention Team (CIT) officers trained to handle situations where persons who are mentally ill are in a crisis that warrants police response. Transport identified individuals to the Crisis Triage Center for evaluation.

Workplans: CIT, Detectives.

Partner Agencies: Multnomah County Mental Health, Multnomah County Developmental Disabilities.

Directed patrol

Conduct special patrol activities to respond to specific problems identified by the Bureau and the community. Target geographic areas or specific criminal activity for enhanced enforcement of extra uniform patrol or presence.

Workplans: Enhanced Vehicle Safety Enforcement Program (EVSEP) missions, Traffic Division; Precincts; Drugs and Vice Division (DVD).

Partner agencies: Community organizations.

Domestic Violence

Follow-up on domestic violence cases through the Domestic Violence Reduction Unit (DVRU) to ensure prosecution; seek resources for victims; provide referral information; expand outreach to non-English speaking communities.

Workplans: DVRU, Detectives.

Partner Agencies: Multnomah County District Attorney's Office, Family Violence Intervention Steering Committee, social service agencies, Multnomah County Sheriff's Office, victims' shelters.

Drug enforcement

Develop drug investigations designed to arrest or seize the assets of street and mid-level drug dealers to eliminate street-level drug problems which have a visible impact on neighborhoods and business districts. Respond to citizen reports of drug activities in the neighborhoods. Maintain a database of citizen complaints for direction of resources.

Workplans: Drug house hotline, drug complaint database, drug house warning letters, drug interdiction detail for gangs, DVD; drug free zone tracking system, Detectives; Drug Recognition Expert, Traffic Division; transit mall project, Central Precinct.

Partner agencies: Office of Neighborhood Involvement (ONI), District Attorney, Immigration and Naturalization Service (INS), Tri-Met.

Drunk driving

Increase the number of arrests and prosecutions for Driving Under the Influence of Intoxicants (DUII); seek grants for special DUII enforcement missions. Expand the number of trained and certified officers for testing of suspected DUII drivers.

Workplans: DUII enforcement and investigations, Traffic Division.

Explosive disposal

Through the Explosive Disposal Unit (EDU), render safe and dispose of explosives, ammunition, fireworks and explosive chemicals; provide ongoing information to Bureau members and other agencies. Assist outside agencies in calls regarding explosive devices or suspicious objects which may contain explosives or large munitions.

Workplans: EDU, Traffic Division.

Partner agencies: Area law enforcement agencies, Federal Bureau of Alcohol, Tobacco, and Firearms (ATF).

Gambling enforcement

Provide law enforcement services to investigate reports of illegal gambling operations within the city. Actively pursue investigations into alleged organizations involved in illegal gambling activities.

Workplans: Vice detail, DVD.

Partner agencies: Multnomah County District Attorney.

Gang enforcement

Identify, track and investigate gang members and their activity by using arrest, diversion programs and community contacts. Use GREAT, PAL and DARE to provide an intervention component.

Workplans: Gang investigations, Hispanic/white gang detail, L.A.-style black gang detail, Gang Enforcement Team, Northeast Precinct; PAL, GREAT, DARE, Traffic Division.
Partner agencies: Youth gang programs, Office of Neighborhood Involvement (ONI).

Hostage negotiations

Utilize the Hostage Negotiation Team (HNT) to respond to all calls from Bureau personnel regarding suicidal people, barricaded individuals or hostage situations; work with Special Emergency Reaction Team (SERT) on high-risk search warrants.

Workplans: HNT, Detectives

Patrol alternatives

Create and support alternative patrol approaches to more effectively handle certain types of incidents of crime. Respond to calls from bureau and community members for patrol and/or assistance using Air Support Unit, Canine Unit, Bicycle Details, Mounted Patrol Unit (MPU) and Reserve Officers.

Workplans: Canine Unit, Southeast Precinct; Enhanced Motorcycle Detail, Traffic Division; Air Support Unit, DVD; Bicycle Details, Precincts; Mounted Patrol Unit, Central Precinct; Reserve Unit, Chief's Office.

Prostitution enforcement

Reduce and/or eliminate prostitution problems through targeted enforcement, thorough investigations, information sharing with community groups and businesses and referrals to community resource providers.

Workplans: Precincts; DVD; Detectives.

Partner agencies: Community Livability Coalition, ONI, District Attorney.

SERT (Special Emergency Reaction Team)

Provide tactical support to officers in situations involving snipers, hostages, barricaded persons or any other situation requiring the use of specialized equipment or specially trained personnel. Assist outside agencies, on a request basis, in the tactical resolution of these types of situations.

Workplans: SERT, Traffic Division.

Youth gun violence

Create a Youth Gun Anti-violence Task Force with partners from the metropolitan area; work with the Mayor's Office on the law enforcement goals of the youth violence plan; target highest-rate offenders (drug traffickers, violent gang members) for intervention and heavier sanctions.

Workplans: Youth Gun Anti-violence Task Force, youth violence plan, Chief's Office.

Partner agencies: Mayor's Office, Multnomah County, area law enforcement agencies.

Objective 1.2 Improve the ability to identify, investigate and apprehend serious offenders.

Investigative divisions and units, working alongside district attorneys, community members and partners within the justice system, work to investigate serious crimes.

Strategies:**Arson investigations**

Investigate arson and related crimes with the Fire Bureau; train fire personnel in police investigations.

Workplans: Arson detail, Detectives.

Partner agencies: Portland Fire Bureau, District Attorney.

Bias crime investigations

Investigate all bias and hate crimes within Portland, work with the District Attorney to prosecute for bias related crimes. Work with community organizations to reduce fear of bias-related crimes. Monitor bias crimes throughout the state.

Workplans: Bias Crimes, Detectives.

Partner agencies: District Attorney, Metropolitan Human Rights Center, Sexual Minorities Roundtable.

Burglary/other property investigations

Identify, target and arrest active burglars and fences of stolen property at the precinct level; offer information on property crimes to the community, Neighborhood Response Teams (NRT) and district officers.

Workplans: Precinct detective units, precincts; scrap metal enforcement, North Precinct.

Partner agencies: ONI.

Crime scene processing

Respond to all requests for crime scene processing from officers and investigators; continue to improve response times; continue to pursue new technologies; provide 24-hour services.

Workplans: Identification, Forensics Evidence Division.

Partner agencies: BOEC.

Firearms

Investigate and prosecute persons pawning firearms; investigate gun shows within the City of Portland for violations of city, state statutes and federal guidelines.

Workplans: Pawned firearms investigations, gun shows investigations, Detectives.

Partner agencies: ATF.

Fraud investigations

Investigate fraud and forgery cases and target chronic offenders for prosecution; provide information to community groups and agencies who work with seniors.

Workplans: Fraud detail, elder financial fraud investigator, Detectives.

Partner agencies: Portland Multnomah Commission on Aging, District Attorney, financial institutions.

Missing persons/fugitives/runaways

Conduct investigations relating to missing persons and runaway juveniles; coordinate information about wanted persons from outside agencies; investigate custodial interference and child custody matters; prepare training bulletins.

Workplans: Missing persons, fugitive, runaway details, Detectives.

Partner agencies: Other law enforcement agencies, District Attorney, juvenile programs.

Person crimes investigations

Investigate all rapes, serious assaults and suspicious deaths, (including traffic-related) within Portland, assist other jurisdictions in serious cases, monitor person crime trends throughout the state and work with community groups to reduce fear and exchange information.

Workplans: Homicide, rape, assault details, Detectives; Traffic Investigations Unit, Traffic Division.

Partner agencies: FBI, Multnomah County Rape Victim Advocates, Medical Examiner's Office, State Crime Lab.

Objective 1.3 Increase problem solving efforts

Achieve a standard of 35 percent of officers' time available for problem solving. Institute problem solving strategies to address chronic call locations and chronic community crime problems.

Strategies:**Chronic call locations**

Target those areas or specific locations within the city which are identified as chronic call locations to reduce the time spent at these locations. This targeting may be in the form of enforcement, arrests, training or education. (Some examples are: Brentwood-Darlington, Columbia Villa, Iris Court, Old Town, and Stark Street.)

Workplans: Precincts; DVD; Traffic Division; GET, Northeast Precinct; Alarm Ordinance; Detectives; Planning and Support; Tri-Met Division.

Chronic Nuisance Ordinance

Work with District Attorney's office to identify those locations which fall within the Chronic Nuisance Ordinance and follow-up with appropriate action.

Workplans: Neighborhood Response Teams (NRT), Precincts.

Partner Agencies: District Attorney, Bureau of Buildings, City Attorney, Neighborhood Associations.

MapInfo for the precincts

Develop an on-line crime analysis mapping capability for the precincts use in directing resources to specific high-crime areas within the city.

Workplans: Crime Analysis and Mapping Information Network (CAMIN), Planning and Support; Data Processing.

Neighborhood Liaison Officers (NLO)

Work with neighborhood groups, and attend neighborhood meetings and community events to act as a liaison between the community and the Police Bureau.

Workplans: NLO, Precincts.

Partner agencies: ONI.

Neighborhood Response Teams (NRT)

Conduct problem-solving and enforcement activities to target specific crime or nuisance problems within the precinct. Work with patrol officers, and community members to identify problem areas.

Workplans: NRT, Precincts.

Partner agencies: ONI, District Attorney.

Partnership agreements

Work with other agencies, businesses and the community to address specific crime problems through the use of a signed agreement where each involved party is responsible for specific objectives and timelines.

Workplans: Precincts; Chief's Office; Traffic Division; DVD; Planning and Support.
Partner agencies: ONI, business associations, Bureau of Buildings, other service providers.

Precinct crime analysis

Gather and compile data within geographic area of responsibility. Respond to inquiries regarding crime statistics.

Workplans: Planning and Support; Precincts.

Problem liquor outlets

Track problem licensed liquor outlets and provide input into the licensing of new outlets and renewal of existing licenses.

Workplans: DVD.
Partner agencies: Oregon Liquor Control Commission (OLCC).

Problem solving resources (resource guide, others)

Update and publish resource guides for patrol officers. Maintain available information to assist officers in their duties.

Workplans: Resource guide, Planning and Support.

Transient camp cleanup project

On a periodic and need basis conduct cleanup sweeps of illegal transient camps as requested and prioritized by community groups. Work with social service agencies to provide information to displaced persons on resources available for shelter.

Workplans: Central Precinct; Southeast Precinct.
Partner agencies: ODOT, Fire Bureau.

Trespass agreements

Work with businesses to track and keep on file signed agreements giving authority for trespass arrests on their property. Follow-up on the trespass arrests for prosecution.

Workplans: Precincts; Detectives.
Partner agencies: Business associations, individual property owners, District Attorney.

Tri-Met enforcement and prevention

Implement enforcement and crime prevention activities in and around Tri-Met properties and vehicles. Work with community groups and rider advocates to identify problem areas.

Workplans: Tri-Met Division.
Partner agencies: Tri-Met.

Objective 1.4 Increase early intervention to children and families

Develop and support programs designed to reduce family violence and criminal behavior by youth.

Strategies:**School resource officer and youth council programs**

Participate in the Resource Officer programs at David Douglas and Parkrose High Schools. Improve and strengthen communication between high school youth and the Police Bureau by encouraging participation in the community, promoting personal responsibility and working together on common issues.

Workplans: School liaison and resource officer programs, East Precinct.

Partner agencies: School Districts.

Sunshine Division

Provide emergency food and clothing to needy families. Maintain an adequate supply of materials through fund raising and food and clothing drives.

Workplans: Sunshine Division; Chief's Office.

Youth intervention and education

Intervene in the lives of youth at an early age to educate about the dangers of drug use, alcohol use, and gangs through programs such as Gang Resistance Education and Training (GREAT) and Drug Abuse Resistance Education (DARE). Interject a positive influence in the lives of kids in need using the Police Activities League (PAL) program. Recruit Bureau personnel to assist in the education of children in grade level K-2 through the Start Making a Reader Today (SMART) program.

Workplans: GREAT, PAL, DARE, Traffic Division; GET, Northeast Precinct; SMART, Chief's Office.

Partner Agencies: Portland Parks Bureau, SMART Program.

Youth liaison program

Develop a proactive problem-solving network with youth service providers to deal with issues involving homeless youth and street-oriented young persons.

Workplans: Central Precinct.

Partner Agencies: Multnomah County Health Clinic, Teen Parent Program, Janus Youth Program, other youth social service providers.

Youth violence intervention and prevention

As part of the youth violence plan, support efforts from Multnomah County, City of Portland, area service providers and community organizations designed to help at-risk and troubled youth and to expand programs designed to serve all youth.

Workplans: Intervention and prevention activities, Chief's Office.

Partner agencies: Portland City Council, Multnomah County, City of Portland bureaus, community organizations.

Objective 1.5 Support partnerships with other agencies within the criminal justice system.

Work with other criminal justice system agencies to improve effectiveness and problem solving.

Strategies:**Countywide standardization of report forms**

Coordinate with other police agencies within Multnomah County to develop a common set of police reports consistent with state and federal reporting standards.

Workplans: Records Division.

Partner agencies: Multnomah County Sheriff's Office, Gresham Police Department, Oregon State Police, Troutdale Police Department, Port of Portland Police, Law Enforcement Data System (LEDS).

Court coordination

Enter court dockets into Portland Police Data System (PPDS), coordinate with court on officer availability and scheduling. Serve as a liaison to the courthouses.

Workplans: Court Coordinator, Detective Division.

Partner agencies: District Attorney, Oregon State Courts.

Law enforcement agency coordination

Continue to maintain and strengthen working relationships with county, state and federal law enforcement and corrections agencies; participate on the Public Safety Coordinating Council.

Workplans: Chief's Office.

Partner agencies: All external law enforcement and correction agencies.

PPDS operation, expansion and data sharing

Create programs to provide information from Portland Police Data System (PPDS) both externally and to Bureau personnel. Expand and create programs for reports from CAD-911 system.

Workplans: Data Processing.

Partner agencies: BOEC.

Regional Drug Initiative

Facilitate regional cooperation among affected agencies by organizing multi-jurisdictional meetings to exchange information on drug trafficking.

Workplans: DVD; Chief's Office.

Partner agencies: Area law enforcement agencies.

Strategic Approaches to Community Safety Initiative

Work with the Oregon U.S. Attorney on the Strategic Approaches to Community Safety Initiative (Portland chosen one of five cities to participate); coordinate efforts with the Youth Gun Anti-violence Task Force and youth violence plan.

Workplans: Strategic Approaches to Community Safety Initiative, Chief's Office.

Partner agencies: Oregon U.S. Attorney, area criminal justice system agencies.

Objective 1.6 Promote order and safety

Plan and implement order maintenance strategies that improve safety at public events, reduce traffic accidents and reduce nuisance activity.

Strategies:**Dignitary protection**

Provide information, personnel, planning and training to Bureau members and outside agencies for the protection of persons of special interest.

Workplans: Traffic; Detectives.

Partner agencies: Law enforcement agencies, U.S. Secret Service.

Enhanced traffic education, enforcement, and investigation

Increase the numbers and quality of accident investigations through education and training. Target areas of traffic concerns utilizing statistics and citizen input. Enforce handicap parking problems through the use of trained volunteers.

Workplans: Traffic Division; Precincts.

Partner agencies: Bureau of Traffic Management; ONI.

Noise abatement

Enforce ordinances and develop strategies for dealing with problem noise areas in neighborhoods and business districts.

Workplans: Precincts.

Partner agencies: Downtown Business Association.

Special events

Ensure the safety of participants at approved special events to include: Portland Rose Festival, community sponsored events, etc.

Workplans: Traffic Division; Detectives; Precincts.

Partner agencies: Rose Festival Association, City Special Events Coordinator.

Traffic enforcement

Ensure the safety of motorists, bicyclists, and pedestrians in the city through the enforcement of state statutes and city ordinances related to traffic. Use directed enforcement, safety checkpoints, and self-initiated activity in the enforcement of traffic laws.

Workplans: Traffic Division; Precincts.

Partner agencies: City of Portland Traffic Engineering.

Objective 1.7 Build adequate staffing levels

Achieve adequate staffing levels at all precincts and divisions by increasing staff and reducing call load. Increase staffing to a ratio of 2 sworn officers per 1,000 population.

Strategies:**Annexation review**

Support staffing level requests that increase resources when the city annexes additional residents. Staffing requests should accommodate special considerations identified by the precincts, the need to maintain two officers per 1,000 population and the need for nonsworn support staff.

Workplans: Chief's Office; Planning and Support.
Partner agencies: City of Portland Urban Services.

Budget requests

Work with the City Council to achieve a Bureau budget that adequately addresses sworn and nonsworn staffing needs. Provide a stable funding mechanism to reach community safety goals.

Workplans: Budget planning, Chief's Office.
Partner Agencies: Mayor's Office, Portland City Council.

False alarm reduction

Reduce false alarms calls through educational efforts, monitoring the False Alarm Notification process and networking with alarm users, alarm companies and law enforcement. In addition, work with Multnomah County and alarm companies to revise the current alarm ordinance so that officers are only responding to verified alarms in order to reduce false alarm response and save officer time.

Workplans: Alarm administration, Data Processing; alarm ordinance, Chief's Office.
Partner agencies: Multnomah County Alarm Ordinance Detail, alarm companies.

Grant submissions

Research and apply for grant funding that advances community policing and problem solving.

Workplans: Grant administration, Fiscal Services; grant research, Planning and Support.
Partner agencies: Federal funding agencies, City of Portland Office of Finance and Administration.

Police Information Line

Provide information and referral services to the community, outside organizations and Bureau members; operate the Rumor Control Line; screen and handle all calls to the non-emergency and information line.

Workplans: Information and Referral, Detectives.
Partner agencies: BOEC, Multnomah County, ONI.

Telephone reports

Screen and handle all non-emergency calls for service. Write initial and follow-up reports for non-emergency calls for service.

Workplans: Telephone Report Unit; Detectives.
Partner agencies: BOEC, Multnomah County, ONI.

Vision

The vision for the next five years is to provide excellent police services, and to support the community in organizing crime prevention strategies and providing feedback in regards to police services. Community members will continue to be able to use a variety of tools to communicate with the Bureau: meetings, committees, telephone, facsimile and e-mail. Community members will increase their understanding of police procedures and response. People with specific police or crime prevention needs: youth, cultural groups, people with developmental disabilities, etc., will have their needs met. Finally, the entire community will have more confidence in the way police complaints are investigated and resolved.

Accomplishments

Since the 1996-98 Strategic Plan, the Police Bureau has continued to become more accessible to the public. The Bureau moved into three new precincts; East was newly constructed and Southeast and North were remodeled. The Bureau also added an advisory committee: the African-American Advisory Group has been meeting since October 1996, and discusses issues that affect police and the African-American community. The Bureau continues to work with other police advisory councils, including those for Hispanics, Asian, sexual minorities and people with developmental disabilities. The Police Bureau also applied for and received a \$150,000 grant from the Bureau of Justice Assistance to provide crime prevention and personal safety training to people in Multnomah County who have a developmental disability. In addition, East Precinct formed the East Precinct Youth Advisory Council in the fall of 1996, to improve and strengthen communication between youth and law enforcement. Finally, in the areas of communication, the Bureau started publishing *Community Policing News*, a bimonthly newsletter that is sent to neighborhood associations, community newspapers, public advisory groups, contact offices, business associations, public officials and other residents. The Bureau also created its first home page on the World Wide Web. The website includes information about the Police Bureau, accessing police and crime prevention services, police officer recruitment, crime statistics, patrol district and neighborhood association maps, internal affairs information, strategic planning and *Community Policing News*. The website receives more than 12,000 hits a month.

Challenges

Key challenges in empowering the community continues to be how to create more programs to respond to community needs, while ensuring existing programs continue their level of quality. In addition, the Police Bureau needs to continue to find ways to publicize and promote its advisory groups, newsletter, website and other vital communication links that give the community a chance to provide feedback. The Police Bureau must also look to the future to determine what other community needs can be met with new information technology. Finally, the Police Bureau needs to continue to explain its policies and procedures to the public and to policy makers.

Promote community-police partnerships by improving customer service and encouraging community involvement in problem-solving efforts.

Performance measurements

| Item | 1994 | 1995 | 1996 | 1997 |
|--|-------------|-------------|-------------|-------------|
| Citizens rating police service good or very good | 70% | 70% | 74% | 71% |
| Citizen willingness to work with police to improve neighborhood, willing or very willing | 62% | 59% | 63% | N/A |
| Citizens who know Neighborhood Officer | 16% | 15% | 15% | 14% |
| Number of students graduating from PPB GREAT | N/A | N/A | 2,477 | 3,226 |
| Number of students participating in PPB DARE | N/A | 6,595 | 9,100 | 7,138 |
| Number of false alarms | 16,127 | 17,479 | 20,163 | 21,257 |

Objective 2.1 Improve customer service

Provide responsive levels of customer service to all citizens and internal customers.

Strategies:**Clerical support**

Provide 24-hour, seven-day a week clerical support for major divisions and precincts. The clerical staff deals with the public, other agencies, and other Bureau members via the telephone or by public counter.

Workplans: All affected Divisions.

Data processing

Maintain and upgrade centralized computers and databases. Assist Bureau members with data and records needs. Assist Bureau members with hardware and software needs.

Workplans: Data Processing Division.

Precinct front desk

Maintain an open, continuous staffing of police desk clerk civilian positions. The desk clerks act as a liaison between precinct and public, and fill positions previously held by sworn personnel, thus allowing more officers to return to patrol duties.

Workplans: Human Resources; Precincts; Traffic Division.

Records

Provide courteous, timely service to internal and external Records customers. Reduce lag time for data entry of reports and reduce response time for report requests.

Workplans: Records.

Objective 2.2 Strengthen community partnerships

Create and support community-police councils and programs, especially those designed to promote crime prevention for specific populations (seniors, youth, minority groups, persons with disabilities etc.).

Strategies:**Chief's Forum**

Maintain an open forum committee representing neighborhood coalitions, business community, community at large and police employee groups, which reviews and makes recommendations on Police Bureau policies.

Workplans: Planning and Support; Chief's Office.

Partner agencies: ONI.

Crisis Response Teams (CRT)

Maintain and support this group of citizen volunteers, who respond to the scene of traumatic incidents and assist Bureau members in managing such incidents.

Workplans: Asian, Hispanic, Northeast Precinct and Sexual Minorities CRTs, Northeast Precinct.

Partner agencies: Multnomah County, area hospitals, Employee Assistance Program (EAP).

Elder programs

Provide a precinct officer as a liaison to elder victims of crime. Serve as a resource to uniform officers, coordinate problem solving with other service providers and provide education and training to Aging Services workers.

Workplans: Elder crime prevention, East Precinct.

Partner agencies: Multnomah County Aging Services.

Landlord training program

Provide information to landlords and property owners on crime prevention measures. Support Bureau of Building efforts to provide the landlord training program.

Workplans: Neighborhood Response Team, East Precinct.

Partner agencies: Bureau of Buildings.

Liaison to ethnic, minority groups

Designate Assistant Chiefs to work with at least one police-citizen advisory group to review concerns and support public education efforts.

Workplans: African American Community Advisory Council, Asian Law Enforcement Advisory Council of Oregon, Hispanic Advisory Council, Sexual Minorities Roundtable, Chief's Office.

Partner agencies: Multnomah County, ONI.

People with disabilities

Create a partnership with Crisis Triage Center, Multnomah County and Bureau to better serve people with developmental disabilities. With federal grant funding, develop program to provide crime prevention and personal safety training to people with developmental disabilities.

Workplans: Disability Alert Registration, Safety Zone, Planning and Support.

Partner agencies: Crisis Triage Center, Multnomah County, Arc of Multnomah County.

Police At Home

Encourage officers to purchase and live in homes in targeted neighborhoods. Continue to distribute information to officers about the Police At Home program which provides financial incentives for purchasing homes in these designated areas.

Workplans: Police at Home, Planning and Support.

Partner agencies: Area financial institutions and lenders.

Precinct advisory councils/Public Safety Action Committees (PSACs)

Provide a community forum to assess precinct priorities, identify neighborhood livability issues, strengthen community partnerships and improve public communication efforts.

Workplans: Precinct advisory councils, Precincts.

Partner agencies: ONI.

School safety

Strengthen concept of the school as a community by participating in the David Douglas Safety Action Team and staffing the Parkrose School Officer position.

Workplans: School resource officers, East Precinct.

Partner agencies: David Douglas, Parkrose and Portland school districts.

Objective 2.3 Support crime prevention

Support community crime prevention activities implemented by the Neighborhood Crime Prevention Program of the Office of Neighborhood Involvement (ONI).

Strategies:**Community organizing**

Assist ONI crime prevention specialist in their efforts to organize neighborhoods to solve public safety and livability problems.

Workplans: Neighborhood Response Teams, Precincts.

Partner agencies: Local law enforcement and regulatory departments and agencies.

Foot patrols

Provide input and support to ONI crime prevention specialists on organizing and maintaining neighborhood foot patrols.

Workplans: Neighborhood Response Teams, Precincts.

Information sharing

Maintain regular meetings with ONI crime prevention specialists to enhance information exchange so they may better inform public on neighborhood crime and prevention. Provide neighborhood crime maps per request.

Workplans: Neighborhood Response Teams, Precincts; Planning and Support.

Inter-bureau Task Force

Participate in a multi-agency effort to reduce and/or eliminate drug houses and chronic call locations related to drug activity in neighborhoods.

Workplans: Neighborhood Response Teams, Precincts.

Partner agencies: Bureau of Buildings, Multnomah County Parole and Probation.

Neighborhood Watch

Provide input and support to ONI crime prevention specialists on organizing and maintaining neighborhood watch programs.

Workplans: Precincts.

Partner agencies: Crime Prevention Association of Oregon, National Crime Prevention Council.

Objective 2.4 Improve public communication efforts

Develop and maintain programs that are designed to increase the public's understanding of community policing and of Bureau services.

Strategies:**Accessing police and crime prevention services**

Continue to modify and distribute brochure outlining police and crime prevention services and how to access them. Maintain membership in Crime Prevention Association of Oregon to network with other crime prevention practitioners in the state.

Workplans: Accessing police and crime prevention services, Planning and Support.

Partner agencies: ONI, Crime Prevention Association of Oregon.

Community Policing News

Publish and distribute a newsletter to neighborhood and community groups, representatives from other agencies and local law enforcement agencies on Portland's community policing activities.

Workplans: Community Policing News, Planning and Support.

Emergency and non-emergency numbers

Support efforts from the Bureau of Emergency Communications (BOEC) to publicize the new non-emergency phone number; continue public information efforts designed to encourage people to report all victimizations and to use the emergency and non-emergency numbers appropriately.

Workplans: Non-emergency number publications, Planning and Support.

Partner agencies: BOEC, ONI.

National Community Policing Conference

Design, plan, market and conduct a National Community Policing Conference every three years in September to attract more than 500 police and community members nationwide; create partnerships with federal and regional law enforcement agencies in conducting the conference.

Workplans: National Community Policing Conference, Planning and Support.

Partner agencies: U.S. Department of Justice Community Relations Service and Office of Community Oriented Policing Services (COPS), Western Regional Training Center.

Public information

Provide up-to-date information to the public and media on news items of interest involving the Bureau.

Workplans: Public information, Chief's Office.

Partner agencies: Local media.

Site visits

Share information about community policing activities with other agencies by hosting site visits to Police Bureau and other Bureaus and community groups. As staffing levels allow, participate in national studies of community policing and other contemporary policing topics.

Workplans: Site visits, Planning and Support.

Partner agencies: Multnomah County District Attorney's Office.

Website

Maintain a home page on the Internet/World Wide Web to disseminate information on Bureau services, information and community news; monitor the use and effectiveness of the home page, and evaluate additional information that could be added.

Workplans: Project/Communications Support, Planning and Support.

Vision

The vision for the next five years is to build an agency with employees who—at every level of the organization—understand the mission and support each other in achieving it. Staffing levels will be up to strength in all areas of the agency—sworn and nonsworn. Training, performance evaluations and promotions will reflect the employee's role in helping the organization achieve its mission. In addition, the demographic make-up of the Bureau will resemble the community it serves. Morale and overall job satisfaction by all employees will be rated good or very good; employees will demonstrate their overall job satisfaction by performing good customer service. Employees will feel that communication throughout the Bureau is widespread and effective.

Accomplishments

Since the 1996-98 Strategic Plan, the Bureau has conducted two employee surveys. The most recent survey in March 1998 was the fourth survey conducted by the Bureau. The Bureau received a 50% response rate; 77% of respondents said they liked their current job. Almost 70% said they were satisfied in the 1996 survey. The Bureau has also implemented the Employee Assistance Program which provides employee assistance by way of peer support teams, training and education, and research and development. The Bureau has also given recognition in the form of Bureau awards and Chief's Forum awards. In the area of training, in-service for nonsworn personnel was revamped, following an intensive assessment, which determined training needed to be better focused. Nonsworn in-service was changed to better reflect employees' needs, including an 8-hour elective block. In addition, command staff has received training in stress management and maintaining good working relationships.

Challenges

The Bureau continues to hear from its employees that communication and recognition are two areas of dissatisfaction. The Bureau needs to find a way to enhance communication as well as provide recognition both at the unit level and at the Bureau level. Expanding the number of work sites and precincts continues to create challenges in keeping all employees informed of Bureau activities. In addition the Human Resources Division continues its mission of recruiting, processing and hiring officer and nonsworn employees to fill vacancies. Finally, the Bureau needs to dedicate resources to meet the training needs of the agency by securing adequate range, classroom and vehicle training facilities; expanding training to line employees and command staff in new management information technologies; and continually seeking improvements in required in-service training.

Implement training and management approaches that assist Bureau members to achieve excellent performance.

Performance Measurements

| Item | 1993 | 1995 | 1996 | 1998 |
|--|-------------|-------------|-------------|-------------|
| Job satisfaction domains, average on a 5-point scale | | | | |
| Job Satisfaction | 4.1 | 4.1 | 4.1 | 4.1 |
| Supervisor Support | 3.9 | 3.9 | 3.8 | 3.8 |
| Autonomy | 3.9 | 3.9 | 3.7 | 3.7 |
| Teamwork | 3.8 | 3.8 | 3.8 | 3.8 |
| Recognition | 3.1 | 3.2 | 3.1 | 3.1 |
| Fairness | 2.9 | 2.8 | 2.6 | 2.6 |
| Organizational culture | N/A | 2.5 | 2.5 | 2.5 |
| Bureau percentage minority employed | 8.82% | 9.04% | 9.9% | 9.8% |
| Bureau percentage women employed | 26.85% | 27.42% | 28% | 29.4% |

**Objective 3.1 Improve Bureau responsiveness to employee needs
Promote employee assistance and recognition programs.****Strategies:****Awards**

Facilitate and conduct regular awards ceremonies for officers and citizens to recognize outstanding behavior and performance based on input from Divisions and individual Bureau members.

Workplans: Bureau Awards, Human Resources; Chiefs Forum Awards, Planning and Support.

Employee Assistance Program (EAP)

Train all personnel to access the EAP, the internal peer support teams/groups, and the volunteer chaplains. Provide the information and materials to employees at roll call and in-service regarding EAP coordination and resources. Maintain and support the Police Alcohol Recovery Team (PART), the Traumatic Incident Committee (TIC) and the volunteer chaplains; educate Bureau members on their functions.

Workplans: EAP, Human Resources.

Partner agencies: Fire and Police Disability and Retirement board, CAPE counseling services.

Facility improvements

Maintain and improve current Bureau facilities; plan and budget for future facility needs of the Bureau.

Workplans: Facilities, Planning and Support.

Partner agencies: Bureau of General Services.

Pension/disability coordinator

Provide effective, timely coordination between the disabled employee, the Bureau and the Fire and Police Disability and Retirement board to bring injured workers back to work.

Workplans: Pension/disability coordinator, Human Resources.

Partner agencies: Fire and Police Disability and Pension board.

Objective 3.2 Improve Bureau responsiveness to employee performance

Develop programs and activities designed to track performance issues and assist employees in improving performance.

Strategies:**Accidents and claims analysis**

Review and analyze claims against the Bureau; track trends of claims and accidents. Make recommendations for action to be taken on these claims; suggest driving or other in-service training, if necessary.

Workplans: Liability Management, Loss Control.

Partner agencies: Oregon Occupational Safety and Health Division (OSHA), Risk Management, City Attorney.

Complaint and disciplinary process

Review current Bureau complaint and disciplinary process to enhance standardization, consistency and decentralization. Make recommendations on training enhancements. Provide information and briefings to community groups. Make complaint forms available to neighborhood offices.

Workplans: Complaint process, Internal Affairs Division.

Partner agencies: Police Internal Investigations Auditing Committee (PIIAC).

Internal Affairs complaint tracking

Update and enhance database system to track and analyze complaints and cases. Track trends in complaints and issue timely reports.

Workplans: Complaint process, Internal Affairs Division.

Partner Agencies: Data Processing Division.

Loss control/liability

Review and analyze trends of Bureau incidents and losses from resulting liability claims; develop and implement policies and practices and training to control losses.

Workplans: Liability management, Loss Control; in-service training, Human Resources.

Partner agencies: City Attorney's Office, Risk Management.

Objective 3.3 Promote practices that improve officer safety

Develop and support activities designed to reduce the chance of an officer being injured or killed in the line of duty.

Strategies:**Loss control/equipment review**

Review the use of various equipment (mobile data terminals, radios, air bags) to ensure correct and safe usage. Review any new or proposed equipment for safety considerations.

Workplans: Safety Committee, Loss Control.

Partner agencies: OSHA.

Personal protective equipment

Train all personnel in how to handle bio-hazardous materials, i.e. materials that have been contaminated by blood or other body fluids; provide all appropriate personnel with a kit containing personal protective equipment.

Workplans: Liability management, Loss Control; in-service training, Human Resources.

Radio improvements

Monitor and continue to improve the availability and reliability of radios, Mobile Data Terminals (MDTs) and portable radio packsets for all sworn personnel.

Workplans: Safety Committees, Loss Control; radio usage program, Chief's Office.

Partner agencies: BOEC.

Technology and equipment training

Conduct training on new equipment and techniques to ensure the safety of officers in the Bureau.

Workplans: In-service training, Human Resources Division.

Technology research and recommendations

Review emerging technologies designed to prevent accidents or injuries to police officers; make recommendations.

Workplans: Less lethal, long-gun committee, body armor, Human Resources.

Objective 3.4 Improve internal communication

Develop and maintain programs and practices designed to promote information sharing among members and units of the Police Bureau.

Strategies:**Bulletin**

Publish a two to four-page newsletter distributed to all employees every two weeks; solicit articles and ideas for articles from all employees.

Workplans: Project/Communications Support, Planning and Support.

General Orders

Revise General Orders on an ongoing basis so that they are consistent with the goals and values of community policing. Create and staff new general orders on new procedures, policies, or legislative actions.

Workplans: Project/Communications Support, Planning and Support.
Partner Agencies: City Attorney, Portland Police Association.

Managers Forum

Conduct bi-monthly meetings of all division managers with Chief and Assistant Chiefs.

Workplans: Managers Forum, Chief's Office.

PC network

Develop and expand personal computer network throughout the Justice Center and the precincts to share information. Coordinate the connection to other criminal justice agencies, systems and networks.

Workplans: Network support, Data Processing.
Partner agencies: NCIC, LEDS, Multnomah County Data Processing, outside law enforcement agencies

Objective 3.5 Improve recruiting, hiring and promotional processes

Continue to implement recruitment, hiring and promotional practices to select highly qualified candidates who reflect the community they serve.

Strategies:**Background investigations**

Complete background investigations on all Bureau employees and volunteers prior to employment.

Workplans: Backgrounds, Human Resources.

Minority recruitment

Review, evaluate and modify personnel procedures and practices to make them as neutral as possible. Conduct marketing activities to attract women and minority candidates for police positions. Encourage recruiting, selection, appointment and promotion of protected classes.

Workplans: Minority recruitment, Human Resources.

Partner agencies: Bureau of Human Resources.

Police Corps program

Maintain federally funded program which targets students interested in law enforcement careers. Students are offered a position with the sponsoring law enforcement agency after completing 16 weeks of basic training and college graduation.

Workplans: Police Corps, Human Resources.

Partner agencies: U.S. Department of Justice Office of Community Oriented Police Services (COPS).

Promotional exams

Develop and implement promotional testing for sworn Bureau members with the objective of identifying highly qualified candidates for sergeant, lieutenant, captain and sergeant criminalist positions.

Workplans: Personnel unit, Human Resources.

Partner agencies: Bureau of Human Resources.

Objective 3.6 Improve employee training

Provide improved training to all employees; provide specialized training designed to meet the needs of specific groups of employees.

Strategies:**Advanced Academy**

Provide nine weeks of specialized training for all new officers to enhance new officer skills as well as provide additional training at advanced levels.

Workplans: Advanced academy, Human Resources.

Defensive tactics training

Provide continued defensive tactics refresher training, with classes in defensive tactics, ASP baton and aerosol restraint.

Workplans: Training unit, Human Resources.

Desk clerk academy

Provide training academy for police desk clerks on customer service and police procedures on an as-needed basis (position is open, continuous).

Workplans: Personnel unit, Human Resources.

Facilities acquisition

Seek adequate facilities for officers and other personnel to receive training; specifically, secure a range facility within close proximity to Bureau employees, secure adequate classroom training space and secure adequate driver training facilities.

Workplans: Training unit, Human Resources.

Field training officer program

Train and maintain a cadre of Field Training Officers (FTOs) to act as mentors and coaches for probationary officers; conduct annual training and monthly meetings; evaluate the new officers as well as the FTOs.

Workplans: Field training officer program, Human Resources.

Firearms qualifications

Provide quarterly Bureau firearms qualifications; provide shotgun function check and if applicable, provide shotgun qualification.

Workplans: Firearms qualifications, Human Resources.

In-service school

Plan and conduct in-service for all Bureau members including command personnel, concentrating on ethics, communications, handling stress, new policies and procedures, changes in training and laws and additional topics.

Workplans: In-service training, Human Resources.

Investigators academy

Continue on at least an annual basis a one-week investigators academy for investigative personnel from the Portland Police Bureau and outside agencies.

Workplans: Investigators academy, Detective Division.
Partner agencies: Multnomah County District Attorney.

LEDS certification/recertification project

Continue to bring all Bureau members into compliance with Law Enforcement Data Systems (LEDS) training and certification standards.

Workplans: LEDS, Records.

Nonsworn in-service

Provide 24 hours of training to nonsworn staff: eight hours of regular in-service attended by all staff, eight hours of training designed specifically for nonsworn employees and eight hours (or more) of elective classes to be selected by the employee and supervisors.

Workplans: Training unit, Human Resources.

Operational and tactical training

Continue to provide training to all officers and sergeants in police vehicle operations, firearms, patrol and defensive tactics. Provide specialized investigative training for sergeants. Provide specialized training to nonsworn employees.

Workplans: Training unit, Human Resources.

SERT introductory school

Conduct introductory school for officers interested in applying for upcoming vacancies in Special Emergency Reaction Team.

Workplans: SERT, Traffic Division.

Vision

The vision for the next five years is to continue to maintain, improve and create systems to ensure that budgets and workplans accurately reflect community concerns and interests, and to secure long-term funding commitments for Bureau operations. Strategic Plans will continue to be updated every two years with community and employee input, and will be linked to budget planning. Financial plan forecasting will foresee legislative and demographic changes that can affect calls for service. As a result of this planning, citizens and elected officials will be satisfied that the Bureau is openly reporting on its activities and using finances efficiently.

Accomplishments

Prompted by Measure 47, the Police Bureau implemented a Bureau-wide reorganization plan designed to improve efficiency and reduce costs. This included several division moves and consolidations that reduced costs significantly. The 1998-2000 Strategic Plan is the fourth Strategic Plan published by the Bureau; the Bureau is committed to continue publishing its Strategic plan every two years. In addition, the Bureau has conducted four employee surveys at 18-month intervals. This will be changed to every two years to coincide with the Strategic Plan process, so that this information can be incorporated into the Strategic Plan. Finally, new management systems and better budget tracking systems have contributed to better budgetary organization and accounting of finances.

Challenges

Changes to meet the new post-measure 47 budget were made to reduce costs, but many community policing gains were lost. Our Neighborhood Response Teams and Neighborhood Liaison Officer programs continue to struggle as a result of these fiscal changes. Most importantly, the lack of stable funding froze hiring and now vacant positions are impacting performance. Recent budget cuts also eliminated management and supervisory staff in almost every division of the agency, which taxes personnel to come up with more efficient ways to supervise employees. Securing long-term funding commitments remains a long-term challenge for Bureau management. In addition, the last two years have brought an increasing reliance on federal grant funding to complete targeted missions and maintain personnel strength. Finally, the Bureau faces the challenge of how to meet the increased need for coordination, accountability and planning work with fewer staff in supervisory and command roles.

Improve planning, evaluation and fiscal practices to assist Bureau leaders to manage effectively to meet the Bureau mission.

Performance Measurements

| Item | 1993 | 1995 | 1996 | 1997 |
|---|-------------|-------------|-------------|-------------|
| Percentage responding to employee survey of job satisfaction | 46% | 42% | 59% | 50% |
| Average time available for problem solving and self-initiated calls for service per patrol unit | | | | |
| Percent (%) | N/A | N/A | N/A | 37% |
| Time (minutes per hour) | N/A | N/A | N/A | 21.9 |
| Number of general, worker's comp and fleet liability losses | 398 | 383 | 306 | 247 |

Objective 4.1 Develop and maintain effective Bureau performance measurements

Evaluate the effectiveness of Bureau performance through the use of crime data analysis, employee feedback and community surveys.

Strategies:**Community survey**

Distribute and compile data from the community livability survey to assist in long-range planning for the operation of the Bureau. Incorporate results in present and future strategic plans.

Workplans: Statistical support, Planning and Support.

Crime data analysis

Provide mapping and neighborhood crime statistics to the Bureau, city and other agencies on a need and request basis.

Workplans: Statistical support, Planning and Support.

Partner agencies: BOEC.

Employee survey

Conduct an employee survey every two years to assess seven areas of job satisfaction; analyze results and compare with past survey responses; publish results in The Bulletin newsletter distributed to all employees.

Workplans: Statistical support, Planning and Support.

Performance measurements

Report on performance measurements for Bureau activities and services for use in monitoring the Strategic Plan and the Police Bureau budget; respond to requests for data pertaining to the performance measurements by various committees, boards and elected officials.

Workplans: Statistical support, Planning and Support.

Problem solving

Evaluate the effectiveness of using crime data analysis to implement strategies and problem solve solutions to community crime problems.

Workplans: Crime analysis, Precincts and Traffic; Problem solving evaluation, Chief's Office.

Partner agencies: BOEC, Bureau of Information Technology.

Objective 4.2 Improve fiscal practices and policies

Ensure that budgeting and fiscal policies are aligned with the Bureau mission and reflect the community's needs.

Strategies:**Bureau Advisory Committee**

Conduct meetings and provide staff support to the Bureau Advisory Committee. Prepare reports.

Workplans: Bureau Advisory Committee (BAC), Fiscal Services.

Fiscal services

Provide Bureau with ongoing accounts receivable, purchasing, contracts, grants, payroll services.

Workplans: Accounts payable, contracts, payroll, Fiscal Services.

Partner agencies: Office of Finance and Administration.

Objective 4.3 Improve planning services

Ensure that planning efforts are aligned with the Bureau mission, community needs, budget development and division workplans.

Strategies:**Citywide planning efforts**

Participate in city planning efforts such as Comprehensive Organization Review and Evaluation (CORE) and various technical advisory committees. Prepare reports and Bureau response to neighborhood planning or annexation requests.

Workplans: Office support, Planning and Support.

Strategic Plan

Conduct a strategic planning process every two years to coincide with the City's budget process; create opportunities for internal and public input into the plan; create a plan and gain City Council adoption. Report on performance measurements and emphasize priority issues for the Bureau through the plan.

Workplans: Project/Communications Support, Planning and Support.

Partner agencies: Mayor's Office.

Workplans

Coordinate the workplan reporting system and provide updates on progress on strategies in the Strategic Plan to City Council, Office of Financial Administration, Bureau managers and Chief's Forum. Maintain a database of all workplans and make them available on request.

Workplans: Workplans, Planning and Support.

Major milestones in the Portland Police Bureau strategic planning process

1988

A policy is drafted proposing realignment of the Bureau to transition from a traditional policing agency focusing on arrests and crime rates, to a community policing agency focusing on community problem solving and results.

The Mayor directs the Police Bureau to prepare a strategic management plan incorporating a community policing philosophy.

The community policing planning process is initiated; the Community Policing Work Group is created with representatives from police, Office of Neighborhood Associations, the community and the Mayor's Office.

1989

A community policing Concept Paper is created with a vision statement definition of community policing, an outline of the strategic planning process and five-year goals; it is distributed to community members for comment.

A critical path chart (with timelines and benchmarks) is created. The critical path has four stages: definition phase to define community policing; design phase to create recommendations for realignment of services and functions; planning phase from various committees and their action plans; and the implementation phase to create an operational strategy/action plans for FY 1990-91.

Five community meetings, with surveys, are conducted by the Office of Neighborhood Associations. It is attended by the Mayor, the Chief, precinct captains and members of community.

Community Policing Transition Committees are formed with community members, representatives from other agencies and Bureau employees. The committees are: Menu Committee (to respond to issues raised in the five community meetings); Media/Education; Evaluation; Productivity/Workload Analysis; Information and Referral; Legal/Legislative; Training and Recruitment; Grants/Finance and Criminal Justice.

A definition of "Community Policing" in Portland is created from community meetings and adopted via Resolution #34587 by unanimous vote of the City Council.

Resolution #34627 is passed by unanimous vote of the City Council. This resolution defines the expected outcomes of Community Policing.

1990

Resolution #34670 is passed by City Council adopting the Community Policing Transition Plan. The plan outlines mission statement, five goals, and one-, two- and five-year goals and objectives. Each strategy is analyzed to determine if its implementation would require additional resources.

Three demonstration projects are selected, one in each precinct: Iris Court in North; Central Eastside in East; and Old Town/Chinatown in Central.

The Citizens Crime Commission funds an analysis by the Institute of Law and Justice on: law enforcement climate; organization structure and resource deployment; staffing levels; management practices; service demand and workload; human resources management; information management; communication; and budget process.

The Chief's Forum, a policy advisory group, is created.

1991

A Citywide Community Policing Workshop and survey is conducted.

The Year 1 Report on Community Policing Implementation is adopted by City Council. The report contains year one strategies employed, highlights of activities and year two strategies. Adopted with this report, is the Bureau's Attributes and Success Factors for community policing. The Attributes are a set of qualities desired in a Bureau which has fully implemented community policing. Success Factors are a set of factors which measure how the qualities have been achieved.

1992

The Portland City Auditor surveys Portland residents to gauge the performance of city government, which includes the police, and publishes the Service, Efforts and Accomplishments (SEA) baseline report.

The Human Goals statement is adopted as a Bureau General Order. Human goals define what the human resources and work environment goals are for the Bureau as a whole.

A National Institute of Justice \$366,000 evaluation grant to create Community Policing Performance Measures is awarded to the Police Bureau.

1993

The second Service, Efforts and Accomplishments (SEA) report is published by the City Auditor. It compares responses on police services and overall perception of safety from 1992 to 1993. Data collected is used by the Police Bureau as performance measurements in its 1994-96 budget, and are reported on three times a year in Budget Monitoring Reports (BUMP) reports.

Work begins on creating the second strategic plan. Initial research is conducted by the Bureau on the transition plan to determine what has been working and what has not been working, what obstacles exist, etc. The Bureau mission statement is revised to include the aspect of maintaining and improving community livability. Bureau goals of the previous strategic plan are restated as values. New goals are adopted: reduce crime and fear of crime; empower the community; develop and empower personnel; and strengthen planning, evaluation and fiscal support.

A draft of the 1994-96 Strategic Plan is reviewed by RU managers, Budget Advisory Committee, Precinct Advisory Committees, the Chief's Forum and internal advisory committees. The draft is distributed to neighborhood associations, community groups and individuals; more than 600 are distributed for review. The draft is reviewed by Mayor and City Council.

Employee job satisfaction survey results are released. The survey measures Bureau employees' assessment of job satisfaction, supervisor support, autonomy, recognition, teamwork, fairness and problem solving support. Surveys were distributed to all 1,200 employees, with a 46 percent rate of return.

1994

The City Council adopts the 1994-96 Bureau Strategic Plan, with an updated mission, five values and the goals of reducing crime, empowering the community, empowering personnel and strengthening planning and fiscal support.

The first integrated workplan reports, incorporating progress reports and performance measurements on the 1994-96 Strategic Plan, are released to the City Council and citizen advisory groups.

The Portland Police Bureau 1994 Community Assessment Survey, based on interviewing from July to August 1994, is released. The analysis is based on questions regarding crime, livability, victimization, satisfaction with police services, familiarity with police officers and crime prevention specialists and recommendations on how to improve services.

1995

The second employee job satisfaction survey results are released. The survey measures Bureau employees' assessment of job satisfaction, supervisor support, autonomy, teamwork, recognition, fairness and organizational culture. The report released compares 1995 with the 1993 results. Surveys were distributed to all 1,250 employees, with a 43 percent rate of return.

The final report on Community Policing Performance Measures, supported by the NIJ grant to the City of Portland, is released. The report contains findings from a partnership agreement survey and assessment, interagency focus groups, an implementation profile analysis of Bureau managers, disaffected youth survey, youth in school survey and the domestic violence reduction unit evaluation.

Work begins on the 1996-98 Strategic Plan, with a review of the assessment information and recommendations gathered to date and a review of the current integrated workplan process. The 1996-98 Strategic Plan is connected to individual division workplans and contains performance measurements for the first time.

The Police Bureau conducts its second National Community Policing Conference, focusing on the area of organizational development to support the transition to community policing and other contemporary policing topics. More than 600 attendees from 35 states and five countries participate.

1996

Performance measurements corresponding to the four program areas in the budget are developed and included in the 1996-98 budget submission. Reports on the City-County Benchmarks are also included in the budget submission.

The second Portland Police Bureau Community Assessment Survey is conducted and released in 1996. The analysis is based on questions regarding crime, livability, victimization, satisfaction with police services, familiarity with police officers and crime prevention specialists and recommendations on how to improve services.

For the City's Comprehensive Organization Review and Evaluation (CORE) efforts, the Bureau produces a report outlining recommendations made to the Bureau from outside agencies or major task forces for the last 10 years, and the changes made as a result of those recommendations.

The City Council adopts the 1996-98 Bureau Strategic Plan, with mission, vision, priority issues and strategies tied directly to division workplans.

1997

An extensive review of all Bureau programs and services is performed to assess the response to requests for budget cut packages due to the passage of property tax limitation Measure 47.

The Bureau applies for, and receives, federal grant support from the U.S. Department of Justice Office of Community Oriented Policing Services (COPS) to fund 60 officer positions for three years, with a commitment from City Council to fund the positions after the grant period ends. This assists in bringing the Bureau up to strength after cutting 47 officer positions after Measure 47.

The third employee job satisfaction survey results is released. The survey measures Bureau employees' assessment of job satisfaction, supervisor support, autonomy, teamwork, recognition, fairness and organizational culture. The report compares 1996 with the 1995 and 1993 results. Surveys were distributed to all 1,250 employees, with a 59 percent rate of return.

1998

Work begins on the 1998-2000 Strategic Plan, with a review of the 1996-98 plan and two public input opportunities. The 1998-2000 Strategic Plan is connected to individual division workplans and contains a national and regional trends analysis section for the first time. It incorporates feedback obtained through the 1998 community and employee surveys.

Any strategic plan to be workable must have performance measurements or benchmarks by which to assess the progress of the plan over time. These benchmarks indicate the success toward reaching the objectives and goals set out in the plan. This strategic plan has performance measurements for each of its four main goals which track the progress toward these goals and are used as a guideline for strategies and workplans.

Goal 1: Reduce Crime and Fear of Crime

Responding to crimes, investigating crimes, apprehending criminals, and initiating problem-solving strategies to reduce chronic call locations remain the number one goal for the Portland Police Bureau. These efforts are designed not only to reduce the overall incidence of crime, but also to reduce the fear of crime in communities and promote a sense of neighborhood and personal safety.

Performance measurements

| Item | 1994 | 1995 | 1996 | 1997 |
|---|---------|---------|---------|---------|
| Part I Crimes | 55,804 | 56,251 | 51,189 | 53,884 |
| Part I crimes against people (per 1,000 population) | 18 | 18 | 16 | 15 |
| Calls for Service | | | | |
| Incidents Dispatched | 235,246 | 253,019 | 247,584 | 263,175 |
| Self-Initiated Calls | 82,667 | 102,094 | 132,396 | 142,857 |
| Telephone Report Unit Calls for Service | 93,811 | 84,603 | 65,336 | 64,604 |
| Information and Referral Calls | 94,499 | 137,928 | 165,175 | 162,659 |
| Crimes by Category | | | | |
| Child Abuse | 2,788 | 2,929 | 2,883 | 3,275 |
| Elder Abuse | N/A | 344 | 396 | 390 |
| Bias Crimes by Category: | | | | |
| Race | 74 | 89 | 55 | 45 |
| Color | 13 | 17 | 11 | 4 |
| Religion | 6 | 13 | 8 | 8 |
| Sexual Orientation | 66 | 47 | 41 | 30 |
| National Origin | 6 | 8 | 9 | 6 |
| Other | 15 | 10 | 8 | 1 |
| Total | 180 | 184 | 132 | 94 |
| Domestic Violence | 5,767 | 6,190 | 6,202 | 6,642 |
| Auditor's Service, Efforts and Accomplishments Report | | | | |
| Burglary victimization rate | 7% | 5% | 5% | 4.2% |
| Citizens rating police service good or very good | 70% | 70% | 74% | 71% |
| Citizens who feel safe walking alone at night | 37% | 40% | 43% | 45% |
| Citizens who feel safe during day | 82% | 84% | 83% | 86% |
| Bureau Citizen Survey | | | | |
| Household victimization rate | 28% | N/A | 28% | N/A |
| Percentage of citizens who say crime has increased in the last year | 22% | N/A | 15% | N/A |
| Neighborhood physical condition as rated by citizens on a 5-point scale | 3.7 | N/A | 3.8 | N/A |

Goal 2: Empower the community

Promote community-police partnerships by improving customer service and encouraging community involvement in problem-solving efforts.

Performance measurements

| Item | 1994 | 1995 | 1996 | 1997 |
|--|-------------|-------------|-------------|-------------|
| Citizens rating police service good or very good | 70% | 70% | 74% | 71% |
| Citizen willingness to work with police to improve neighborhood, willing or very willing | 62% | 59% | 63% | N/A |
| Citizens who know Neighborhood Officer | 16% | 15% | 15% | 14% |
| Number of students graduating from PPB GREAT | N/A | N/A | 2,477 | 3,226 |
| Number of students participating in PPB DARE | N/A | 6,595 | 9,100 | 7,138 |
| Number of false alarms | 16,127 | 17,479 | 20,163 | 21,257 |

Goal 3: Develop and support personnel

Implement training and management approaches that assist Bureau members to achieve excellent performance.

Performance Measurements

| Item | 1993 | 1995 | 1996 | 1998 |
|--|-------------|-------------|-------------|-------------|
| Job satisfaction domains, average on a 5-point scale | | | | |
| Job Satisfaction | 4.1 | 4.1 | 4.1 | 4.1 |
| Supervisor Support | 3.9 | 3.9 | 3.8 | 3.8 |
| Autonomy | 3.9 | 3.9 | 3.7 | 3.7 |
| Teamwork | 3.8 | 3.8 | 3.8 | 3.8 |
| Recognition | 3.1 | 3.2 | 3.1 | 3.1 |
| Fairness | 2.9 | 2.8 | 2.6 | 2.6 |
| Organizational culture | N/A | 2.5 | 2.5 | 2.5 |
| Bureau percentage minority employed | 8.82% | 9.04% | 9.9% | 9.8% |
| Bureau percentage women employed | 26.85% | 27.42% | 28% | 29.4% |

Goal 4: Strengthen planning, evaluation and fiscal support

Improve planning, evaluation and fiscal practices to assist Bureau leaders to manage effectively to meet the Bureau mission.

Performance Measurements

| Item | 1993 | 1995 | 1996 | 1997 |
|---|-------------|-------------|-------------|-------------|
| Percentage responding to employee survey of job satisfaction | 46% | 42% | 59% | 50% |
| Average time available for problem solving and self initiated calls for service per patrol unit | | | | |
| Percent (%) | N/A | N/A | N/A | 37% |
| Time (minutes per hour) | N/A | N/A | N/A | 21.9 |
| Number of general, worker's comp and fleet liability losses | 398 | 383 | 306 | 247 |

| Strategy | Objective | Page |
|--|------------------|-------------|
| Accessing police and crime prevention services | 2.4 | 39 |
| Accidents and claims analysis | 3.2 | 44 |
| Advanced Academy | 3.6 | 48 |
| Annexation review | 1.7 | 31 |
| Arson investigations | 1.2 | 24 |
| Awards | 3.1 | 43 |
| | | |
| Background investigations | 3.5 | 47 |
| Bias crime investigations | 1.2 | 24 |
| Budget requests | 1.7 | 31 |
| Bulletin | 3.4 | 46 |
| Bureau Advisory Committee | 4.2 | 54 |
| Burglary/other property investigations | 1.2 | 24 |
| | | |
| Calls for service | 1.1 | 21 |
| Chief’s Forum | 2.2 | 36 |
| Child abuse | 1.1 | 21 |
| Chronic call locations | 1.3 | 26 |
| Chronic Nuisance Ordinance | 1.3 | 26 |
| Citywide planning efforts | 4.3 | 55 |
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