Portland Police Bureau

1996-98 Community Policing Strategic Plan

Strategies for Implementation for 1996-98



September 1996

Priority issues for the Portland Police Bureau in 1996-98 are Service Orientation, Accountability and Continuous Improvement.





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 1996-98 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 1994, 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, our crime rate has remained steady since 1994. Preliminary numbers for 1996 suggest we may see a decrease this year.

The 1996-98 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 this year about 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 1996-98 Community Policing Strategic Plan.

With warm regards,

Vera Katz

Mayor

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CITY OF

PORTLAND, OREGON

BUREAU OF POLICE

VERA KATZ, MAYOR Charles A. Moose, Chief of Police 1111 S.W. 2nd Avenue Portland, Oregon 97204

A Message From the Chief Of Police

In presenting this strategic plan we hope that it accurately reflects what you have told us over the last two years. In our planning process, we rely on many different tools to gather input from community members and employees about what the Portland Police Bureau should accomplish, what strategies to implement and how to prioritize our efforts.

The 1996-98 Strategic Plan starts with our number one goal - to reduce crime and fear of crime, and reaffirms our three supporting goals to work with the community, help our employees and improve overall accountability.

Not only does this strategic plan include detailed descriptions of what we hope to accomplish over the next two years, it also describes why we think these activities are important to achieving our overall mission and how we intend to measure our performance.

But for me, this plan is useless without action. This plan can either be a bound stack of papers and meaningless words, or it can be an inspiration and guidebook to anyone seeking to more fully understand police operations and the community's role in solving public safety problems. If we accept the call to action, we can determine the eventual outcome of this Strategic Plan.

To The Men and Women of the Portland Police Bureau:

Please take time to familiarize yourself with the major strategies of each division and use this plan to gain ideas on how to solve problems for our community.

Each of us is charged with the task of reducing crime and the fear of crime, or strongly supporting those who are more directly involved in accomplishing that goal. Each of us must continuously improve our methods of providing quality service, while increasing our efficiency and effectiveness. We will complete our service loop by questioning our work and reporting back to the community on our progress.

It is important to remember that community policing means working with other agencies and citizens while conducting tactical missions, getting to know the people in your district, conducting solid investigations and providing correct answers and referrals to questions from the public. The tools of community policing are innovative problem solving, utilization of crime analysis technology, public involvement and partnerships.

Community policing also directs us to continually examine our policies and procedures to ensure that our service meets community expectations while exceeding our own standards.

To our Community Members:

Please review this plan and the resulting work with the value of accountability in mind, not just accountability in being sure that the Bureau is doing what it says it would do, but that individual neighbors and others are following through on what they are committed to do.

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

Also keep in mind that community policing stresses the philosophy of constant reexamination. And for that reason we will always be seeking to improve.

The expectations that community members and Bureau employees have for this agency are very high, but I wouldn't have it any other way because high expectations result in high performance. As an agency - and as individuals - we have the will to create significant accomplishments.

Charles A. Moose, Ph.D.

Charles a. Moore

Chief of Police

What's new in this plan

The 1996-98 Strategic Plan marks the eighth year of strategic planning toward community policing for the Portland Police Bureau. Each year of strategic planning brings us closer to our goal of creating a concise document that can be used by members of the community and our employees as a guide in creating partnerships and problem solving to improve our community and our agency.

Although this plan reaffirms the commitment to previous work done to create the mission, goals, values and objectives, this plan introduces some significant features to the Bureau's strategic planning process

- **More detailed strategies**. Rather than creating strategies that reflect a broad range of efforts, this plan offers strategies that match individual division workplans.
- **Historical references**. We have included the date that certain components of our vision and values were adopted. A more detailed historical summary of our strategic planning process is contained in the appendix so that the public and all employees can be familiar with the foundation of Bureau goals.
- **Performance measurements**. For the past few years, the State of Oregon and the City of Portland have moved to an evaluation process to create benchmarks or performance measurements to demonstrate how well an agency is meeting community expectations.
- **Vision**. Although the City Council adopted the Bureau's definition of community policing and adopted attributes and success factors, these had not been formally presented as the agency's vision in our strategic plans.
- **Priority issues**. Priority issues represent areas that require significant work over the next two years to accomplish the agency's mission.
- Workplans. For the last two years, each Bureau division and unit have reported on progress made in activities that support the objectives in our strategic plan. To make this document even more useful for our employees, it contains information on how to complete workplans.

Elements of this plan

Vision

The vision statement for the Bureau was adopted as a definition for community policing in 1989. The vision statement serves as a reflection of an ideal for what the agency and community would be like

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. The mission statement serves as an overriding purpose for the agency

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

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 for the men and women of the Portland Police Bureau, recognizing and encouraging their 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 the most effective level, and promote citizen responsibility and involvement.

Problem solving Use problem solving methods to reduce the incidence and fear of crime and to improve management and operational approaches.

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. The priority issues for 1996-98 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. **Accountability** The Bureau must improve the way the agency is accountable to the public for responding to the community's public safety needs; this includes responding to the City Council, citizen boards and the community-at-large.

Continuous improvement The Bureau, and all of its employees, must adopt work standards that require continuous examination and improvement of all of our activities; this includes examining activities and functions to see if there is room for efficiencies or improvements in service delivery.

Goals

The four goals were adopted in the 1994-96 Strategic Plan; they are divided into the areas of community livability and institutional goals. These represent the areas that the Bureau recognizes need long-term focus and commitment in order for the Bureau to achieve its mission.

Community livability goals

Reduce crime and fear of crime. Identify and implement approaches for addressing crime and the fear of crime that can more effectively reduce both reported and non-reported crime of all types. Give priority to addressing those crimes and conditions that most directly impact community livability.

Empower the community. Create a more involved, responsible community by building stronger community partnerships, improving customer service, providing more open and responsive communications and delivering programs that promote involvement in problem solving and crime prevention.

Institutional goals

Develop and empower personnel. Implement training, management and organizational approaches that are consistent with the mission and values of community policing. Strengthen staff skill level and morale. Make sure recruiting, hiring, training, and promotional practices are consistent with community characteristics and needs. Ensure work environments are supportive of customer service, innovation, personal accountability and team contribution.

Strengthen planning, evaluation and fiscal support. Strengthen planning, evaluation, analysis and fiscal mechanisms to ensure responsive feedback, practical long-range planning, and effective budgeting and fiscal management.

The community livability 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 goals are 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 objective to develop more effective performance evaluations are reflected in the performance measurements which are being presented as part of our Strategic Plan for the first time. (Refer to Goal 4 and Objective 4.1.)

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 which 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
- Performance indicators in the Bureau's budget for 1996-98
- 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 looked 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 underreported; while on the other hand, a particularly heinous crime or series of crimes may cause a dramatic rise in the fear of crime without looking at all alarming in the statistical summary.

Over the next two years, we expect to see improvement in most, if not all, of these performance measurements. We commit the resources of the Portland Police Bureau to accomplishing that improvement.

Objectives

Each goal has three to nine objectives that define what is necessary to make progress toward that goal. Each objective is numbered in this plan for ease of reference. These objectives are the same as those expressed in the 1994-96 Strategic Plan with two exceptions. Objective 1.6 Promote order and safety was added to encompass order maintenance strategies and objective 3.9

was changed from increase staffing levels to maintain adequate staffing levels to reflect the progress made in increasing the number of sworn officers.

In producing this plan, the feedback received from the community and the employees offered strong support for maintaining the other objectives in their current form.

Goal 1 Reduce crime and fear of crime

- 1.1 Improve crime response
- 1.2 Increase problem solving
- 1.3 Expand crime prevention
- 1.4 Increase early intervention
- 1.5 Strengthen criminal justice system response
- 1.6 Promote order and safety

Goal 2 Empower the community

- 2.1 Improve customer service orientation
- 2.2 Strengthen community partnerships
- 2.3 Improve public communication efforts
- 2.4 Enhance call referral

Goal 3 Develop and empower personnel

- 3.1 Reinforce commitment to employee needs and satisfaction
- 3.2 Strengthen officer support
- 3.3 Improve management practices
- 3.4 Improve internal communication
- 3.5 Improve workload efficiency
- 3.6 Continue improving recruiting and hiring practices
- 3.7 Improve employee community policing training
- 3.8 Enhance system for employee performance and promotional review
- 3.9 Maintain adequate staffing levels

Goal 4 Strengthen planning, evaluation and fiscal support

- 4.1 Develop more effective performance evaluation and reporting
- 4.2 Improve fiscal practices and policies
- 4.3 Provide better planning

Strategies

These are specific statements that define the activity that a particular division will do to meet the objective. For example, under Objective 1.2 Increase problem solving, all five precincts submitted strategies for enhancing the Neighborhood Response Team concept. The Neighborhood Response Team is a small team of officers who, together with a supervisor, work on chronic call locations or other crime and livability problems that are referred by the district officer. The team then works with the officer and an established network of service providers from other agencies to improve the livability of the neighborhood or, ideally, solve the problem.

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 division name is listed alongside the strategy. The approximately 300 strategies in this plan are the most specific strategies the Bureau has ever offered in its Strategic Plan, and we hope that giving information this specific will help to make our efforts clearer and it will help to make us more accountable to the public and to our employees.

Strategies also contain a listing of the agencies or community groups that play a significant role in working on the specific program or project. This listing in many cases should be considered a partial list.

Although most strategies could logically be grouped under several different objectives, for the sake of brevity they 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 in the sense that employees, managers and community members are encouraged to either delete strategies that were not effective or to create additional strategies (to be included in the 1998-2000 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. Four 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
- Status (ongoing program, project to be completed by certain date, etc.)
- Partner agencies
- Description
- Projected outcomes for the fiscal year
- Actual outcomes for the reporting period (July through October, July through February and July through June)

The title, description, objective and partner agencies are included in this strategic plan; at each trimester budget reporting period, managers report on the outcomes of each strategy. The outcomes can be of performance ("Decrease number of false alarm calls for service") or of workload ("Provide 60 hours of DARE training").

Comprehensive Organizational Review and Assessment (CORE)

The City Council has directed that all bureaus complete a process to create a strategic direction, program and organizational assessment, financial plan and integrated workplans through a collaborative effort with bureau employees and the community. This strategic plan is consistent with the requirements of the CORE process for creating a strategic direction, organizational assessments and integrated workplans. Additional strategies contained in this plan — Program assessment and Financial plan strategies under Goal 4 — will be worked on over the next two years to complete the processes required by CORE and the City Council.

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 join together to make a difference to improve their neighborhoods. Officers will 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 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 early intervention in family violence, and on initiating partnerships with youth and at-risk youth.

Accomplishments

Since the completion of the 1994-96 Strategic Plan, the Police Bureau has institutionalized its Neighborhood Liaison Officer program to connect officers to individual neighborhoods. In addition, the Neighborhood Response Team was created in each precinct to assign a small team of officers to work on large-scale problem solving activities. The Bureau completed a long-term goal of aligning patrol district boundaries to closely correspond to neighborhood association boundaries and, with the five-precinct configuration, more closely aligned precinct boundaries with neighborhood coalition boundaries. The Bureau continues to rely on partnership agreements to solidify problem solving strategies among government and other agencies, and has used this tool with other law enforcement agencies to gain agreement on how to approach interagency pursuits. Crisis Intervention Team officers were trained on how to defuse situations with mentally ill persons, and Crisis Response Teams continue to help community members deal with the aftermath of violent crimes. Finally, four major programs that work with youth — DARE, PAL, GREAT and SMART — were consolidated into one division to better coordinate youth activities.

Challenges

Many of the problem-solving activities that police work on are initiated or supported by neighborhood crime prevention staff, and the Bureau continues to seek a service delivery agreement with agencies that manage crime prevention staff and resources. The Neighborhood Liaison Officer, Neighborhood Response Team and partnership agreement efforts need continuous support and evaluation to ensure that their activities are resulting in reduced crime and fear of crime. Along the same line, more attention needs to be paid to tracking neighborhood crime problems and the responses to those problems by all city agencies. Traffic problems continue to be a visible problem for neighborhoods and require the correct blend of education, engineering and enforcement. Lastly, efforts aimed at reducing violence in the home should be expanded as we implement a public health approach to better understand the magnitude, nature and impact of this problem.

Identify and implement approaches for addressing crime and fear of crime that can more effectively reduce both reported and non-reported crime of all types. Give priority to addressing those crimes and conditions that most directly impact community livability.

Performance measurements

refformance measurements	1994	1995
Part I crimes	55,804	56,251
Part I crimes against people, per 1,000 population (UCR statistics)	18	18
Incidents dispatched	235,246	253,019
Self initiated calls	82,667*	120,094
Calls for service by Telephone Report Unit	93,811	84,603
Police Information Line calls	94,499	137,928
Household victimization (PPB Community Assessment)	28%	n/a
Burglary victimization rate (Auditor's Citizen Survey)	7%	5%
Citizens who feel safe at night (Auditor's Citizen Survey)	37%	40%
Citizens who feel safe during day (Auditor's Citizen Survey)	82%	84%
Reported bias crime in Portland by category		
Race	74	89
Color	13	17
Religion	6	13
Sexual orientation	66	47
National Origin	6	8
Other	15	10
Total	180	184
Reported child abuse	2,788	2,929
Reported elder abuse (neglect, financial fraud, abuse)	n/a	344
Domestic violence	5,767	6,190
Percentage of citizens who say crime has increased in last year		
(PPB Community Assessment)	22%	n/a
Physical condition of neighborhood rated by citizens		
on a 5-point scale (PPB Community Assessment)	3.7	n/a
Neighborhood safety from nuisance activity, on 5-point scale	_	
(PPB Community Assessment)	3.6	n/a
Neighborhood safety from felony criminal activity, on 5-point scale		
(PPB Community Assessment)	3.8	n/a

All City of Portland Police Bureau statistics, unless noted n/a = not available; data will be available in 1996 *Data from 10-month time period.

Objective 1.1 Improve crime response

Crime response approaches shall give increased priority to those crimes that most directly impact community livability and the fear of crime.

FY 1996-98 Strategy

Division

Air support unit

Drugs and Vice

Provide aerial support for surveillance of suspects in drugs, gangs, demonstrations and high speed pursuits; provide aerial support for precinct tactical operations.

Armed career criminal task force

Detectives

Target armed career criminals and suspects in gang related shootings for enhanced federal prosecution.

Partner agencies:

U.S. Attorney

Arson investigations

Detectives

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

Partner agencies

Portland Fire Bureau, District attorney

Auto Theft Task Force

Southeast Precinct

Reduce auto theft through targeted arrests; work with District Attorney to enhance prosecutions; conduct prevention program Combat Auto Theft.

Partner agencies:

Neighborhood crime prevention, District attorney, Insurance companies, Neighborhood associations

Bias crime investigations

Detectives

Investigate all bias/hate crimes within Portland; work with district attorney to prosecute; work with community organizations to reduce fear and increase information exchange; monitor bias crimes throughout the state.

Partner agencies:

Metropolitan Human Rights Commission, District attorney, U.S. attorney, Sexual Minorities Roundtable

Objective 1.1

Bicycle detail training, equipment and deployment

North Precinct

Increase deployment of bicycles on varied shifts; maintain training program and equipment.

Burglary/other property investigations

Precincts

Precinct detectives will identify, target and arrest active burglars and fencers of stolen property; offer information on property crimes to the community, neighborhood response teams and district officers.

Partner agencies:

Neighborhood crime prevention

Business Emergency Notification program

Family Services

Maintain business emergency contact information in PPDS to improve police response and minimize business owner inconvenience arising from criminal incidents.

Partner agencies:

Private Industry Council,

BOEC

Calls for service response

Precincts, Traffic

Respond to dispatched calls for service by uniform patrol officers.

Partner agencies:

BOEC,

Portland Fire Bureau,

Emergency medical services

Canine Unit Southeast Precinct

Provide canine support for searching for suspects and property at crime scenes; provide canine support to uniform personnel to locate drugs.

Partner agencies:

Area law enforcement agencies

Child Abuse Team Detectives

Participate in the Multnomah County Multi-Disciplinary Child Abuse Team and coordinate law enforcement's response to reports of alleged child abuse.

Partner agencies:

Multnomah County Mental Health Services,

Operation Respond,

Metro Crisis,

District attorney,

Area law enforcement,

SOSCF,

CARES Northwest

Objective 1.1

CrimestoppersDetectives

Provide staff support to a volunteer board who work with the Bureau and the media to solve major felony crimes.

Partner agencies

Media

Criminalists response to calls for service

Identification

Continue to improve response times; expand to 24-hour a day service; keep pace with new technology; expand crime prevention activities while at crime scenes.

Partner agencies:

BOEC.

Community groups, District attorney,

Joint ATTF

Crisis Intervention Team

Family Services

Implement/maintain a Crisis Intervention Team consisting of 60 officers trained to handle calls for service involving persons who are mentally ill who are in a crisis that warrants police response.

Partner agencies:

Multnomah County Mental Health,

Multnomah County Developmental Disabilities,

Area medical centers,

Oregon State Police,

Area law enforcement agencies

Domestic violence reduction unit

Family Services

Follow up on misdemeanor domestic violence cases to ensure prosecution; seek resources for victims; provide referral information; expand outreach to non-English speaking communities.

Partner agencies:

District attorney,

Social service agencies,

Multnomah County Sheriff's Office,

Corrections,

State parole and probation,

Family law court,

Shelters,

Non-English speaking community groups

Objective 1.1

Drug enforcement

Drugs and Vice

Investigate all drug related crimes; conduct the drug house hotline as a centralized clearinghouse for citizen drug complaints; provide investigative support to precincts and GET for mid-level cases.

Partner agencies:

District attorney,

Neighborhood crime prevention,

Jail.

Office of Neighborhood Associations

Drug enforcement — neighborhood focus

Drugs and Vice

Develop drug investigations designed to arrest, seize assets of and/or eliminate street level drug problems which have a visible impact on neighborhoods.

Partner agencies:

Neighborhood crime prevention,

INS.

District attorney

Drug Recognition Expert program

Traffic

Train officers to identify and process persons for prosecution who have been operating a motor vehicle while under the influence of drugs other than alcohol.

DUII enforcement and investigations

Traffic

Increase the number of arrests and prosecutions for driving under the influence of intoxicants (DUII); seek grants for special DUII enforcement missions.

Explosive disposal, response and training

Tactical Operations

Render safe and dispose of explosives, ammunition, fireworks and explosive chemicals; provide ongoing training for Bureau members and other agencies.

Partner agencies:

Area law enforcement agencies

Fraud detail Detectives

Investigate fraud and forgery cases that impact community livability and target chronic offenders for prosecution.

Partner agencies:

Commission on Aging,

District attorney,

Private financial institutions

Objective 1.1

Gambling enforcement

Drugs and Vice

Provide law enforcement services on illegal gambling, with an emphasis on organizations.

Partner agencies:

District attorney

Gang investigations

Tactical Operations

Conduct extended long-term investigations aimed at indicting and prosecuting major gang sets for racketeering (RICO) charges.

Partner agencies:

Area law enforcement agencies

Homicide/assault detail

Detectives

Investigate all serious assaults and suspicious deaths; coordinate work with prosecutors.

Partner agencies:

District attorney,

Medical examiner's office,

State Crime Lab

Hostage Negotiating Team

Detectives

Respond to all calls from Bureau personnel regarding suicidal subjects, barricaded individuals or hostage situations; work with SERT on high risk search warrants.

Missing persons/fugitive detail

Detectives

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.

Partner agencies:

Other law enforcement agencies,

District attorney,

Medical examiner,

Aging services,

Juvenile programs

Pawned firearms investigations

Detectives

Investigate and prosecutive persons pawning firearms.

Polygrapher services/interagency agreement

Detectives

Conduct interviews, administer polygraph examinations and evaluate results on subjects who have agreed to submit to a polygraph examination.

Objective 1.1

Property investigations/code enforcement

Detectives

Work with pawnshops and secondhand stores to identify stolen property and return property to owner; check for compliance to city and state laws.

Partner agencies:

Bureau of Buildings

Prostitution enforcement

Precincts

Work with neighborhood and business district leaders to combine tactical missions with referrals to community resource providers.

Partner agencies:

Business and neighborhood associations, Neighborhood crime prevention

Prostitution investigations and alternatives

Drugs and Vice

Investigate prostitution cases; support and enhance diversion programs.

Partner agencies:

District attorney

Robbery detail Detectives

Prepare cases, follow-up custody interviews, prepare ex-con cases; assist prosecutors; liaison with FBI bank robbery and regional law enforcement personnel.

Partner agencies:

District attorney,

FBI,

U.S. attorney,

Alcohol Tobacco and Firearms,

Pro-Net,

aArea financial institutions

Scrap metal enforcement and reporting project

North Precinct

Organize a network of managers from recycling centers, auto wrecking yards and scrap yards to assist police in identifying and arresting scrap metal thieves and auto thieves.

Partner agencies:

Business managers

Sensitive investigation requests

Detectives

Investigate special requests from the Chief's Office and other referrals.

Partner agencies:

Area and federal law enforcement and regulatory agencies

Objective 1.1

SERT (Special Emergency Reaction Team)

Tactical Operations

Provide tactical support to patrol officers in situations involving snipers, hostages, barricaded persons or any other situation which requires the use of specialized equipment or personnel with SERT expertise.

Sexual assault investigations

Detectives

Investigate all sexual assaults that occur within the city; coordinate with district attorney for successful prosecution; coordinate with Child Abuse Team and Domestic Violence Reduction Unit.

Partner agencies:

District attorney, CARES Northwest, Rape Victim Advocates, State Crime Lab

Transit Mall Project

Central Precinct

Conduct drug enforcement missions and problem solving projects related to nuisance complaints in the downtown transit mall.

Partner agencies:

District attorney,

Area business and neighborhood associations

Tri-Met enforcement unit

Tactical Operations

Conduct monthly undercover drug buying missions on the downtown transit mall to reduce and deter illegal narcotics sales.

Partner agencies:

Tri-Met

Violent crimes fugitive task force

Detectives

Work with federal law enforcement agency and other local agencies to locate and apprehend violent fugitives.

Partner agencies:

FBI,

Area law enforcement agencies

Objective 1.2 Increase problem solving

Problems that are not effectively resolved through emergency response and criminal investigation shall be addressed through other approaches including working with citizen groups, gaining assistance from other agencies, pursuing civil action, proactive patrol, additional investigative support, and other appropriate steps.

FY 1996-98 Strategy

Division

Alternate patrol program

Precincts

Develop and utilize alternate patrol approaches to neighborhood problem solving such as bicycle patrols, all-terrain vehicle patrols and horse patrols.

Partner agencies:

Neighborhood crime prevention

Analytical support program

North, East Precincts

Provide analysis to officers, neighborhood crime prevention specialists, and neighborhood associations to identify crime and livability concerns and document results.

Partner agencies:

Neighborhood community groups

Asian gang detail

Tactical Operations

Identify and track gang members and their activity in the city by using arrest, diversion programs and community contacts to accomplish these goals. Use GREAT, PAL, and DARE to provide an intervention component.

Partner agencies:

Asian community groups

Asset forfeiture

Fiscal Services

Administer asset forfeiture procedures in a fair and timely manner.

Brentwood-Darlington Safety Action Team

Southeast Precinct

Continue participation in the Brentwood-Darlington Safety Action Team; continue concentrated effort in a neighborhood to reduce crime and to facilitate referral to appropriate services.

Partner agencies:

Neighborhood associations Neighborhood crime prevention

Objective 1.2

Chronic call location project

Central Precinct

Provide Central Precinct command staff and supervisors with an ongoing monitoring system for trouble spots in Central Precinct.

Partner agencies:

District attorney, Other city bureaus,

Neighborhood crime prevention

Chronic drug locations response

Drugs and Vice

Respond to drug related neighborhood livability problems by assigning an investigator as soon as a chronic location is identified.

Partner agencies:

Neighborhood crime prevention,

Bureau of Buildings

Columbia Villa housing project involvement

North Precinct

Develop problem solving strategies in the Columbia Villa Housing Project.

Partner agencies:

Regional Drug Initiative,

Multnomah County Sheriff's Office,

Housing authority,

Neighborhood crime prevention

Combatting criminal extremists

Detectives

Detectives

Monitor left and right wing extremists who use criminal activities to promote their cause.

Partner agencies:

FBI,

U.S. Marshal,

Area law enforcement agencies

Computerization of intelligence data

Create and maintain a centralized database with rapid and easy

retrieval of intelligence information; train Detective Division staff.

Contact offices Precincts

Maintain and enhance police contact with the public by recruiting and supporting volunteers at community contact offices; maintain network with other agencies to provide public safety related information at the offices.

Partner agencies:

Neighborhood crime prevention,

District attorney,

Neighborhood associations,

Business associations

Objective 1.2

Cruising project Central Precinct

Reduce cruising and associated problems on weekends in the downtown area; Cruising Task Force meets periodically to determine effectiveness and actions to be taken.

Partner agencies:

Traffic Management,

Area business and neighborhood associations

Domestic violence reduction unit

Follow up on misdemeanor domestic violence cases to ensure prosecution; seek resources for victims; provide referral information; expand outreach to non-English speaking communities.

Partner agencies:

Crisis lines, Shelters,

District attorney

Drug free zone file/tracking system

Maintain a current file on all individuals excluded from and arrested in an established drug free zone for involvement in drug use/traffic.

Partner agencies:

District attorney

Drug house letters

Investigate and initiate drug house warning letters and drug house certified letters.

Partner agencies:

City attorney,

Office of Neighborhood Associations,

Section 8 housing

Elder crimes response team

Develop an Elder Crimes Response Team to better serve elders in the community.

Partner agencies:

Aging services,

Oregon Disability Services,

Parole and probation,

Multnomah County Sheriff's Office,

Neighborhood crime prevention

Family Services

Detectives

Drugs and Vice

Family Services, Precincts

Objective 1.2

Elder financial fraud investigator

Detectives

Investigate elder financial fraud; distribute media releases on elderly fraud patterns and crime investigations.

Partner agencies:

Aging services

Financial investigator/asset seizures

Drugs and Vice

Complete financial investigations designed to help maximize asset seizures in Bureau Drug and Vice investigations.

Gang enforcement team/drug interdiction detail

Tactical Operations

Deal with neighborhood livability issues related to drug and gang activity; respond to and investigate complaints related to the above activity; partner with community members.

Partner agencies:

Youth gangs programs, Juvenile court, parole and probation, Neighborhood crime prevention

Graffiti hot line Detectives

Receive citizen calls reporting graffiti and refer citizens to agencies or appropriate neighborhood association officer; maintain database.

Partner agencies:

Neighborhood crime prevention, Neighborhood coalition offices

Gun shows investigations

Detectives

Investigate gun shows within the City of Portland for violations of city, state and federal guidelines. Provide resources at gun shows to complete gun sale forms.

Partner agencies:

Alcohol, Tobacco and Firearms

Hispanic/white gang detail

Tactical Operations

Identify and track gang members and their activity in the city by using arrest, diversion programs and community contacts. Use GREAT, PAL and DARE to provide intervention.

Partner agencies:

Youth gangs programs

Iris Court Contact Office

Northeast Precinct

Maintain and enhance police contact and resources within Iris Court; maintain network with other agencies.

Partner agencies:

Housing Authority of Portland

Objective 1.2

L.A. style black gang detail

Tactical Operations

Identify and track gang members and their activity in the city by using arrest, diversion programs and community contacts to accomplish these goals. Use GREAT, PAL and DARE to provide an intervention component.

Partner agencies:

Youth gangs programs

MapInfo for the precincts

Create an automated mapping system available to the precincts, detectives, etc., to produce computerized pin maps, and related crime analysis.

Misdemeanor assist program

Assist precinct and response team officers as a resource in targeting chronic nuisance problems i.e. car prowls at special events, graffiti on commercial buildings, prostitution and drug houses; complete follow-up request by district attorney's office.

Partner agencies:

Other City bureaus,

Business and neighborhood associations,

District attorney and city attorney,

Bureau of Licenses,

Traffic Management,

Oregon Liquor Control Commission,

Neighborhood crime prevention

Motel trespass agreement

Create trespass policy for motels which enables officers to act as agents for motel owners in trespassing unregistered persons from motel properties.

Partner agencies:

Business owners

Neighborhood Response Team

Working with district officers and staff from other agencies, identify and address chronic problem locations with problem solving meetings and partnership agreements.

Partner agencies:

Neighborhood crime prevention,

Bureau of Buildings,

Other city bureaus,

District attorney,

City attorney,

Oregon Liquor Control Commission,

Traffic Management,

Office of Neighborhood Associations

Planning and Support, Precincts

North Precinct

East Precinct

Precincts

Objective 1.2

Noise Abatement Project

Work with noise control officer and community groups to enforce noise regulations throughout the city.

Partner agencies:

Area neighborhood associations

Old Town/Chinatown demonstration project

Participate in a community partnership involving 15 community and social service organizations which use creative problem solving to identify and resolve crime and neighborhood livability issues.

Partner agencies:

District attorney,

Business and neighborhood associations

Outlaw biker intelligence

Improve intelligence gathering, train officers and analyze and exchange information about outlaw motorcycle gangs.

Partner agencies:

Oregon State Police,
Department of Justice,
Area law enforcement as

Area law enforcement agencies.

Partnership agreements

Involve officers, citizens and agencies in partnership agreement neighborhood problem solving efforts.

Partner agencies:

Neighborhood crime prevention, Other city bureaus

Photo radar program development

Implement and evaluate a photo radar program in the City of Portland, using the legislative guidelines, to further enhance traffic enforcement.

Partner agencies:

Bureau of Traffic Management

Problem liquor outlets

Analyze problem outlets, review with agencies and citizens, communicate with outlets and certain groups.

Partner agencies:

Oregon Liquor Control Commission, Neighborhood crime prevention Bureau of Licenses **Central Precinct**

Central Precinct

Detectives

Precincts, Traffic

Traffic

Drugs and Vice

Objective 1.2

Problem solving techniques and tools

Southeast Precinct

Increase problem solving approaches through roll call training and supervision. Develop and distribute "community meeting expectations" for officers that emphasizes a problem solving approach.

Partner agencies:

Neighborhood crime prevention

Prostitution free zone file/tracking system

Detectives

Maintain a file on all individuals excluded from and arrested in a Prostitution Free Zone for involvement in prostitution.

Partner agencies:

District attorney

SERT operation recovery

Tactical Operations

Remove cars from the Willamette River under the Sellwood Bridge to increase safety and navigability of waterway. Work with precincts and neighborhood coalition offices to help prevent future dumping of cars.

Partner agencies:

Portland Fire Bureau,

Coast Guard,

EPA,

DEQ,

Oregon Marine Board

Stark street project

Central Precinct

Address citizen concerns of increased drug dealing and neighborhood livability issues; conduct walking patrols and bicycle patrols and cooperative problem solving efforts with the community and other agencies.

Partner agencies:

Neighborhood associations

Transient camp cleanup project

Precincts

Clean up transient camps and litter dump sites as requested by working with other area agencies.

Partner agencies:

Oregon Department of Transportation,

Other City bureaus,

CRCI,

District Attorney,

Homeless Camper Outreach Worker,

Neighborhood crime prevention,

Shelters

Objective 1.2

Trespass agreement file/tracking system

Detectives

Maintain a current file with all businesses, residents, and individuals with signed trespass agreements which transfers arrest authority to police personnel.

Partner agencies:

District attorney

Tri-Met enforcement on chronic lines

Tactical Operations

Reduce crimes on all Tri-Met vehicles and properties, identify chronic problem lines and place buses equipped with closed circuit cameras on these lines; bicycle officers will also be used to travel the Max rail lines.

Partner agencies:

Municipalities served by Tri-Met

Objective 1.3 Expand crime prevention

Encourage the creation of a more crime-resistant community by expanding community crime prevention efforts.

FY 1996-98 Strategy

Division

Background investigations on handgun purchases

Detectives

Conduct background investigations of prospective purchasers of handguns for the purpose of approving or denying the sale.

Partner agencies:

District attorney

Block Home program

Family Services

Improve levels of child safety information, provide training and provide sanctuary to children in emergency situations.

Partner agencies:

Parent-Teacher Association, Portland Public Schools, Parkrose Public Schools

Citizen foot patrols

Precincts

Support a trained group of residents within neighborhoods who act as a visible deterrent presence on the streets; provide an opportunity for the citizens to identify and respond to livability issues within the neighborhood.

Partner agencies:

Neighborhood crime prevention, Office of Neighborhood Associations

Computer encoder project

Family Services

With Multnomah County libraries, market software program that encodes personal computers; provide decoder disks to local law enforcement agencies.

Partner agencies:

Multnomah County Library, Private Industry Council

Detective business liaison program

North Precinct

Assign detectives to each North Precinct business association to enhance community understanding, provide information exchange on felony crimes effecting businesses, and offer crime prevention information.

Partner agencies:

Traffic Management,

Neighborhood crime prevention

Objective 1.3

Drug education Drugs and Vice

Provide information and education to various groups through drug talks and presentations.

Partner agencies:

Portland Public Schools

Elder crime prevention education

ation Family Services sessions and education materials on

Provide presentations, training sessions and education materials on all aspects of elder crime prevention and community policing.

Partner agencies:

Aging services, Commission on Aging, Attorney General's Office, District Senior Centers, U.S. Bank, Housing authority, Loaves and Fishes

Enhanced Safety Properties

roperties Planning and Support

Develop the Enhanced Safety Properties program with law enforcement agencies throughout the tri-county area. Incorporate elements of the landlord training program, Crime Prevention Through Environmental Design and neighborhood crime prevention.

Partner agencies:

Area law enforcement agencies, Neighborhood crime prevention

Hate crime information pamphlet (bias crimes)

Distribute a Hate Crime Information pamphlet to the public with information on how to detect and report hate crimes.

Partner agencies:

Metropolitan Human Rights Commission

Interpersonal violence prevention

Customize personal safety workshops on request for groups with special needs, including women in domestic violence, employees that do field work, adults with MR/DD in independent living situations, adults with physical disabilities, sexual minorities community.

Partner agencies:

Board on Public Safety Standards and Training, Area neighborhood associations, Local media, Portland State University, Portland Community College

Detectives

Family Services

Objective 1.3

Landlord training program

Planning and Support

Provide training to landlords in how to spot and prevent drug problems within their properties and how to effectively deal with tenants who cause neighborhood problems.

Partner agencies:

Bureau of Buildings, Neighborhood crime prevention, Office of Neighborhood Associations

Property engraver project

Family Services

Make electric property engravers available to the public through the Multnomah County library.

Partner agencies:

Multnomah County Library, Private Industry Council

Robbery/sexual assault speakers' bureau

Detectives

Prepare cases, follow-up custody interviews, prepare ex-con cases; FBI bank robbery liaison; coordinate with district attorney's office for successful prosecution of cases. Liaison with regional law enforcement.

Partner agencies:

Office of Neighborhood Associations

Senior locks program

Family Services

In partnership with Bureau of Housing and Community Development, site-harden homes of eligible low-income seniors homeowners; make referrals; give crime prevention info.

Partner agencies:

Visiting Nurses Association,

Portland Impact, Aging services,

riging scrvices,

Loaves and Fishes,

Portland Development Commission,

Disability services,

Americorp,

AARP

Traffic safety education

Traffic

Improve traffic safety programs with seat belt education, bicycle rodeo, school programs, and the school bus violation program.

Partner agencies:

Area school districts,

Neighborhood associations

Objective 1.3

Victim callback program

Family Services

Phone and mail contact with senior crime victims to counsel, listen and offer crime prevention education and referrals when appropriate.

Partner agencies:

Private Industry Council

WomenStrength

Family Services

Provide information and skill-building in personal safety strategies and sexual assault prevention to teenage and adult women.

Partner agencies:

Portland Public Schools, Portland Parks Bureau, Area law enforcement agencies, Neighborhood crime prevention

Objective 1.4 Increase early intervention

Develop and implement programs that reduce the likelihood of criminal behavior by at-risk youth and violence in at-risk families.

FY 1996-98 Strategy

Division

Child safety program

Family Services

Provide community training on child safety abduction prevention, latchkey kids, how to call 9-1-1, what to do in emergencies, parenting classes and coping skills.

Partner agencies:

Portland public schools, Neighborhood crime prevention, Board on Public Safety Standards and Training, School police, CPAO

Drug Abuse Resistance Education (DARE)

Tactical Operations

Provide classroom instruction to elementary students on drug resistance and self-esteem.

Partner agencies:

Area school districts

Gang awareness and outreach

East Precinct

Work with neighborhood coalitions and school districts to identify emerging gang issues; seek Youth Gang Outreach Worker for East Precinct; promote multi-cultural approach to resolving this problem.

Partner agencies:

Neighborhood coalitions, School districts

Gang Resistance Education And Training (GREAT)

Tactical Operations

Provide instruction to elementary and middle school children on gang resistance, during the traditional school day, the extended school and year (summer).

Partner agencies:

Area school districts

Police Activities League (PAL)

Tactical Operations

Target disadvantaged at-risk youth to encourage and develop good citizenship and leadership skill and mutual respect; reduce incidence of juvenile crime, substance abuse and gang violence.

Partner agencies:

Portland Parks Bureau, Area law enforcement agencies

Objective 1.4

Runaway juvenile program

Family Services

Review and process all reports involving juveniles, and follow up on runaways and runaway related activities.

Partner agencies:

Boys and Girls Society,

Juvenile court,

District attorney,

Portland public schools,

Foster parents,

Children's Protection Service,

Child Abuse Team,

Multnomah County Sheriff's Office,

SCF

SMART (Start Making A Reader Today)

Chief's Office

Recruit Bureau personnel to participate in SMART to tutor K-2nd graders in targeted schools.

Partner agencies:

Children's Literacy Foundation,

Portland Public Schools

Sunshine Division Family Services

Provide emergency food and clothing to needy families; coordinate volunteer board; raise funds.

Youth liaison program

Central Precinct

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

Partner agencies:

Juvenile court,

Neighborhood associations

Objective 1.5 Strengthen criminal justice system response

Work with other agencies in the criminal justice system to strengthen enforcement effectiveness and improve joint problem solving ability.

FY 1996-98 Strategy

Division

Anti-abortion violence reduction

Detectives

Implement an information network on anti-abortion activities throughout the state and country.

Partner agencies:

U.S. Marshal, U.S. Attorney

Armed security guards and unconcealed weapons permits

Detectives

Implement city ordinance regulating issuance and possession of unconcealed weapons for armed private security guards.

Bank robbery coordinator, FBI

Detectives

Assign a Portland Police Bureau detective to work with the FBI Bank Robbery Detail. (Bank robberies are a federal crime.) Work with Pro-Net Bank Robbery Apprehension Program.

Partner agencies:

FBI

County-wide standardization of report forms

Records

Work with other police agencies in Multnomah County to develop a common set of police report forms that meet individual agency needs, and new state and federal reporting requirements.

Partner agencies:

All county law enforcement agencies

Court coordinator Detectives

Enter all court dockets into PPDS Court System; receive calls from courts on officer availability for court and short notice subpoenas. Coordinate Bureau's court scheduling with District Court and serve as the Bureau's liaison to the courthouse.

Partner agencies:

District attorney,

Local, state and federal courts

Domestic violence data collection

Family Services

Develop links with criminal justice system agencies to identify and track domestic violence incidents throughout the system.

Partner agencies:

Criminal justice system agencies

Objective 1.5

Drug demand reduction/treatment support

Drugs and Vice

Support on demand reduction efforts of groups such as Regional Drug Initiative (RDI) by supporting and participating in their drug demand and drug treatment programs.

Partner agencies:

Regional Organized Crime and Narcotics Task Force,

RĎI,

Area law enforcement agencies

Firearms and illegal drug destruction

Destroy firearms and illegal drugs as needed.

Identification Technician

Property/Evidence

Identification

Provide fingerprint services; identify more criminals through computer networks; increase database of juvenile fingerprints; assist citizens who have their identity used by others; reduce effects of incorrect warrant service; provide internal ID card service.

Partner agencies:

Area law enforcement agencies,

District attorney, Juvenile courts,

Parole and probation,

Other city bureaus

Detectives

Intelligence information networking/sharing
Liaison with federal, state and local agencies in the exchange of
criminal intelligence to help the livability of the community.

Inter-agency teamwork

North Precinct

Assign each detective to liaison with neighboring law enforcement county agencies and attend information sharing meetings regarding property crimes in North Precinct.

Law enforcement agency coordination

Chief's Office

Continue to maintain working relationships with county, state and federal law enforcement and corrections agencies.

Officer use of deadly force investigations

Detective

Investigate all use of deadly force incidents involving injury or death involving officers. Coordinate with the district attorney's office for review and/or grand jury presentations.

Partner agencies:

Area law enforcement agencies

Objective 1.5

Operations support complaint signer

Detectives

Review all misdemeanor arrests for completeness. Unnecessary officers are eliminated for court purposes. Prepare and sign cases for prosecution.

Partner agencies:

Area security organizations, District attorney

PPDS expansion and data sharing

Data Processing Provide PPDS services to other criminal justice agencies on request; create or modify computer programs to accommodate needs of these

agencies.

Partner agencies: Other Portland Police Data System (PPDS) users

PPDS operations **Data Processing**

Operate PPDS to provide information and criminal histories for police operations and investigations; create PPDS programs to provide information upon request; create programs for reports from CAD-911 system.

Identification Photo lab

Maintain photo services and expand numbers of interagency agreements for photo processing and video enhancement. Work toward making the lab a regional photo lab.

Partner agencies:

Juvenile services, Area law enforcement agencies, District attorney

Property evidence Property/Evidence

Receive, process and warehouse all property/evidence received by the police bureau and other criminal justice agencies within Multnomah County, and provide appropriate secure storage of forfeiture and evidence vehicle and their property.

Drugs and Vice Regional drug enforcement and reduction

Facilitate regional cooperation by organizing a multi-jurisdictional meeting to exchange information on drug trafficking.

Partner agencies:

Area law enforcement agencies

Chief's Office **Regional Drug Initiative task force (RDI)**

Support Regional Drug Initiative efforts to address drug rehabilitation needs in prisons.

Objective 1.5

Detectives

Russian organized crime (ROC) intelligence Create intelligence files and establish working relationship with other agencies relating to Russian (Eastern European) Organized Crime (ROC).

Partner agencies:
Area law enforcement agencies

Objective 1.6 Promote order and safety

Plan and implement responses that improve safety at public events, reduce accidents, encourage preparedness for natural disasters, and address other non-criminal events affecting community livability.

FY 1996-98 Strategy

Division

Chronic nuisance ordinance

North Precinct

Conduct chronic nuisance investigations.

Partner agencies:

License bureau,

Neighborhood crime prevention,

Multnomah County District Attorney's Office

Citizen parking enforcement program

Traffic

Coordinate and provide support for the volunteers working for the Citizen Parking Enforcement program; volunteers enforce the disabled parking zone violations.

Partner agencies:

Oregon State Police

Crisis Response Team (CRT)

Chief's Office, Northeast Precinct

Train citizen volunteers to respond to the scene of traumatic, emotional incidents and assist Bureau members in managing such incidents. Maintain team for Northeast Precinct, establish teams for sexual minorities, Asian and Hispanic communities.

District attorney investigators

Detectives

Assist the district attorney's office in conducting follow-up investigations locating witnesses, serving subpoenas, and security and transportation for witnesses.

Dignitary protection

Detectives

Provide information and personnel to Bureau and outside agencies for the protection of persons of special interest and people who have been threatened.

Partner agencies:

Secret Service

Objective 1.6

Enhanced accident investigation and traffic enforcement

Traffic

Investigate higher percentage of accidents; increase number of traffic citations Bureau-wide; conduct training in Commercial Vehicle Profile Inspections; improve accident investigations training for new officers; develop a model traffic accident investigation program including training, equipment, supervision and procedures; acquire necessary equipment.

Partner agencies:

District attorney

Enhanced vehicle safety enforcement

Northeast Precinct

Address chronic neighborhood traffic issues and problems through selective enforcement missions; run special enforcement details to deal with neighborhood traffic related problems.

Partner agencies:

Oregon State Police

Major event permit process

Northeast Precinct

Develop a process in concert with other bureaus to review applications for major events.

Partner agencies:

Portland Fire Bureau, Traffic Management

Noise abatement Precincts

Work with noise control officer and community groups to enforce noise regulations throughout the city.

Partner agencies:

City noise officer

Saturday market project

Central Precinct

Establish a problem solving liaison role with Saturday Market and New Market Theater to address problems of mutual concern and enhance communication linkages.

Partner agencies:

Area business and neighborhood associations

Telephone Reassurance Service

Family Services

Provide daily phone contact with subscribing homebound elders and follow-up with home visitations and emergency procedures as appropriate.

Partner agencies:

U.S. Bank,

Commission on Aging, Private Industry Council,

District Senior Centers,

Multnomah County Sheriff's Office

Objective 1.6

Traffic complaint monitoring

Traffic

Develop a computerized tracking system to handle and track traffic complaints; issue monthly reports.

Traffic division monthly report

Traffic

Publish a monthly report including traffic statistics, complaints received, and school bus violation letters sent.

Traffic enforcement project

Precincts

Address traffic speed problems which have been identified by the community; conduct quarterly traffic enforcement missions with specialized radar unit.

Partner agencies:

Traffic Management, District attorney, Area law enforcement agencies

Traffic neighborhood liaison

Traffic

Address traffic safety concerns at a neighborhood level, initiate problem solving, and coordinate with Traffic Management and precincts.

Partner agencies:

Neighborhood associations, Bureau of Traffic Management

Traffic safety special events

Traffic

Help ensure the safety of participants at approved special events; include Rose Festival activities, community sponsored events, motorcades, etc. and reduce cost of special events.

Vision

The vision for the next five years is to provide excellent police and crime prevention services, and to support the community in organizing crime prevention strategies. Community members will be able to use a variety of tools to communicate with the Bureau: meetings, committees, telephone, facsimile, and computer. Community members will have a better understanding of police procedures and responses. People with specific police or crime prevention needs — youth, cultural groups, people with disabilities, people with mental illness — will have those needs met. Finally, the entire community will have increased confidence in the way police complaints are investigated and resolved, while volunteers and other community members are recognized for their accomplishments.

Accomplishments

Since the completion of the 1994-96 Strategic Plan, the Bureau has created many more opportunities for community members to be informed of and involved with police policies and operations. New involvement activities include Citizens Academy, advisory groups to the chief and Crisis Response Teams for North-Northeast Portland, Asian communities, Hispanic community and sexual minorities communities are all examples of new involvement opportunities. Information and communication with the community increased with the creation of a home page on the World Wide Web, a partnership with The Oregonian to offer neighborhood crime statistics over the telephone and the addition of a new mobile precinct used for tactical missions and community events. In addition, programs were created or supported to assist people with special needs: the Lost Person program for people who wander, Project Safe Return for people with Alzheimer's disease and the disability alert registration for people with disabilities that prevent them from responding to police. Within the Bureau, internal affairs shifted investigations to supervisors instead of detectives and marketed citizen complaint brochures to neighborhood offices. To recognize and reward Bureau employees and community volunteers, the Chief's Forum police-community policy advisory group created a new Problem Solving Awards process.

Challenges

Key challenges in empowering the community continues to be how to create more programs and services to respond to newly identified or prioritized community needs, and still maintain quality service for existing or ongoing programs. Portland, like most large police agencies, continues to review how to conduct investigations of conduct or use of force in such a way that the rights of employees and citizens are respected while still maintaining public confidence. More attention needs to be paid to linking internal affairs with training so problems can be identified and resolved on the front end. Finally, volunteer opportunities need to be expanded, along with efforts to recognize employees and citizens for their achievements.

Create a more involved, responsible community by building stronger community partnerships, improving customer service, providing more open and responsive communications, and delivering programs that promote involvement in problem solving and crime prevention.

Performance measurements

1 Citormance measurements	1994	1995
Citizens rating police service good or very good		
(Auditor's Citizen Survey)	70%	70%
Reported willingness to work with police to improve neighborhood,		
rated willing or very willing (Auditor's Citizen Survey)	62%	59%
Citizens who know their neighborhood officer	4.607	4 70/
(Auditor's Citizen Survey)	16%	15%
New partnership agreements	18	8
Students in Drug Abuse Resistance Education (DARE)	n/a	6,595
Students in Gang Resistance Education and Training (GREAT)	n/a	n/a
Number of false alarms	16,127	17,479
Number of days to enter reports into PPB database	n/a	n/a
Number of days to respond to requests for Police reports	n/a	n/a
Police service performance on 5-point scale (1=poor, 5=excellent)		
(PPB Community Assessment)		
Providing emergency response	3.9	n/a
Stopping neighborhood crime problems	3.2	n/a
Helping stop neighborhood nuisance problems	3.0	n/a
Giving crime prevention advice	3.7	n/a
Understanding community concerns	3.6	n/a
Showing citizens how to work together	3.5	n/a
Giving information about other agencies that can help	3.3	n/a

All City of Portland Police Bureau statistics, unless noted n/a = not available; data will be available in 1996

Objective 2.1 Improve customer service orientation

Reinforce and encourage citizen participation by providing more responsive levels of customer service to all citizens.

FY 1996-98 Strategy

Division

Auto records Records

Provide timely, efficient towed, stolen and recovered vehicle processing services to meet state and federal mandates and to support Bureau and community needs.

Partner agencies:

Towing coordinator, Code hearings office, Towing industry, LEDS/NCIC

Bulletin board system

Planning and Support

Provide crime statistics, reports, and community policing information through computer-to-computer communication requests.

Citizen complaint form and process

Internal Affairs

Update and distribute citizen complaint form and citizen complaint process brochure; publicize locations where citizens can obtain forms and brochures; update neighborhood coalition staff on complaint process.

Partner agencies:

Office of Neighborhood Associations, Neighborhood crime prevention, Metropolitan Human Rights Commission

Citizen mail report participation improvement program

Detectives

Combine postcard reminders with inserted flyers that ask for notification as to whether a report will be filed to increase the rate of mail out reports that are returned.

Partner agencies:

BOEC

Clerical support

All Divisions

Provide 24-hour, 7-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 public counter.

Objective 2.1

Training

Crime statistics Planning and Support

Provide neighborhood crime statistics and weekly Part I crimes to Bureau, city and other agencies. Neighborhood statistics will be provided to an automated retrieval system.

Partner agencies:

Neighborhood crime prevention, Community groups

Cultural diversity training

Provide in-service training to Bureau members in cultural issues. Provide 14 hours of cultural issues training in each Advanced Academy.

Partner agencies:

Ethnic and minority communities

Desk positions Precincts

Hire and train non-sworn employees to provide customer service assistance at the front desk of each precinct.

Partner agencies:

Office of Neighborhood Associations Information and Referral

Northeast mobile precinct Northeast Precinct

In partnership with Lloyd District, create a mobile precinct to provide a visible community policing presence in targeted locations.

Property return project Family Services

Return lost or stolen wallets and purses, recovered by the post office, to their owners.

Partner agencies:

U.S. Post Office.

American Association for Retired Persons

Quality assurance survey Southeast Precinct

Continue "Quality Assurance Survey" project to call crime victims to ask them how well the officer(s) handled their calls for service.

Partner agencies:

Southeast Precinct Council

Quality control program North Precinct

Continue community survey to determine community satisfaction with police service and areas of community concern; distribute information on the Neighborhood Liaison Officer program to citizens.

Partner agencies:

Neighborhood community groups,

Police Internal Investigations Auditing Committee

Objective 2.1

Records customer service enhancement

Records

Records

Maintain and enhance assistance to internal and external Records customers to provide courteous, timely and efficient service.

Report processing

Provide timely, accurate and efficient Uniform Crime Report (UCR) classification, distribution and data entry of police reports for investigations, information sharing, analysis, tracking, federal reporting and statistical use.

Partner agencies:

State and federal agencies

Senior social services liaison

Family Services

Work with senior social service agencies to determine their needs and to make the Bureau more accessible to them.

Partner agencies:

Aging services, Area senior centers, Commission on Aging, Attorney General's Office, Loaves and Fishes

Spanish language courses

Training

Provide the opportunity for sworn and non-sworn members to attend basic, intermediate and advanced Spanish language classes which are Board on Public Safety Standards and Training certified.

Partner agencies:

Board on Public Safety Standards and Training, Spanish speaking community

Spanish speaking victim advocate

Family Services

Assist officers with Spanish speaking victims of domestic violence; translate police reports and court testimony; help with shelter needs; develop an education presentation.

Partner agencies:

Multnomah County Health Clinics, Portland public schools, Parry Center

Workplan management review

Chief's Office

Review all Bureau division workplans to ensure that customer service and accountability improvements are incorporated into the plans.

Objective 2.2 Strengthen community partnerships

Strengthen communication and coordination with neighborhood and community organizations.

FY 1996-98 Strategy

Division

Asian Family Center/liaison to Asian community

Maintain a community contact office staffed within the Asian Family Center to better access the refugee and immigrant populations of Portland.

Tactical Operations

Partner agencies:

Agencies serving Asian refugees and immigrants

Chief's Forum Planning and Support

The Chief's Forum, a 29-member committee representing neighborhood coalitions, business community, community at large and police employee groups, reviews and makes recommendations on Police Bureau policies.

Citizens academy Training

Provide two 10-week sessions of training to citizens on police techniques and procedures and provide at least one retraining session for all Citizen Academy graduates.

Partner agencies:

Neighborhood crime prevention

Community safety and livability committee

Meet with representatives from all neighborhoods within the precinct and with Northeast Coalition crime prevention coordinators to exchange information and set priorities for the neighborhoods.

Northeast Precinct

Partner agencies:

Northeast Coalition

Crime prevention information sharing

Maintain monthly meetings with North Crime Prevention Coordinators and Neighborhood Liaison Officers to enhance information exchange. Commander to meet monthly with

coordinators.

Partner agencies:

Bureau of Buildings,

Neighborhood community groups

IAD precinct liaison program

Assign an Internal Affairs investigator to each precinct to improve information sharing.

Internal Affairs

North Precinct

Objective 2.2

Liaison to ethnic, minority groups

Chief's Office

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

Partner agencies:

Sexual Minorities Roundtable, Asian Law Enforcement Advisory Council of Oregon, Hope and Hard Work, Hispanic Advisory Council.

Lloyd district public safety project

Northeast Precinct

Update and revise Lloyd District Partnership Agreement working with Lloyd District businesses, private security providers, neighborhood associations and district officers.

Mental health crisis response

Family Services

Improve coordination and identification of joint problems and strategies with mental health service providers to improve service to persons in crisis.

Metro contact office Northeast Precinct

Continue the partnership with the Multnomah County District Attorney's Office, the Lloyd District, and the Portland Police Bureau for a community contact office in Northeast.

Neighborhood liaison officers program

Precincts

Provide neighborhood organizations and citizens a direct link into the Police Bureau and provide more effective/efficient community problem solving.

Partner agencies:

Neighborhood crime prevention, Area business and neighborhood associations

Neighborhood liaison teams

East, Northeast Precincts

Develop an expanded approach to the Neighborhood Liaison Officer Program; assign a sergeant as an NLT leader, with a team of officers representing each shift to each neighborhood and business association.

Neighborhood parks partnership

North Precinct

Establish a partnership with Park Bureau and neighborhood associations to examine community concerns of safety issues in regards to the public's use of neighborhood parks.

Partner agencies:

Neighborhood community groups

Objective 2.2

Planning and Support

Partnership agreement database

Track partnership agreements with computer database; provide

information to precincts and others on request.

Police at home **Planning and Support**

Offer information to officers about the Police at Home program, financial incentive to encourage officers to purchase and live in homes in targeted neighborhoods.

Partner agencies:

Five lending institutions, Mayor's Office, Albina Rotary

Precinct advisory councils

Provide a community forum to assess precinct priorities, identify neighborhood livability issues, strengthen community partnerships and improve public communication efforts. Groups may be titled advisory councils or public safety action committees.

Partner agencies:

Neighborhood crime prevention, Other city bureaus, Neighborhood associations

Precinct community notification

Rewrite the North Precinct Community Leaders Notification procedures to reflect the difference in the communities of interest since the realignment of the precincts.

Partner agencies:

Neighborhood community groups

Private security partnership

Expand partnership with private security companies to exchange information with them.

Partner agencies:

Business and neighborhood associations

School safety

Participate with David Douglas and Parkrose School districts in school safety improvement projects.

Partner agencies:

School districts

Precincts

North Precinct

East Precinct

North Precinct

Objective 2.2

Security liaison Detectives

Train local security officers to work and support the community police officer; review security reports and progress.

Partner agencies:

Area private security organizations, Hospital securities,

BOÉC

Sexual minorities roundtable

Family Services Conduct a monthly gathering of members of sexual minority communities and Bureau employees.

Partner agencies:

Anti-violence Project, Multnomah County Sheriff's Office, City council,

Area law enforcement agencies

Volunteer recognition event

Plan and conduct annual recognition event for Bureau's 800-plus volunteers.

Family Services

Objective 2.3 Improve public communication efforts

Enhance community understanding and confidence in the Police Bureau by strengthening information exchange, outreach by Bureau members, and awareness of community policing.

FY 1996-98 Strategy

Division

Accessing police services brochure

Plan and Support

Create and distribute brochure describing police and crime prevention services, and how to access them.

Partner agencies:

Neighborhood crime prevention

Chief's Forum problem solving award

Chief's Office

Initiate and maintain award system to recognize community policing efforts by Bureau members, citizens and representatives from other agencies.

Partner agencies:

Neighborhood crime prevention

Community information sharing process

Southeast Precinct

Develop process to distribute information to neighborhood Crime Prevention staff, city agencies, community leaders and special interest groups. Maintain contact with Asian Community Response team.

Partner agencies:

Neighborhood response teams

Community newsletter

Planning and Support

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

Partner agencies:

Office of Neighborhood Associations, Neighborhood crime prevention

Hosting visiting agencies

Planning and Support

Share information about community policing activities with other agencies by hosting site visits to Police Bureau and other bureaus and community groups.

Partner agencies:

Neighborhood crime prevention, District attorney

District attorney

Objective 2.3

IAD public communications

Internal Affairs

Provide timely reports and information on internal affairs investigations to the public and the Police Internal Investigations Auditing Committee.

Internet access to bureau documents

Planning and Support

Create and maintain a home page on the Internet/World Wide Web to disseminate information on Bureau services; monitor the use and effectiveness of the home page.

National community policing conference

Planning and Support

Design, plan, market and conduct a National Community Policing Conference in September 1998 to attract more than 500 police and community members nationwide.

Partner agencies:

Law enforcement associations

Neighbor Safe

Precincts, Chief's Office

Participate with Mayor's Office and Neighborhood crime prevention in implementing the Neighbor Safe program with a crime prevention information mailing to all households, a public safety advertising campaign and a series of community workshops.

Partner agencies:

Mayor's Office

Neighborhood crime prevention

Neighborhood coalitions

Northeast precinct community newsletter

Northeast Precinct

Produce a monthly newsletter to disseminate information to neighborhood associations and two local newspapers.

Public information Chief's Office

Continue public information function to provide up-to-date information to the public and the media.

Translation services cards

Planning and Support

Create card to provide information about available translation services to non-English speaking persons contacted by police.

Partner agencies:

Metropolitan Human Rights Commission

Objective 2.4 Enhance call referral

Strengthen citizen problem solving efforts by referring citizens to appropriate agencies when their needs are best served by other agencies.

FY 1996-98 Strategy Division

Information and referral services

Detectives

Provides information and referral services to the community, outside organizations and Bureau members; operate the Rumor Control Line.

Problem Solving Resource Guide

Planning and Support

Research, develop and publish an annual Problem Solving Resource Guide which contains information on Bureau, city and community resources so officers can make appropriate referrals.

Vision

The vision for the next five years is to build an agency made up of 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 agency, both with police officers providing street presence and police data technicians providing records processing support. 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.

Accomplishments

Since the completion of the 1994-96 Strategic Plan, the Police Bureau has made significant improvements in its recruitment and hiring practices to more quickly hire the most qualified candidates for police officer. With these more aggressive hiring practices, the Bureau has had its actual strength match its authorized strength for the first time in several years. Separate tracks for specialized training for nonsworn employees, investigators and citizens have also been added. The Bureau continues to regularly conduct an employee survey of job satisfaction, and shares those results in the employee newsletter, The Bulletin, which is distributed every two weeks. Information about liability claims and loss prevention is analyzed and communicated to division managers, as is information about how to save money and work more efficiently. In addition, the Chief of Police participates in each in-service training session to offer employees a chance to speak directly about issues of concern.

Challenges

The organizational culture has changed with community policing, but some of the old communication styles have not. The Bureau continues to see problems among employees in how they communicate with and treat one another. The entire issue of assessing performance — from conducting performance evaluations to administering discipline — is still a challenge for supervisors and employees alike. For managers, more attention needs to be paid to skill development through a command college concept. For officers, more effort needs to be made to stabilize assignments for greater interaction with a neighborhood and increased job satisfaction. For nonsworn employees, hiring and training schedules need to keep up with the increasing demand for support services.

Implement training, management, and organizational approaches that are consistent with the mission and values of community policing. Strengthen staff skill level and morale. Make sure recruiting, hiring, training, and promotional practices are consistent with community characteristics and needs. Ensure work environments are supportive of customer service, innovation, personal accountability, and team contribution.

Performance measurements

	1994	1995
Job satisfaction domains, average ratings on a five-point scale		
(PPB Employee Survey)		
Job satisfaction	4.1*	4.1
Supervisor support	3.9*	3.9
Autonomy	3.9*	3.9
Teamwork	3.8*	3.8
Recognition	3.1*	3.2
Fairness	2.9*	2.8
Organizational culture	**	2.5
Dispatched calls per precinct officer	419	n/a
Bureau percentage minority employed	8.82%	9.04%
Bureau percentage women employed	26.85%	27.42%

All City of Portland Police Bureau statistics, unless noted n/a = not available; data will be available in 1996 * Data from 1993 employee survey

^{**} New domain for 1995

Objective 3.1 Reinforce commitment to employee needs and satisfaction

Improve Bureau responsiveness to employee needs, performance, and participation.

FY 1996-98 Strategy

Division

Accidents and claims analysis

Police Liability

Review and analyze claims, make recommendations.

Partner agencies:

Risk Management

Employee assistance

Personnel

Develop computerized case management program to analyze data on employee assistance agencies providing services to Bureau employees.

Less lethal weapons

Training

Develop recommendations for less lethal weapons for use by the Operations Branch. Recommendations will be developed by a committee and will include costs and training issues.

Partner agencies:

Risk Management

Loss control/liability

Loss Control

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

Partner agencies:

Risk Management

Northeast precinct employee recognition program

Northeast Precinct

Establish an employee recognition program for Northeast Precinct, in addition to the traditional letters of commendation and other Bureau awards.

Peer support group stabilization

Personnel

Recruit more officers to participate in peer support groups; and develop better understandings and between the various peer support groups.

Pension/disability benefits coordinator

Personnel

Assist officers who are incapacitated due to service-related injury or occupational disease.

Objective 3.1

Personnel information and referral

Personnel

Continue to provide centralized information about payroll, contract interpretations, and personnel issues in a consistent and timely manner.

Records employee recognition program

Records

Develop an employee recognition program for the Records Division.

Records safety/working conditions

Records

Improve working conditions in Records to provide a safe, clean and functional working environment.

Partner agencies:

Risk Management

Stress reduction and wellness program

Identification

Design a program to lower effects of stress on Identification personnel; make the work space more efficient to better serve the citizens as well as the personnel.

Partner agencies:

Pension Board

Wellness program Personnel

Develop Wellness Program; provide in-service training; offer wellness group support.

Objective 3.2 Strengthen officer support

Adopt management guidelines that strengthen the implementation of community policing by officers.

FY 1996-98 Strategy Division

Community policing project support

Records

Provide technical advice, assistance, and support to members/units providing service and developing partnerships with community members and groups.

District information sharing

North Precinct

Develop and implement procedures to ensure that district officers are well informed of activity within their patrol districts, including activity undertaken by specialty units and activity occurring on other patrol shifts.

Partner agencies:

Bureau of Buildings,

Neighborhood crime prevention

Mobile Data Terminal (MDT) dispatch/ Automated Vehicle Locator (AVL)

Chief's Office

Implement AVL system to dispatch priority 1 and 2 calls; implement MDT digital dispatch for officers to manage call load.

Precinct investigations tracking system

East Precinct

Detectives will develop a formal referral and feedback system so patrol officers have a mechanism to refer cases for follow-up.

Partner agencies:

Area business and neighborhood associations

Robbery detectives Detective

Assign a robbery detective to each of the five precincts to ensure that precinct detectives and district officers are informed of activity within the patrol districts and the precincts.

SERT warrant information sharing

Tactical Operations

Contact district officers to obtain and exchange information on search warrants; advise officers on location being dealt with; support using SERT for officer and community safety.

Objective 3.3 Improve management practices

Strengthen the development of management practices and policies that are consistent with the mission of community policing.

FY 1996-98 Strategy Division

Complaint and disciplinary process

Internal Affairs

Revamp current Bureau complaint and disciplinary process to enhance standardization, consistency and decentralization.

Partner agencies:

Police Internal Investigations Auditing Committee

General orders Planning and Support

Revise General Orders so they are consistent with the goals and values of community policing.

Partner agencies:

City attorney

Internal Affairs Division MIS system

Internal Affairs

Develop the M.E.G.G. database system to provide up to date data regarding complaints and tracking of cases.

Partner agencies:

Police Internal Investigations Auditing Committee

Management and supervision, in-service training

Training

Provide in-service training to sergeants and command personnel on loss control, detecting performance deficiencies, early intervention, leadership and management roles.

Partner agencies:

Area law enforcement agencies,

Risk Management,

Board on Public Safety Standards and Training,

PIIAC

Managers Forum Chief's Office

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

Sergeants command school

Training

Provide up to 80 hours of training in the form of Sergeants Command School, for newly promoted sergeants and officers at the top of the sergeants promotional list.

Partner agencies:

Board on Public Safety Standards and Training

Objective 3.4 Improve internal communication

Improve internal communication regarding organizational issues and community policing updates, activities, and accomplishments.

FY 1996-98 Strategy

Division

Bulletin Planning and Support

Publish a two- to four-page newsletter distributed to all employees every two weeks.

Partner agencies:

Other city bureaus

Community policing support services

Planning and Support

Provide mapping, graphics, info and referral, communications, grant writing, statistical analysis, training, general orders, facilitation, audio visual aides, McGruff costumes, information packets, statistical reports and library research materials to Bureau personnel and the public.

Employee handbook

Personnel

Develop and distribute information to all employees about Bureau and employee services.

Partner agencies:

Bureau of Personnel Services,

City attorney

Justice Center PC network

Data Processing

Develop and expand personal computer network throughout the Justice Center and the precincts to share info.

Records planning assistance

Records

Pursue and participate in proposed and ongoing Bureau project and program planning to maximize the efficiency and effectiveness of Records personnel.

Objective 3.5 Improve workload efficiency

Enhance individual and unit effectiveness by identifying opportunities to improve efficiency and incorporating technology that saves time.

FY 1996-98 Strategy

Division

Alarm ordinance administration

Fiscal Services

Reduce false alarm calls through educational efforts, monitoring the False Alarm Notification process and networking with alarm users, alarm companies, and law enforcement.

Partner agencies:

Multnomah County, Alarm companies

Automated tow letter project

Records

Work with Data Processing to develop and implement an automated Notice of Towed Vehicle.

Centralized filing/library system

Fiscal Services

Develop and implement centralized filing system.

Citizen crime report mail out system

Detectives

Provide Citizen Crime Report forms to be mailed on request; process forms.

Partner agencies:

BOEC

Committee to reduce, innovate and manage effectively

Fiscal Services

Work with a variety of Bureau members to discuss ways to save money, increase productivity, work more efficiently and effectively.

Partner agencies:

Bureau of General Services

Computer literacy and skills improvement

Data Processing

Provide training in use of PPDS, linked law enforcement data systems, PC networks, E-mail, and PC software for Bureau staff.

Data systems interface

Data Processing

Develop an automated interface for the direct inquiry into PPDS from mobile terminals in patrol vehicles; also provide direct transfer of the basic 9-1-1 incident information from the CAD system into PPDS.

Objective 3.5

East Precinct facility Facilities

Plan future facility needs in outer East Portland; design and construct a new East Precinct; create operation order and timeline to move into the new building.

Partner agencies:

Bureau of General Services

Facility maintenance Facilities

Manage five precincts and 18 contact offices daily facility requirements as smoothly as possible.

Inventory control bar code Property\Evidence

Implement second phase of Bar Code Inventory system project.

North Precinct remodel Facilities

Upgrade the existing North Precinct building to meet current accessibility and seismic codes; complete minor building cosmetic changes.

Southeast precinct remodel Facilities

Remodel, as well as do seismic and accessibility upgrades, to the building at 47th and E. Burnside; move personnel back into building.

Telephone report unit Detectives

Screen and handle all non-emergency calls for service.

Partner agencies:

BOEC

Tow bill payment Fiscal Services

Provide a guide book for the rules in payment of police tow bills.

Training facility Training

Complete a facility needs study for a regional training facility.

Partner agencies:

Board on Public Safety Standards and Training,

Bureau of General Services, Area law enforcement agencies

Workspace planning Facilities

Get the best use of space in existing properties.

Objective 3.6 Continue improving recruiting and hiring practices

Continue implementation of recruiting and hiring practices that are consistent with community characteristics and needs.

FY 1996-98 Strategy

Division

Explorer program

Encourage and direct youth into a law enforcement career; provide an opportunity for them to serve their community.

East, Northeast Precincts

Partner agencies:

Boy Scouts of America

Law Enforcement Trainee (LET) program

Personnel

Provide opportunities for Community Police Officer candidates to overcome potential cultural biases through exposure to and temporary employment.

Minority recruiting

Personnel

Conduct recruiting trips to the Southeast and to the Southwest to identify qualified and eligible African American and Hispanic candidates.

Personnel delegation agreement

Personnel

Maintain responsibility for the recruitment, selection and hiring of employees for positions within the Police Bureau. Administer entry and promotional exams.

Partner agencies:

Bureau of Personnel Services

Promotional examinations

Personnel

Administer four sworn promotional examinations for the rank of Criminalist, Sergeant, Lieutenant and Captain. Coordinate and establish eligibility lists for non-sworn positions as needed.

Partner agencies:

Bureau of Personnel Services

Objective 3.7 Improve employee community policing training

Provide improved training for all Bureau personnel in community policing strategies and techniques.

FY 1996-98 Strategy **Division**

Training 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.

Partner agencies:

Board on Public Safety Standards and Training, Risk Management

Advanced academy community policing training

Conduct community policing training for newly hired officers that focuses on building community partnership agreements and problem solving.

Annual in-service training **Training**

Provide annual in-service training to all Bureau members and members of other Multnomah County agencies who are willing to participate in in-service training.

Partner agencies:

Area law enforcement agencies, Risk Management

Community policing resource training

Provide on-going information at roll calls on NRT procedures on neighborhood complaints; Bureau of Buildings, Crime Prevention Specialist, Neighborhood District Attorney as resources; model behavior code; exclusion/trespass partnership agreements in North Precinct.

Partner agencies:

Other city bureaus, District attorney

Communications training

Schedule communications training for Identification to improve inter-personal communications skills for all division employees.

Partner agencies:

Area law enforcement agencies, **Precincts**

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Planning and Support

Identification

North Precinct

Objective 3.7

Detective academy Detective

Conduct two week academy for new detectives in Bureau and other area law enforcement agencies.

Partner agencies:

District attorney,

Area law enforcement agencies,

Board on Public Safety Standards and Training

Drug enforcement training

Provide training support to the precincts and Gang Enforcement Team consistent with the Police Bureau Drug Policy and Drugs and Vice Division expertise.

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.

IAD process training

Train officers, supervisors, and managers in the internal investigation process including mediation and the appeals process.

Individual and divisional training

Provide opportunities for Bureau staff to attend trainings, seminars and conferences to improve skills and gather information.

LEDS certification/recertification project

Bring all Bureau members into compliance with LEDS training and certification standards.

Partner agencies:

LEDS

Neighborhood livability training

Provide in-service training in working with neighborhoods, Neighborhood Liaison Officers, crisis intervention teams, legal issues, problem solving methods, empowerment, and customer service.

Partner agencies:

Neighborhood crime prevention, Area community and business associations

Operational and tactical training

Provide training to all officers, sergeants, detectives and criminalists in police vehicle operations, firearms, patrol and defensive tactics. Support specialized investigative training to detectives. Provide specialized training to non-sworn employees.

Partner agencies:

Risk Management

Training

Drugs and Vice

All Divisions

Internal Affairs

Records

Training

Training

Objective 3.7

Records division training

Records

Provide Records, report writing, and other related training to officers, detectives, reserve officers and other members.

SERT introductory school

Tactical Operations

Provide three days of training by SERT (Special Emergency Reaction Team) members to officers interested in applying for a SERT position; different skills will include physical assessment, clearing exercises, shooting courses and rappelling.

Training assistance

Records

Provide training to officers, detectives, reserve officers and other members.

Training needs assessment

Precincts

Identify training needs for precinct personnel in areas of alternate patrol techniques, enhanced use of existing ordinances and statutes, use of other criminal justice and city resources and increased awareness of community crime info and programs.

Training opportunities notification

Training

Aggressively seek out training opportunities and forward them to appropriate divisions for their review and action; implement the new Board on Public Safety Standards and Training Compass system.

Partner agencies:

Area law enforcement agencies

Training records keeping

Training

Maintain training and certification records for all members of the Bureau to track attendance, provide court documents in criminal and civil trials, and ensure certain training standards are met.

Partner agencies:

Risk Management,

Board on Public Safety Standards and Training

Tri-annual defensive tactics refresher training

Training

Tri-annual defensive tactics refresher training will be held three times a year with classes in March in defensive tactics, ASP baton and pepper mace.

Partner agencies:

Risk Management

Tri-annual firearms qualification

Training

Provide Bureau firearms qualification three times a year; provide shotgun function check and, if applicable, provide shotgun qualification.

Partner agencies:

Risk Management

Objective 3.8 Enhance system for employee performance/promotional review

Evaluate, on a continuing basis, all Portland Police Bureau personnel and ensure that promotional practices are aligned with Bureau mission, values, and goals.

FY 1996-98 Strategy

Division

Employee assistance program (EAP) supervisory training Continue to train supervisors in how to access the EAP, how to recognize the signs of a troubled employee, and how to intervene early. Personnel

Performance evaluation project

Personnel

Finalize and test a performance appraisal system within the command ranks.

Objective 3.9 Maintain adequate staffing resources

Maintain staffing resources at levels necessary to provide neighborhood-based policing services.

FY 1996-98 Strategy Division

Annexation review Chief's Office

Support staffing levels requests that increase resources when the city annexes additional residents.

Partner agencies:

City of Portland Urban Services

Managing for patrol performance

Create a patrol allocation and deployment system to maximize use of Bureau resources and to allow officer time for problem solving.

Reserves unit Chief's Office

Maintain Reserve Officer program to provide police-trained volunteers to enhance services provided by full-time officers.

Planning and Support,

Precincts

Vision

The vision for the next five years is to maintain, improve and create systems to ensure that budgets and workplans accurately reflect community concerns and interests. 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 tax dollars wisely.

Accomplishments

Since the completion of the 1994-96 Strategic Plan, the Police Bureau has continued to maintain and improve its strategic planning process which has remained a cornerstone and nationally recognized model of its community policing transition effort. The Bureau has committed resources to updating a strategic plan every two years, to correspond to the city's budget cycle, and reports to the community and City Council on the strategies contained in the plan several times a year. The Bureau, through a grant from the National Institute of Justice, created evaluation tools for community policing, and committed to conducting a community survey and an employee survey at least every two years. In addition, a management system for better allocation and deployment of personnel is being created, with expected completion dates in 1996-97. Finally, better fiscal training for Bureau managers and budget tracking systems have improved overall management of tax dollars.

Challenges

Managing resources within budget continues to challenge Bureau managers. New problems such as the cost of cellular telephone service and standard problems such as reducing overtime expenses still exist. In the meantime, the city has required all Bureaus to complete a Comprehensive Organizational Review and Evaluation to examine activities and budgets to look for opportunities to improve service and save money. This process will require a renewed commitment for its strategic planning process, and increased effort in evaluating programs and services for overall effectiveness and efficiency. Lastly, designing evaluations that are also effective (useful to program managers) and efficient (do not cost more than the program itself) remain a challenge for Bureau planners and managers.

Goal 4: Strengthen Planning, Evaluation and Fiscal Support

Strengthen planning, evaluation, analysis, and fiscal mechanisms to ensure responsive feedback, practical long-range planning, and effective budgeting and fiscal management.

Performance measurements

	1994	1995
Percentage responding to employee survey of job satisfaction		
(PPB Employee Survey)	46%*	42%
Percentage of time available for problem solving		
(Patrol Deployment Project)	n/a	n/a
Volunteer hours donated to Bureau	n/a	n/a
Number of general, worker's comp and fleet liability losses	398	383

All City of Portland Police Bureau statistics, unless noted n/a = not available; data will be available in 1996 * Data from 1993 employee survey

Goal 4: Strengthen Planning, Evaluation and Fiscal Support

Objective 4.1 Develop more effective performance evaluation and reporting

Develop a comprehensive evaluation system that will include the use of community-based performance measures to provide tracking and reporting of community policing outcomes.

FY 1996-98 Strategy

Division

Annual Report

Develop, publish and distribute an Annual Report on crime statistics per neighborhood and Bureau community policing accomplishments. **Planning and Support**

CAD - MIS report

Develop MIS reports for the new CAD system taking into account the needs of a working precinct, and historical data needs for such reports as the Annual Report. Planning and Support

Citizen satisfaction survey

Gather data to determine community needs and measure the quality of police service.

Central Precinct

Partner agencies:

Community and neighborhood associations

Curriculum performance measures

Training

Monitor our current training curriculum performance measures to ensure that we continue to office the most effective training possible with special emphasis on communication and cultural issues.

Employee survey

Compare Bureau employee survey results with other law enforcement agencies' results.

Planning and Support

Partner agencies:

Selected law enforcement agencies

Program assessment

Fiscal, Planning and Support

With division managers, create program areas of Bureau services; do cost analysis and create performance measurements on each program; report back to community through budget and strategic planning process.

Volunteer program assessment

Family Services

Create a system to monitor the number of volunteers, the number of hours donated to the Bureau each trimester and the major activities supported by volunteers.

Goal 4: Strengthen Planning, Evaluation and Fiscal Support **Objective 4.1**

Planning and Support

Workplan trimester reporting system
Provide updates on progress on strategies in the Strategic Plan to
City Council, Office of Finance and Administration, Bureau
managers, Bureau Advisory Council, and Chief's Forum.

Goal 4: Strengthen Planning, Evaluation and Fiscal Support

Objective 4.2 Improve fiscal practices and policies

Ensure that budgeting and other fiscal practices and policies are aligned with Bureau values, goals, and objectives and accurately reflect community needs.

FY 1996-98 Strategy

Division

Account receivable implementation team-city wide Implementation of the IBIS accounts receivable module.

Fiscal Services

Audit process
Audit and review evidence fund documents for compliance with

Bureau policy and procedure.

Drugs and Vice

Partner agencies:

City auditor

Budget and financial management training

Fiscal Services

Train managers and supervisors (existing and prospective) and others responsible for administering public funds.

Bureau advisory committee

Fiscal Services

Continue liaison work with Bureau Advisory Committee.

Partner agencies:

Mayor's Office,

Office of Neighborhood Associations

Fee schedule audit Records

Conduct fee schedule audit to ensure that fees charged for services are legal, reasonable, and appropriate.

Partner agencies:

Attorneys, citizens,

Insurance companies,

Media

Financial plan Fiscal Services

Create a financial plan for the Bureau, complete with five year forecasts and trends for revenues and expenditures.

Fiscal information tracking system

Fiscal Services

Continue efforts to improve financial management information systems and processes.

Partner agencies:

Office of Finance and Administration

Goal 4: Strengthen Planning, Evaluation and Fiscal Support Objective 4.2 **Fiscal SOP update Fiscal Services** Continue to update the division's Standard Operating Procedures book. Fleet and liability losses **Police Liability** Review and analyze liability claims to determine whether practices or policies contribute to liability exposure. Partner agencies: Risk Management Inventory of bureau assets **Fiscal Services** Set up a standardized, accurate and current inventory list of Bureau assets which can be maintained simply and swiftly on an ongoing basis. Liability management data **Police Liability** Identify and correlate data on liability claims to be entered into the Bureau's MIS to reduce liability exposure. Partner agencies: Risk Management Liability management training **Police Liability** Participate in training of Bureau personnel to reduce liability exposure. **On-line PO receiving Fiscal Services** Receive training from City Purchasing to expand on-line purchasing of purchase orders. **Surplus property contract** Property/Evidence Continue administering contract for disposition of surplus and unclaimed property for the city of Portland.

Fiscal Services

TESS payroll system

Time Entry System to replace current payroll system.

Partner agencies:

City Bureau of Information Systems, Office of Neighborhood Associations

Goal 4: Strengthen Planning, Evaluation and Fiscal Support

Objective 4.3 Provide better planning

Improve integration of planning efforts with community needs, Unit workplans, budget development, and performance measures.

FY 1996-98 Strategy

Division

Community policing strategic planning

Planning and Support

Develop, publish and update the Bureau's strategic plan goals, priority issues, objectives and strategies through input from Bureau employees and community members.

Partner agencies:

City Council,

City-County Progress Board

Financial procedures for state of emergency

Fiscal Services

Develop city-wide ICS-Finance Section Plan with Portland Office of Emergency Management for approval by City Council.

Partner agencies:

Office of Emergency Management

Major milestones in the Portland Police Bureau strategic planning process

1988

Policy 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.

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

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

1989

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

Critical path chart (with timelines and benchmarks) created. Critical path had 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, were conducted. Coordinated by ONA and neighborhorhood crime prevention. Attended by Mayor, Chief, precinct captains and members of community.

Community Policing Transition Committees formed with community members, representatives from other agencies and Bureau employees 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.

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

Resolution #34627 passed by unanimous vote of City Council. Defined the expected outcomes of Community Policing.

1990

Resolution #34670 passed by City Council adopting Community Policing Transition Plan. Plan outlined mission statement, five goals, and one-, two- and five-year goals and objectives, and each strategy was analyzed to determine if its implementation would require additional resources.

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

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.

Chief's Forum policy advisory group created.

1991

Citywide Community Policing Workshop and survey conducted.

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

1992

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

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

National Institute of Justice \$366,000 evaluation grant to create Community Policing Performance Measures 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 second strategic plan. Initial research conducted by Bureau on transition plan to determine what has been working and what has not been working, what obstacles exist, etc. Bureau mission statement revised to include aspect of maintaining and improving community livability. Bureau goals of previous strategic plan were restated as values. New goals adopted Reduce crime and fear of crime, Empower the community, Develop and empower personnel and Strengthen planning, evaluation and fiscal support.

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

Employee job satisfaction survey results released. Survey measured Bureau employees assessment of job satisfaction, supervisor support, autonomy, recognition, teamwork, fairness and problem solving support. Surveyed distributed to all 1,200 employees, with a 46 percent rate of return.

1994

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.

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

Portland Police Bureau 1994 Community Assessment Survey, based on interviewing from July to August 1994, released. Analysis 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

Second employee job satisfaction survey results released. Survey measured Bureau employees assessment of job satisfaction, supervisor support, autonomy, teamwork, recognition, fairness and organizational culture. Report released compared 1995 with the 1993 results. Surveys were distributed to all 1,250 employees, with a 43 percent rate of return.

Final report on Community Policing Performance Measures, supported by the NIJ grant to the City of Portland, was released. 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 work plan process. The 1996-98 Strategic Plan is connected to individual division workplans and contains performance measurements for the first time.

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.

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Summary of Performance Measurements

Goal 1 Reduce Crime and Fear of Crime

Identify and implement approaches for addressing crime and fear of crime that can more effectively reduce both reported and non-reported crime of all types. Give priority to addressing those crimes and conditions that most directly impact community livability.

Performance measurements

	1994	1995
Part I crimes	55,804	56,251
Part I crimes against people, per 1,000 population (UCR statistics)	18	18
Incidents dispatched	235,246	253,019
Self initiated calls	82,667*	120,094
Calls for service by Telephone Report Unit	93,811	84,603
Police Information Line calls	94,499	137,928
Household victimization (PPB Community Assessment)	28%	n/a
Burglary victimization rate (Auditor's Citizen Survey)	7%	5%
Citizens who feel safe at night (Auditor's Citizen Survey)	37%	40%
Citizens who feel safe during day (Auditor's Citizen Survey)	82%	84%
Reported bias crime in Portland by category		
Race	74	89
Color	13	17
Religion	6	13
Sexual orientation	66	47
National Origin	6	8
Other	15	10
Total	180	184
Reported child abuse	2,788	2,929
Reported elder abuse (neglect, financial fraud, abuse)	n/a	344
Domestic violence	5,767	6,190
Percentage of citizens who say crime has increased in last year		
(PPB Community Assessment)	22%	n/a
Physical condition of neighborhood rated by citizens		
on a five-point scale (PPB Community Assessment)	3.7	n/a
Neighborhood safety from nuisance activity, on 5-point scale		
(PPB Community Assessment)	3.6	n/a
Neighborhood safety from felony criminal activity, on 5-point scale		
(PPB Community Assessment)	3.8	n/a

All City of Portland Police Bureau statistics, unless noted n/a = not available; data will be available in 1996 *Data from 10-month time period.

Summary of Performance Measurements, cont.

Goal 2 Empower the Community

Create a more involved, responsible community by building stronger community partnerships, improving customer service, providing more open and responsive communications, and delivering programs that promote involvement in problem solving and crime prevention.

Performance measurements

	1994	1995
Citizens rating police service good or very good		
(Auditor's Citizen Survey)	70%	70%
Reported willingness to work with police to improve neighborhood,		
rated willing or very willing (Auditor's Citizen Survey)	62%	59%
Citizens who know their neighborhood officer		
(Auditor's Citizen Survey)	16%	15%
New partnership agreements	18	8
Students in Drug Abuse Resistance Education (DARE)	n/a	6,595
Students in Gang Resistance Education and Training (GREAT)	n/a	n/a
Number of false alarms	16,127	17,479
Number of days to enter reports into PPB database	n/a	n/a
Number of days to respond to requests for Police reports	n/a	n/a
Police service performance on 5-point scale (1=poor, 5=excellent)		
(PPB Community Assessment)		
Providing emergency response	3.9	n/a
Stopping neighborhood crime problems	3.2	n/a
Helping stop neighborhood nuisance problems	3.0	n/a
Giving crime prevention advice	3.7	n/a
Understanding community concerns	3.6	n/a
Showing citizens how to work together	3.5	n/a
Giving information about other agencies that can help	3.3	n/a

All City of Portland Police Bureau statistics, unless noted n/a = not available; data will be available in 1996

Summary of Performance Measurements, cont.

Goal 3 Develop and Empower Personnel

Implement training, management, and organizational approaches that are consistent with the mission and values of community policing. Strengthen staff skill level and morale. make sure recruiting, hiring, training, and promotional practices are consistent with community characteristics and needs. Ensure work environments are supportive of customer service, innovation, personal accountability, and team contribution.

Performance measurements

	1994	1995
Job satisfaction domains, average ratings on a five-point scale		
(PPB Employee Survey)		
Job satisfaction	4.1*	4.1
Supervisor support	3.9*	3.9
Autonomy	3.9*	3.9
Teamwork	3.8*	3.8
Recognition	3.1*	3.2
Fairness	2.9*	2.8
Organizational culture	**	2.5
Dispatched calls per precinct officer	419	n/a
Bureau percentage minority employed	8.82%	9.04%
Bureau percentage women employed	26.85%	27.42%

All City of Portland Police Bureau statistics, unless noted n/a = not available; data will be available in 1996

Goal 4 Strengthen Planning, Evaluation and Fiscal Support

Strengthen planning, evaluation, analysis, and fiscal mechanisms to ensure responsive feedback, practical long-range planning, and effective budgeting and fiscal management.

Performance measurements

1994	1995
46%*	42%
n/a	n/a
n/a	n/a
398	383
	46%* n/a n/a

All City of Portland Police Bureau statistics, unless noted n/a = not available; data will be available in 1996

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^{*} Data from 1993 employee survey

^{**} New domain for 1995

^{*} Data from 1993 employee survey

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1996-98 Strategic Plan

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Neighborhood Associations (Coalition Affiliation)

Alameda Community Association (NECN), Chair Patty Spencer

Arbor Lodge Neighborhood Association (NPNO), Chair Kent Hoddick

Ardenwald/Johnson Creek Neighborhood Association (SEUL),

President Michelle Greeley-Roberts

Argay Neighborhood Association (EPDC), Chair Ellen Juett

Arlington Heights Neighborhood Association (W/NW), President Mike Dowd

Arnold Creek Neighborhood Association (SWNI), President Alan Shearin

Ashcreek Neighborhood Association (SWNI), Chair Patty Lee

Beaumont-Wilshire Neighborhood Association (CNN), President Dave Lewis

Boise Improvement Association (NECN), Chair Sonya Tucker

Brentwood/Darlington Neighborhood Association (SEUL), President Mary Davis

Bridgeton Neighborhood Association (NPNO), Chair Walter Valenta

Bridlemile/Robert Gray Neighborhood Association (SWNI), President Rich Adelmann

Brooklyn Action Corps (SEUL), Chair Cameron McCredie

Buckman Community Association (SEUL), Chair Melissa Stewart

Centennial Neighborhood Association (EPDC), Chair Shari Laird

CENTER/SEUL, Chair Leland Stapleton

Collins View Neighborhood Association (NECN), Co-chairs Dave & Dixie Johnston

Community Association of Portsmouth (NPNO), Chair Wendy Grady

Concordia Neighborhood Association (NECN), Chair Isham Harris

Corbett/Terwilliger/Lair Hill Neighborhood Association (SWNI), President Barbee Williams

Creston-Kenilworth Neighborhood Association (SEUL), Chair Peter Ford

Crestwood Neighborhood Association (SWNI), Co-presidents Molly & Roland Finch

Cully Association of Neighbors (CNN), President Diane Rebagliati

Downtown Community Association (APP), Chair Lisa Horne

East Columbia Neighborhood Association (CNN)

Eastmoreland Neighborhood Association (SEUL), President Gilion Ellis

Eliot Neighborhood Association (NECN), Chair Mike Warwick

Far Southwest Neighborhood Association (SWNI), Chair Ray Mosser

Forest Park Neighborhood Association (W/NW), President John Rettig

Foster-Powell Neighborhood Association (SEUL), President Greg Swanson

Friends of Cathedral Park Neighborhood Association (NPNO),

Co-chairs Ron Hernandez and Ray Perry

Glenfair Neighborhood Association (EPDC), Chair Susan Booker

Goose Hollow Foothills League (W/NW), President Sharon Paget

Grant Park Neighborhood Association (NECN), President Norma Freitas

Hayden Island Neighborhood Network (HINOON) (NPNO), Chair Catherine Rich-Daniels

Hayhurst Neighborhood Association (SWNI), President Becky Miller

Hazelwood Neighborhood Association (EPDC), Chair Sharon Owen

Healy Heights Residential Association (unaffiliated), Contact Knute Eie

Hillside Neighborhood Association (W/NW), Chair Wendy Gordon Hollywood Neighborhood Association (CNN), President Bob Ueland

Homestead Neighborhood Association (SWNI), Co-chairs Tom Miller and Rich Davidson

Hosford-Abernethy Neighborhood Development (HAND) (SEUL), Chair Debbie Gruenfeld

Humboldt Neighborhood Association (NECN), Chair Bill Kline

Irvington Community Association (NECN), President Steve Bailey

Kenton Neighborhood Association (NPNO), Chair Larry Mills

Kerns Neighborhood Association (SEUL), Chair Sharon Ward

King Neighborhood Association (NECN), Chair Fred Stewart

Laurelhurst Neighborhood Association (SEUL), Chair Scott Pratt

Lents Neighborhood Association (SEUL), Chair Judy Welch

Linnton Community Association (W/NW), President Doug Polk

Lloyd District Community Association (unaffiliated), Chair John Lanouette

Madison South Neighborhood Association (CNN)

Maplewood Neighborhood Association (SWNI), President Mary Taylor

Markham Neighborhood Association (SWNI)

Marshall Park Neighborhood Association (SWNI), President Ron Chinn

Mill Park Neighborhood Association (EPDC), Chair Mark Cvetko

Montavilla Community Association (SEUL), Chair Robert Clausen

Mt. Scott-Arletta Neighborhood Association (SEUL), Chair Bruce Swanson

Mt. Tabor Neighborhood Association (SEUL), Chair Amy Hammond

Multnomah Neighborhood Association (SWNI), Chair Doug Reynolds

Northwest District Association (W/NW), President Frank Bird

Northwest Industrial Neighborhood Association (W/NW), Chair Kitsy Brown-Mahoney

Old Town/Chinatown Neighborhood Association, President Vasiliki Viahakis

Overlook Neighborhood Association (NPNO), Chair Sandi Hansen

Parkrose Community Group (EPDC), Chair Frank Johnston

Parkrose Heights Association of Neighbors (EPDC), President Don Bartley

Parkrose Neighborhood Association (EPDC)

Pearl District Neighborhood Association (W/NW), President Michael McLaffaerty

Piedmont Neighborhood Association (NECN), Chair Louise Gomez-Burgess

Pleasant Valley Neighborhood Association (SEUL), Chair Anita Finn

Powellhurst-Gilbert Neighborhood Association (EPDC), Chair Al Clark

Reed Neighborhood Association (SEUL), Chair Steve Satterlee

Richmond Neighborhood Association (SEUL), Chair Rita Weatherholt

Rose City Park Neighborhood Association (CNN), President George Walker

Roseway Neighborhood Association, Chair Paul des Granges

Sabin Community Association (NECN), Chair Michael Byerly

St. Johns Neighborhood Association (NPNO), Chair Dennis Keepes

Sellwood-Moreland Improvement League (SMILE) (SEUL), Chair Herb Crane

South Burlingame Neighborhood Association (SWNI), Chair Roger Swick

South Tabor Neighborhood Association (SEUL), Chair Dan Small

Southwest Hills Residential League (SWHRL) (unaffiliated), President Barbara Shettler

Sullivan's Gulch Neighborhood Association (NECN), Chair Steve Larson

Sumner Association of Neighbors (CNN), Chair Doreen Jamison

Sunderland Neighborhood Association (CNN), Chair Lloyd Copeland

Sunnyside Neighborhood Association (SEUL), Chair Tom Badrick

Sylvan-Highlands Neighborhood Association (W/NW), President Arlen Sheldrake

University Park Neighborhood Association (NPNO), Chair Laurel Butman

Vernon Neighborhood Association (NECN), Chair Romelle Esplin

West Portland Park Neighborhood Association (SWNI), President David Gens

Wilkes Community Group (EPDC), Chair Alice Blatt

Wilson Neighborhood Association (SWNI), Chair Wes Risher

Woodland Park Neighborhood Association (unaffiliated), Chair Rene Mauldin

Woodlawn Neighborhood Association (NECN), Chair Howard Hannon

Woodstock Neighborhood Association (SEUL), Chair Elizabeth Ussher Grof

Business Associations

Alliance of Portland Neighborhood Business Associations (APNBA), President Charles Martin

Beaumont Business Association, President Chris Copp

Belmont Business Association, President John Fencsak

Brooklyn Business Association

Central Eastside Industrial Council, President Dorothy Hall

Columbia Corridor Association, President Jim Laubenthal

Commercial Corridor Committee, c/o CEIC

Division Street Merchants, President Mark Peterson

Downtown Retail Council, President Cynthia McBurney

East Burnside Business Association, President Judy Crain

Eighty-Second Avenue Business Association, President Ken Turner

Forty-Second Avenue and K Business Association, President Jerry Kelly

Foster Area Business Association, President D.W. Owens

Gateway Area Business Association, President Chuck Price

Glisan Årea Business Association, President Brenda Casey

Goose Hollow Business Association, President Stephen Hendricks

Hawthorne Boulevard Business Association, President Kathy Bergin

Hillsdale Business and Professional Association, President Duncan Porter

Historic Old Town, President Ralph Pitt

Hollywood Boosters, President Brad Perkins

Interstate Avenue Business Association, President Douglas Hartman

Kelly Point Industrial Association, President Ed Sammons

Kenton Business Association, President Jerry Custer

Lloyd District Association, President John Lanouette

Lombard North Business Association, President Vicki Grigsby

Lower Albina Council, President Gary Madson

Lower East Burnside Boosters, President Margaret Moreland

Macadam Corridor Business Association, Vice-President Paul B. Gassner

Montavilla Business Association, President Greg Sipes

Multnomah Business Association, President Chris Robinson

Nob Hill Business Association, President Libby Hartung

North by Northwest Business Association, President Laura Martinez

North Macadam Development Council, President Rick Saito

1996-98 Strategic Plan

Appendix D Acknowledgments

North-Northeast Business Association, President Bill Leigh
Northeast Broadway Business Association, President Dave Hancock
Northwest Industrial Neighborhood Association, President Chuck Martin
Northwest Triangle Business Association, President Mike Powell
Parkrose Business Association, President Marko Maylack
Portland Progress, Director Ruth Scott
Roseway Business Association, President Jack Alvord
Sandy Boulevard Business District Association, President Ed Baldwin
Sellwood-Moreland Business Association
Southwest Business Association, President Henri Schauffer
St. Johns Business Boosters, President Richard Brinkman
Swan Island Business Association, President Jerry Griffin
Upper Sandy Business District Association, President Addie Lindstrom
Woodstock Community Business Association, President Angie Even
Yamhill Historic District, President Lou Elliott