

Report to Council on Community Policing Resolutions

Strategy Status as of October 31, 2004

Strategy	Assigned To	Details	Next Milestone
Category: Community Policing			
Recommitment to Community Policing	Chief's Office and Planning and Support	<p>With input from community members, employees and partners from outside agencies, developed the 2004-06 Community Policing Strategic Plan. The plan contains an additional goal to improve accountability and several activities that describe the Bureau's long-term commitment to the strategies expressed in the October 2004 Report to Council.</p> <p>In addition, the 2004-05 Manual of Policy and Procedure will include a Community Policing Purpose Directive. This policy statement reaffirms citizen participation in crime reduction and community policing, and describes the Police Bureau employee's role in supporting community policing.</p>	<p>Strategic Plan to be presented for adoption November 24, 2004.</p> <p>Final directives will be incorporated into the 2004-2005 Manual. (2005)</p>
Category: Workforce Diversity			
Human Goals	Chief's Office	Reaffirmed a policy statement that spells out the Bureau goals to attract to the Bureau a diverse group of people and provide a model of equal opportunity. This policy is also one of the descriptors used in police officer recruitment communications.	Final directives will be incorporated into the 2004-2005 Manual. (2005)
Improve Cultural Competency	Training	Personnel from Bureau of Human Resources and the Police Bureau met with a citizen focus group to get feedback on cultural competency training for officers. A two-hour class on cultural competency was developed with the input from the group. The class will be delivered to all sworn members during the 2004/2005 in-service training, which began October 18.	Deliver training for 30 weeks. Design and develop cultural competency training for the 2005/2006 in-service training. (June 2005)

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Police Officer Candidate Development Program	Personnel and Bureau of Human Resources	<p>The Bureau of Human Resources explored and evaluated the current apprenticeship program used by the Portland Fire Bureau. The Police Bureau has different challenges to recruitment and has different opportunities available internally through its existing programs. The Personnel Division and the Bureau of Human Resources made a recommendation to use existing youth and young adult programs within the Police Bureau to create a seamless long-term recruitment strategy. Within the current programs:</p> <p>School Police has now expanded to the Parkrose and David Douglas school districts, providing law enforcement and community policing services to three school districts serving grade school, middle school and high school students.</p> <p>The Police Activities League maintains an active program for middle school and high school students, affiliated with several recreational programs.</p> <p>The Cadet program recently moved under the School Police Division, strengthening the overall coordination of youth programs.</p> <p>The Police Corps program, a scholarship and training program for college-age students interested in a career in law enforcement, is changing from a statewide program to a regional program.</p> <p>The Reserves program is conducting its second year of renewed emphasis on recruitment and training of officer volunteers.</p>	<p>The Police Officer Candidate Development Program, which would link the efforts of the School Police, Police Activities League, Cadets, Police Corps and Reserves, will be further refined. Overall responsibilities, activities and performance measures will be created. To be implemented January 2005.</p>

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Recruitment	Personnel and Bureau of Human Resources	<p>Increased minority recruitment by creating a full time position for a recruiting officer with a focus on female and minority recruitment. Updated web page with current recruitment information. Expanded advertising publication efforts by announcing current openings and hiring requirements throughout the country in various newspapers and with military processing centers and newspapers.</p> <p>Mailings were sent to area colleges with recruitment information. Police and Bureau of Human Resources personnel will jointly conduct recruitment sessions on at least six college campuses by the end of the year, and continue throughout 2005. Sent recruitment letters to two area Confederated Tribes. Police and Bureau of Human Resources staff participated in a local Trade Union Fair distributing recruitment information and answering questions about the police officer positions and community policing.</p> <p>Police and Bureau of Human Resources have jointly conducted community forums throughout the local religious communities seeking to enhance the trust and strengthen our relationships. Also, work to encourage their participation in assisting with recruitment of new officers from their congregations.</p>	<p>Select full-time recruiting officer. (November 2004)</p> <p>Implement ad campaign for January - March 2005.</p>

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Testing and Hiring Procedures	Personnel and Bureau of Human Resources	Created and administered a pre-examination session to assist applicants with the police officers entrance exam. Discussions have taken place regarding revising our current hiring process by conducting the hiring interview of the candidates at an earlier stage. Also, continue to include citizen participation on the interview panel. Police officer entrance exam administered to approximately 400 candidates in October 2004.	<p>Continue to schedule pre-examinations, updating web page with current information, hosting community sessions to expand candidates from our local community. Continue to conduct community forum meetings throughout the local area to strengthen the relationship and encourage local candidates to apply for the position of police officer. (Ongoing)</p> <p>Evaluate the success of the pre-examination session of those candidates who took the October 2004 entrance exam. Further discuss and create citizen participation strategy for interview panel for the March 2005 testing session. Increase the number of background investigators to make the hiring more timely. Score October exam and assign investigators to candidates who successfully completed the written examination. (Ongoing)</p>

Category: Officer Training

Citizen Training Council	Training	Building on the example of police-community collaboration to develop the cultural competency training module, the Training Division has begun the process of creating a Citizen Training Council. Its purpose would be to advise the Bureau on its various training components and make recommendations.	Prepare a proposal on the creation of a Citizen Training Council for the Chief's review. (January 2005)
Expand Department of Public Safety Standards and Training Basic Academy	Training and Chief's Office	Encouraged the Department of Public Safety Standards and Training to expand the Basic Academy from 10 weeks to 16 weeks. Department of Public Safety Standards and Training stated that the basic academy will expand to 16 weeks starting in January 2007.	Continue to work with Department of Public Safety Standards and Training in curriculum development and instructor support. (January 2007)

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Expand the Advanced Academy	Training	<p>The Advanced Academy was expanded from 14 weeks to 16 weeks. The expansion, coupled with the Police Bureau's field training program, exceeds current professional standards for training length. Sixteen police departments, sheriff departments, professional law enforcement associations/forums and state public safety agencies were surveyed to determine length of academies and field training programs. The length of the Police Bureau's combined academy training (including Department of Public Safety Standards and Training) and field training program exceeded every agency surveyed except two - Los Angeles Police Department and Houston Police Department.</p>	Complete the Advanced Academy Curriculum review. (January 2005)

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Patrol Tactics and Communications Training	Training	<p data-bbox="646 167 1346 261">During the 2004/2005 in-service training (October 18, 2004 through June 2, 2005) all sworn members will receive the following training.</p> <p data-bbox="646 305 1299 399">Crisis intervention: Assist officers to recognize and communicate with people suffering from mental illness. Offered in partnership with Project Respond.</p> <p data-bbox="646 443 1377 602">Cultural competency: Enhance communication skills and help officers to better understand the community they serve. Curriculum developed in cooperation with community focus groups. Offered in partnership with Bureau of Human Resources.</p> <p data-bbox="646 646 1377 740">Seizure recognition and response: Assist officers to recognize and respond appropriately to partial brain seizures. Offered in partnership with the Epilepsy Foundation of Oregon.</p> <p data-bbox="646 784 1377 911">Removing uncooperative people from vehicles: Assist officers when removing uncooperative people from vehicles. The curriculum was developed after conducting a best practice survey and visiting other police agencies.</p> <p data-bbox="646 954 1329 1016">"Shoot - don't shoot" decision making scenarios: Uses the PRISM interactive simulator.</p> <p data-bbox="646 1060 1377 1219">Taser: All sworn members will be trained and certified as Taser operators. Once certified, all uniform officers will be required to carry a Taser. This new tool is introduced with the goals of improving officer safety and reducing the incidence of deadly force.</p> <p data-bbox="646 1263 1356 1357">Firearms skills: Enhance officers' skills to prevent negligent discharges (avoid striking unintended target), reduce malfunctions and ensure accuracy.</p> <p data-bbox="646 1401 1383 1432">Tactical thinking and planning: Reinforce the fundamentals of</p>	Deliver training for 30 weeks and develop additional training for the 2005/2006 in-service. (June 2005)

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		patrol tactics and the elements of a tactical plan including disengagement and de-escalation.	
Re-institute 40 Hours of In-service Training	Training	On October 18, 2004, the Bureau began the 40 hours of in-service training to all sworn members. The training will run weekly for 30 weeks and conclude in June 2005. The training includes all of the elements specified in the resolution - communication skills, crisis intervention, cultural competency and de-escalation training.	Deliver training for 30 weeks and develop 40 hours of in-service training for 2005/2006. (June 2005)
Category: Non-discrimination Resolution			
Non-discrimination Policies	Chief's Office and Planning and Support	The Police Bureau will continue to monitor and enforce policies that prohibit discrimination and racial profiling. Data from traffic and subjects stops are being collected and reported on. Statistics for the first four months of 2004 were analyzed. Staff attended a Police Executive Research Forum conference on examining data and a conference at Stanford University on racial profiling. Meeting with Metro Chiefs is scheduled for November 3, 2004, to gather perspectives, experiences, and expertise from around the region. A visit is scheduled with the Director of Research from the Police Executive Research Forum, who has published two books titled <i>Racially Biased Policing: A Principled Response</i> and <i>By the Numbers: A Guide for Analyzing Race Data</i> . These books are used as resources by other agencies nationally. She will present her understanding of some of the issues with respect to traffic stop data collection and offer advice as to where Portland Police could go with their efforts. The Request for Proposals to conduct the 2004 Community Assessment Survey was released. This year's survey will add questions regarding traffic and subject stops and the sample size will provide reliable data to present results by race/ethnicity.	<p>The Bureau will audit stops data quarterly. (Quarterly)</p> <p>PERF Director of Research will be presenting to the Metro Chiefs and Chief's Forum. (November 3, 2004)</p> <p>A report for 2004 stops data will be produced. (Early 2005)</p> <p>The community Assessment Survey will be conducted in January 2005, with the report scheduled for release in April 2005. (April 2005)</p>
Non-discrimination Resolution Reaffirmed	Chief's Office	Metro area Chiefs meet on November 3, 2004, to reaffirm the 2001 non-discrimination resolution, which includes new language on the definition of racial profiling from the U.S. Department of Justice.	Metro area Chiefs meet; Portland Police Association and Portland Police Commanding Officers Association representatives invited. (November 3, 2004)

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Category: Investigations/Use of Force			
Deadly Force Investigation	Detective	<p>Conducted national research of comparable departments to determine best practices for investigation of deadly force incidents. Sought input from community, members of the organization and applicable labor organizations as to what is important to include in the investigative protocol. Collaborated with the District Attorney, Portland Police Association and Portland Police Commanding Officers Association to craft a broader investigative protocol. The new investigative protocol is consistent with the new deadly force policy. The protocol includes enhancement in crime scene security, identification and interviewing of civilian witnesses, handling and interviewing of involved and witness members, timeliness of all interviews, restricting communication of involved and witness members, supervisory and investigator responsibilities, expanded scope of questions of involved and witness members, and use, collection and analysis of physical evidence. Further enhancement include improved investigative reporting and record retention protocols.</p>	<p>Produce and disseminate a training video that explains the deadly force investigation protocol. Conduct roll call visits by the Detective Division to field questions about the protocol or deadly force policy. (February 2005)</p>
Deadly Force Policy	Detective	<p>Sought input from community and members of organization, as well as applicable labor organizations, as to what is necessary and important to include in a deadly force policy. Researched comparable departments on a national level to determine best practices for deadly force policy. Collaborated with the District Attorney's Office, Portland Police Association and Portland Police Commanding Officers Association to craft a deadly force policy. The new policy clearly articulates statements of value of human life, specific definitions, involved and witness member responsibilities, communications restrictions, detective responsibilities, supervisor and command responsibilities, as well as investigation and reporting requirements.</p>	<p>Finalize deadly force policy and institutionalize the new policy through distribution and implementation of policy Bureau-wide. (December 2004)</p>

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Review of Deadly Force Incidents	Detective and Chief's Office	Conducted national research on best practices for review of deadly force incidents. Developed multi-disciplinary process to review of deadly force incidents that includes the Detective Division, Training Division, and Internal Affairs Division. Established Use of Force and Performance Review Board that will include peer members and citizen members with full voting authority, in addition to the current composition of three assistant chiefs. The review board will review deadly force incidents and performance issues and make recommendations to the Chief of Police with regard to policy compliance as well as corrective and/or disciplinary action. Bureau policy and procedures for the review boards has been developed. New position of Review Board Coordinator has been created and staffed. Training protocol for review board members has been established. Citizen and peer review board members have been selected.	Complete review board member training. Conduct initial review board hearing using new board member operating under new policy and procedure. (April 2005)
Use of Force Report	Operations	Based upon information provided in the Police Assessment Research Center report and input from community organizations, including the Albina Ministerial Alliance, the Community Police Organizational Review Team, and Bureau advisory committees, a committee was formed to research and gather policies, procedures and practices documenting officers use of force. Policies and input were gathered from every major metro area police agency as well as several larger national metropolitan agencies that described their particular forms and reporting requirements. The committee reached out to applicable labor organizations as to what is necessary and important to include in the report and the ability to use the data for the analysis of training needs, equipment and policies. A comprehensive review of current internal reporting requirements and the implementation of the new report was accomplished in August 2004. Only minor modifications have occurred since the report went online. Formatting and design of the data entry component is still in process.	Complete PPDS programming and data entry. (Use of Force Report form is included in the initial phase of electronic field reporting.) Analyze data, prepare reports and distribute internal and with the public. (August 2005)

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Category: Performance and Disciplinary Process

Chief's Memo	Personnel	A Chief's memorandum to all Bureau employees establishing expectations and standard of conduct was prepared and sent on June 7, 2004. The Chief outlined his goal to "apply discipline standards in as fair, balanced and consistent manner as possible, but I will always be interested in selecting the level that is most appropriate to the particular situations. My purpose for imposing discipline will be to ensure accountability for our individual actions and to improve behavior and performance. In doing so, we reinforce our organizational values of service, compassion, integrity, respect and excellence. We also maintain our credibility and the trust of the citizens we serve."	Completed.
Discipline Policy	Internal Affairs	Initial drafts of new discipline directive written and sent out for staffing. This includes a discipline philosophy that utilizes a spectrum of responses to correct unwanted behavior from corrective counseling and training to the imposition of serious discipline. The Bureau recognizes the human factor involved in employee behavior and that each situation in which discipline is considered is unique and will be considered on its own merits. Appropriate discipline will include such factors as the consideration of fault or employee's intent, prior warnings, discipline history, employee experience and work record.	Publication of the Manual of Policies and Procedures. (2005)
Internal Affairs Division and Independent Police Review Coordination	Internal Affairs	Internal Affairs Division and Independent Police Review protocols established; Internal Affairs Division directive revised. Administrative Investigations Management system, used to better evaluate the nature of citizen complaints and the Bureau's actions to address them, was installed in both Internal Affairs and Independent Police Review.	Analyze data and prepare reports. (Ongoing)

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Tort Claim Review	Chief's Office	In consultation with the Independent Police Review, the City Attorney's Office, Risk Management and the Mayor's Office, a Tort Claims Review Committee has been created with the following members: representatives from the City Attorney and Mayor's Office, Assistant Chief of Services and the Police Bureau Claims Analyst. The committee meets once per month to review all tort claims filed against the Bureau to identify allegations of misconduct and assign appropriate internal investigations as necessary. The committee will be re-evaluated after a six-month trial period.	Monthly meetings.
Use of Force and Performance Review Board	Chief's Office	Use of Force Review Board and Performance Review Board pool members have been selected and a plan for board training prepared. Review Board Coordinator has been moved to the Chief's Office as a direct report to the Assistant Chief of Services to improve efficiency, quicker review and better tracking of discipline decisions and action items. Bureau command representatives met in Phoenix to study model practices. Plans are to enhance the Police Bureau Early Warning System to improve efficiency in entering, analyzing and tracking employee information, and in communicating to supervisors for evaluation.	Complete review board member training. Conduct initial review board hearing using new board member operating under new policy and procedure. (April 2005)

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Category: Deadly Force

Reduce Incidence of Deadly Force/Taser	Training	<p>Conducted an extensive review of the first several months of taser deployments; presented findings to several community groups, employees and command staff. Participated in a Police Executive Research Forum conference on national policies and trends in taser use. Researched policies and best practices used in other police agencies. Rewrote the taser policy to include a section on using caution and consideration before using the taser in certain circumstances. Required that taser use be included in the new Use of Force Report. Prepared a full-day training curriculum on taser deployment for all sworn personnel, which began Oct. 19, 2004 as part of in-service. Other training topics include: crisis intervention, cultural competency, seizure recognition and response, removing uncooperative people from vehicles, "shoot - don't shoot" decision making scenarios, taser, firearms skills, and tactical thinking and planning.</p>	<p>Researching policies on requiring emergency medical response. Policy will be included in the directive to be published in the next Manual of Policy and Procedure. (2005)</p>
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Category: Labor Management Collaboration

Labor Management Collaboration	Personnel and Chief's Office	<p>Collaborative agreements have been signed between the Police Bureau and all three of the major bargaining units, Portland Police Association, Portland Police Commanding Officers Association and District Council of Trade Unions. These agreements formalize a process to have dialogue, problem solve and discuss strategies to resolve workplace issues. The goal of the collaboration agreements is to create a better work environment for all Bureau members.</p>	<p>Regularly scheduled meetings between the Bureau and union representatives. (Ongoing)</p>
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