

Portland Police Bureau

Community Policing Strategic Plan 2007-2012

A Five-Year Vision



Tom Potter Mayor
Rosanne M. Sizer Chief of Police



Dear Community Policing Partner:

I am proud to present to the communities of Portland, the Portland Police Bureau's Community Policing Strategic Plan for 2007-2012. When I first became Chief of Police I committed to three things that I think are critical to improving our Community Policing effort in Portland:

- Building better relationships between the Police Bureau and the community. We must particularly build relationships with communities that may not traditionally have had access to this organization.
- Organizing our resources to achieve maximum impact. We do that by focusing on chronic offenders and repeat call for service locations.
- Developing and mentoring our personnel. We thereby maximize our most important resource, our people.

These commitments have expanded to encompass seven Bureau initiatives that now move the Bureau forward in developing a five year vision.

What's new in this plan is the format; we have expanded our planning horizon from two years to five years and our focus on initiatives that are frankly more strategic. I see this plan as an evolving document each year. As we report back to the community, you will see it change – new initiatives will develop out of our discussions in the communities we serve. New opportunities to implement successful strategies will give us insight on what works.

What's stayed the same is our commitment to the mission and values of this agency. I will deliver to you the qualities I hold most dear: fairness, honesty, transparency and compassion. These values are part of every decision I make as the Chief of Police.

In the next five years, the Portland Police Bureau will need to secure significant funding to pursue the following projects:

- Build a regional training facility by partnering with metro area law enforcement.
- Build and purchase new software for PPDS/Radio upgrades.
- Replace current mobile data computers (MDCs).
- Move the Traffic Division.
- Improve staffing levels.

It will be impossible to complete these tasks without funding. We are working with City Council on funding that will support the Police Bureau's strategic initiatives and supports the City of Portland's city council goals of ensuring a safe and healthy city and improving the quality of life in our neighborhoods.

Sincerely,

ROSANNE M. SIZER
Chief of Police



Initiatives, Plan Elements, and Strategies



City of Portland initiatives

- Public safety and emergency preparedness: preparing residents for disasters, enhancing livability, and improving police performance.
- Children’s Bill of Rights: educating Portlanders about the needs for, and availability of, services for children and how best to fill any gaps.



Bureau initiatives

The Portland Police Bureau is focusing on the following strategic initiatives that shape the way the Police Bureau functions:

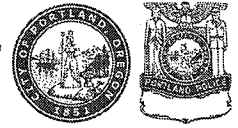
- **Enhance Community Policing efforts to build healthy productive relationships** with all Portland communities, particularly with those communities that are underserved.
- **Improve Accountability systems** by developing customer service standards for employees and establishing regular employee performance evaluations to provide feedback, mentorship and identify career development opportunities.
- **Recruitment and hiring priorities** to keep up with the retirement “bubble” that occurs every 25 years and to increase diversity.



- **Research new technology** to enhance the Police Bureau’s communication tools to reach residents and other first responders.
- **Collaborate with regional and bureau partners** to identify resources and opportunities to improve efficiency in recruitment, hiring, and training employees and other operational areas.
- **Design organizational systems and structures** that support efficiency and response.
- **Create a Quartermaster unit** that organizes purchases of personnel equipment and uniforms, serves as a liaison to vendors, and coordinates recycling equipment efforts.

Plan Elements

The 2007-2012 Community Policing Strategic Plan is designed to incorporate elements of the Bureau’s annual work plan and tie more concretely to the annual budget process. All of these reports should acknowledge and cross reference one another. The results will help the Police Bureau move forward and keep the communities we serve informed on our achievements and challenges.

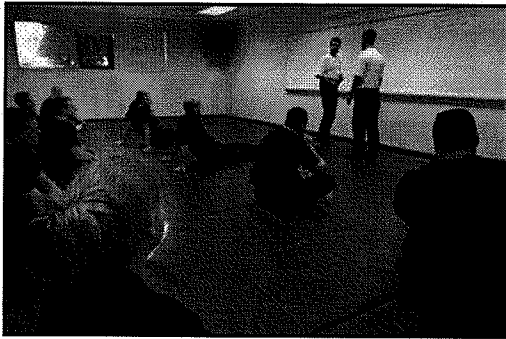


Services Branch Initiatives and Strategies

Implement new technology efficiencies.

Strategies

- Phase in the electronic field reporting project.
- Upgrade the MDC capability.
- Replace CAD and PPDS infrastructure and integrate with new systems.
- Support SAP implementation.



Build a Regional Training Center.

Strategies

- Develop a comprehensive training center planning process.
- Develop a business plan to ensure fiscal responsibility.

Establish Emergency Management capability.

Strategies

- Institutionalize NIMS and ICS.
- Partner in the development of an All Hazards Incident Management Team.
- Develop a functioning emergency management Resource and Coordination Team.

Improve recruiting and hiring efforts.

Strategies

- Evaluate, analyze, and re-develop Bureau hiring practices to increase diversity and quality of recruits.
- Create partnerships with criminal justice programs at local colleges.
- Develop and implement mentorship program for new applicants.



Increase training capacity.

Strategies

- Strengthen DPSST partnership to impact training opportunities.
- Create sustainable training infrastructure.

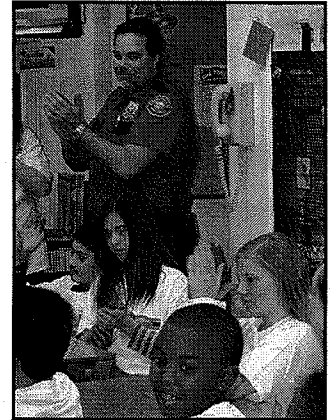


Operations Branch Initiatives and Strategies

Build relationships with youth and the community.

Strategies

- Officers will identify youth programs/schools within precinct boundaries and use self-initiated time to interact with youth and support ongoing activities.
- Precincts will organize and host community events (i.e., open houses, East Precinct Ice Cream Patrol).



Engage district officers in problem solving efforts.

Strategies

- Crime analysts at each precinct will create lists of five chronic locations in each district using criteria: calls for service, neighborhood complaints to NRT/ONI or PSAC.
- Officers will use list and meet with detail sergeant to select one location for a problem solving project.
- Officers to work with ONI, neighbors and other partners and report progress bi-weekly in precinct database.

Develop and encourage personnel.

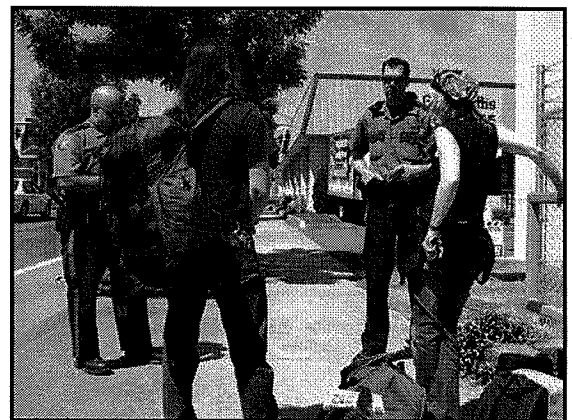
Strategies

- Semiannual performance feedback to members regarding productivity, problem solving efforts, relationship building, training needs and use of force.

Target chronic locations and offenders.

Strategies

- Neighborhood Response Team and Neighborhood Liaison Officers will use crime analysis data on street crimes to focus on top locations and individuals.
- Develop specific crime reduction strategies around emerging hot spots.
- Expand Service Coordination Team project (chronic drug and drug-related property crime offenders) from Central Precinct into North and Southeast Precincts.





Community Involvement

Anticipating what changes may be crucial in the next five years is challenging. The Bureau is committed to engaging all employees and our community partners in continuing discussions of this organization's mission, values and goals.

In the Bureau's planning for the 2007-2012 Community Policing Strategic Plan, we asked the community and Bureau members for feedback to open-ended questions. The emphasis was on what public safety programs are working, what needs improvement and what strategies the Bureau should focus on in the next five years.

Public Comment

On April 14, 2006, a questionnaire was distributed to community partners asking for input in three areas and examples of the activities or strategies that are important to work on, including existing efforts, new strategies, or existing efforts that need more attention. Responses from 21 surveys received through email, mail, and the Police Bureau website included:

Activities or programs that substantially contribute to reducing crime and the fear of crime included:

Community policing (i.e., person-to-person contact, involvement with the community, partnerships) and police presence/visibility were listed repeatedly. Other activities or programs listed multiple times: youth activities/PAL, neighborhood involvement (i.e., neighborhood watch, neighborhood association, business association), Neighborhood Response Team officers, gang enforcement and outreach, Crime Prevention staff, graffiti abatement and removal, and any effort to address drug dealing.

Activities or programs that substantially contribute to improving the quality of life on my block or my neighborhood included:

Neighborhood watch, crime prevention staff, Neighborhood Response Teams, efforts around youth and youth activities, and Police Activities League (PAL) were all listed by multiple individuals responding to the survey. Another repeated theme was communication with neighbors by officers having direct contact with individuals, neighborhood association meetings, neighborhood block parties, Public Safety Action Committees, meetings with commanders, foot patrol, and community groups that work with police.

Strategies that are important to work on in the next two years included:

More patrols/police presence was listed in many responses. Other areas listed as important to work on include: police and community interaction and problem solving, youth programs or activities, officer diversity training, increased public education about police practices, graffiti abatement, and Neighborhood Response teams.



Community Participation

The Portland Police Bureau offers a variety of volunteer opportunities. Not only is it a great place to volunteer, it's a unique opportunity to learn, engage and interact with Bureau and community members alike. Volunteers are an extremely important part of Police Bureau operations, assisting Bureau members in efficiently and effectively providing services to Portland's diverse communities.

Listed below are the various volunteer opportunities currently available in the Police Bureau. During the summer and fall 2008, the Police Bureau will begin to expand community engagement by involving the public in policy and service decisions that affect them. In addition, the Bureau will seek out community members to assist in experimenting with options to replace the Chief's Forum Advisory Committee. As future volunteer opportunities become available, information about these opportunities will be posted on our website at www.portlandpolice.com.

- **Advisory Councils**

Community members sit on seven bureau-wide advisory committees representing Portland's diverse minority communities.

- **Precinct Advisory Councils and Public Safety Action Committees**

Precincts have community-based advisory and public safety councils. These councils promote positive relationships between Police precincts and the community by working on problem-solving activities.

- **Police Cadet Program ▶**

The Cadet program is designed to provide young adults with an interest in the field of law enforcement an opportunity to learn about police service.

- **Bureau Budget Advisory Council**

Community members appointed by the Mayor's Office review and prepare recommendations regarding the Police Bureau budget.



- **Community contact offices**

Community volunteers staff various community contact offices open to the public through a partnership with the Office of Neighborhood Involvement and Elders in Action

- **Officer recruitment**

Volunteers participate in the oral interview phase of the officer selection process.