

**Portland Police Bureau**

# **2002-04 Community Policing Strategic Plan**

Strategies for Implementation for 2002-04



**April 2003**



Vera Katz, Mayor  
Mark A. Kroeker, Chief of Police

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The office of  
**Vera Katz**  
**Mayor Portland Oregon The City That Works**

April 2, 2003

As Mayor and Commissioner-in-Charge of the Police Bureau, I am proud to forward the Bureau's 2002-2004 Strategic plan to the community and to the City Council.

The Portland Police Bureau has been hailed as a national leader in the implementation of community policing. During these past 13 years, I am pleased with our local achievements. We continue to see improvements in many of our performance indicators, especially the percent of citizens who report feeling safe walking in their neighborhood during the day and night.

The 2002-2004 Strategic Plan clearly defines the strategies for reducing crime and the fear of crime in our city. This plan moves our city forward with concrete strategies for empowering the community and Police Bureau personnel, and also shares the Police Bureau's direction for internal planning and evaluation.

The Police Bureau's emphasis on more efficiencies, partnerships and programs that work closely with residents and business are encouraging and should contribute to improved livability and quality of life for neighborhoods.

I will continue to work with the Bureau to track our progress in achieving the strategies as they are outlined in this plan. I also encourage community members to get involved as a partner in police-community activities and work to make our neighborhoods vital, safe communities.

With warm regards,

Vera Katz  
Mayor



THE CITY OF ROSES



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CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

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**VERA KATZ, MAYOR**  
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**Service                      Compassion                      Integrity                      Excellence                      Respect**

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### **A Message From the Chief of Police**

Thirteen years ago, the Portland Police Bureau incorporated the community policing philosophy into our everyday practices. Today, we depend on our partnerships with neighborhoods, service providers, and community members. In these changing times, we must work together to ensure crime remains low and our communities remain safe.

The 2002-2004 Strategic Plan continues to focus on our number one goal: to reduce crime and the fear of crime. All of the Bureau's goals are listed under the *Elements of this Plan* section. This Strategic Plan emphasizes strategic change, and provides strategies that move us in the direction of our goals with specific action steps.

When comparing 2000 reported Part I crimes to 2001, there was an increase of five percent. However, comparing 2001 Part I crimes to 2002, there was a one percent decrease. Even though crime levels remain relatively the same, we must remain vigilant as five Part I crimes are committed every hour of every day in Portland.

Ensuring Portland's safety is our highest priority. We are addressing the issues of the economic setbacks, including budget cuts, and the threat of terrorist activity. The Bureau is working with community and law enforcement partners on issues of homeland security. While we have experienced significant cuts to our police budget and have lost personnel who greatly contributed to the services we provide, I am committed to providing the highest level of customer service we can and continually looking for ways of creating more efficiencies and partnerships.

We have more technological tools at our disposal than ever before. Officers are able to use an enhanced version of the Portland Police Data System that relays vital information at the touch of a button. Anyone with Internet access can use CrimeMapper to view crime maps on their neighborhood. The Police Bureau website also has a Portland Police Bureau news section where people can read the latest news releases or sign up to receive them as they are released, view photos or learn about CrimeStopper updates. These are valuable tools that can provide vast amounts of information, but technology will never replace the person-to-person contact that is so important for keeping our community safe.

As we increase the use of technological tools, we will also create and enhance programs that work closely with residents and business, like the new Senior Neighborhood Officer Program. These Senior Neighborhood Officers are the Bureau's community outreach specialists, developing community based efforts to improve safety and quality of life in the neighborhoods they serve. The primary activities of the Senior Neighborhood Officers are problem solving, education, and crime prevention.

## **To the Men and Women of the Portland Police Bureau**

Please take time to read this plan and familiarize yourself with the strategies from each division. Please look for new ideas on how to solve problems for our community.

Given City budget cuts, it is more important than ever to work with and rely on the community to help us meet our goals as they are outlined in this plan. Having fewer resources does not mean abandoning all of the efforts and successes we have built over the last 13 years. It means we need to rely on our knowledge of working with the community to solve problems and reduce crime.

Each of us is focused on our main mission, to reduce crime and the fear of crime. But while we do this, we must look at our customer service and determine whether we are meeting the needs of our citizens. Improving communication is the key. Every day we talk with community members who can provide valuable feedback. We must continually analyze our workload, and look for new ways to do our jobs better and more cost effectively.

We must continue to look beyond the mission and refine our work. I pledge to you that we will improve, we will grow and we will have many accomplishments to report in the next strategic plan.

## **To our Community Members**

Community policing relies on community members being an integral component. We continue to ask you to embrace this philosophy and help the Portland Police Bureau meet the high goals we have set.

You must help us ensure that community livability and crime resistant neighborhoods are at a high level and that community policing evolves and prospers. Your efforts will result in a positive investment with measurable returns.

A new tool for community policing is the Senior Neighborhood Officer program. Each Senior Neighborhood Officer (SNO) acts as a liaison between neighbors and the Police Bureau. I encourage you to get to know your SNO, ask questions and talk with the officer about what is happening in your community.

Your support is important to us. This plan demonstrates where we are focusing our resources. Please review it, hold us accountable, and most importantly, provide us with feedback as we are always looking at ways to enhance or improve what we do.

A handwritten signature in black ink that reads "Mark A. Kroeker". The signature is written in a cursive, flowing style.

Mark A. Kroeker  
Chief of Police



### Elements of This Plan

#### The Chief's Vision

The vision for the Portland Police Bureau is a city free from crime and the fear of crime, where people and police work together to improve their neighborhoods. The Portland Police Bureau is a first-rate law enforcement organization, where solid values are deeply imbedded into every member; and where members work with the latest technology and facilities. Employees are led by well-trained, attentive first-line supervisors and supported by community members, support staff, and work systems designed to enhance their effectiveness.

All of our work is directed by clearly stated goals set out in a fully endorsed strategic plan, understood and ingrained at every level. The organization is fully diversified at all levels, with deep respect for all people. Employees and community members are proud of the organization and committed to continuous improvement.

This vision for community policing recognizes a shared responsibility and connection between the police and community in making Portland a safer, more livable city. This vision relies on a problem-solving partnership between citizens and police. These partners jointly identify community safety issues, determine resources, and apply innovative strategies designed to create and sustain healthy, vital crime resistant neighborhoods.

#### The Bureau's Mission

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.

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

#### Values

The values of the Portland Police Bureau are commitments to the community that are rooted in the cornerstones of the Bureau and reflect the mission statement:

- Service
- Compassion
- Integrity
- Excellence
- Respect

### Cornerstones

These cornerstones of the Bureau were adopted in 1990, and reaffirmed in subsequent strategic plans as values. The cornerstones continue to reflect the core internal principles that guide decision-making in the agency at all levels:

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

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

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

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

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

### Goals

Adopted in 2001, the Bureau pursues the following goals:

#### Community goals

1. Reduce crime and the fear of crime.
2. Improve the quality of life in neighborhoods.
3. Improve the community and police partnership.

#### Organizational goals

4. Develop and encourage personnel.
5. Obtain and make effective use of technology and equipment.
6. Continuously improve work processes.

### Strategies

Each strategy is listed under a primary goal. However, many strategies support more than one goal. The reader should keep this in mind while reviewing the strategies. It is important to avoid the assumption that each strategy supports only one goal.

This structure of this strategic plan is intended to ensure that the 2002-04 Strategic Plan is simple to implement, easy to update and able to flex with the reality of day-to-day police work in Portland.

### **Performance Measurements**

The Bureau's cornerstone principle of accountability and its strategy to develop more effective performance evaluations are reflected in the performance measurements. Tracking the data from these performance measures allows the Bureau to gauge what worked and where enhancements need to be made.

Performance measurements came primarily from the following sources:

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

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

### Summary of the 2003 Community Assessment Survey

The following is a brief summary of the findings for the 2003 Community Assessment Survey. Campbell DeLong Resources, Inc. conducted the survey of 650 Portland households in January 2003. Previous community assessment surveys were conducted in 1994, 1996, 1998, and 2000.

#### Victimization

Overall victimization rates remain comparatively low, consistent with scores earned in 2000. The willingness of residents to report crime has improved since the last benchmark — more victims are reporting non-confrontational crime to police today (64%) than did in 2000 (60%).

#### Perception of Crime Trends and Neighborhood Conditions

Fear of crime has remained comparatively low, but indicators suggest that safety concerns are increasing. While most say that crime in their neighborhoods hasn't changed in the past year, of those who perceive a change the more common belief is that crime has increased. Although this is the opposite of what was seen in 2000, it is consistent with results seen in previous surveys.

- Neighborhood safety ratings, while still high, have not continued the improving trend seen in each of the previous benchmarks.
- Residents in East and Southeast Precincts give their neighborhoods safety ratings equal to those earned in 2000.
- Residents in North, Northeast, and Central Precincts give just slightly lower ratings than earned in 2000.

#### Contact Rates

The Portland Police Bureau was in contact with one-fourth of the city population during the 12 months preceding the survey. The percentage of residents with police contact (24%) is roughly equivalent to the proportion in 2000. The percentage of people reporting contact with a police officer responding to a call in person rose, reflecting a shift in call response policies from telephone report to a police response.

#### Perceptions of Portland Police Bureau Performance

While customer service ratings have clearly improved, key community policing performance indicators, reprising a concern from previous benchmarks, have not. (Performance of the Police Bureau is rated only by those who have had direct contact with Portland Police in the last year.)

- Police contact performance ratings have improved virtually across the board since the 2000 survey.
- All of the top five contacts (e.g. Police non-emergency, 9-1-1, speaking with an officer who arrived in person at a call-for-service, and others) show higher performance ratings than their 2000 scores.

- Over the course of five benchmarks, the community policing performance attributes (such as working with citizens to solve problems, involving the community in crime fighting, providing advice on preventing crime, and others) have not shown the improving trend expected. Among other findings:

The slippage in performance ratings seen in 2000 has not been reversed.

Almost all scores remain close to, or below, the performance measurements taken in the first two waves of the research.

Among all performance attributes, emergency response continues to receive the highest score (4.1 out of 5) while the lowest score received is for a newly created attribute, first tested in this benchmark: a 2.9 on prevention of police misconduct.

### **Involvement by the Community**

- Awareness of “neighborhood officers” (new phrasing in 2003) shows an increase over the awareness of Neighborhood Liaison Officers measured in 2000.
- The level of involvement in public safety meetings by residents has not improved, but the consistent declining trend seen in earlier benchmarks has stopped.
- Northeast Precinct residents, historically more involved than others, show declining involvement measures, while East Precinct residents show greater involvement compared with scores from 2000 and before.
- Neighborhood association awareness (35%) has declined from the 2000 benchmark of 40%.
- The percentage of residents who have contacted an agency other than police to discuss public safety issues has not changed since 1998 (10%).
- Television and *The Oregonian* continue to be the information sources residents consult most for information about the Police Bureau. Use of the Bureau’s website, while still infrequent, has grown.

### **Demographics**

Respondent demographic profiles are similar to previous surveys. However, income levels have not shown an increase as they had in each of the previous surveys. As seen in earlier surveys, with almost half of all residents saying they have been in their neighborhood for five years or less, the survey findings continue to underscore the need to communicate messages repeatedly.

A complete copy of the 2003 Community Assessment Survey report may be found on line at [www.portlandpolicebureau.com](http://www.portlandpolicebureau.com)



## **Goal 1: Reduce crime and the fear of crime**

### **Vision**

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

### **Accomplishments**

Since the completion of the 2000-02 Strategic Plan, the Police Bureau has concentrated its efforts on putting more officers on the streets and in contact with the community. In April 2001, the Senior Neighborhood Officer (SNO) pilot program started with one SNO in each precinct and now, as of January 2003, there are 23 SNOs serving 95 neighborhood associations. The SNOs are the Bureau's community outreach specialists, developing community-based efforts to improve safety and quality of life in the neighborhoods they serve. During this time period, Part I crimes have remained relatively steady. From 2000 to 2001, Part I crimes increased by five percent; however, when comparing 2001 figures to 2002, there was a one percent decrease. After a series of protest demonstrations on May 1, 2000, the Bureau issued a May Day report that looked at its response to demonstrations. The Bureau made improvements to crowd control management techniques, building partnerships with people who want to demonstrate to encourage them to comply with permit regulations, and improving crowd and officer communication with sound amplification equipment during the event.

### **Challenges**

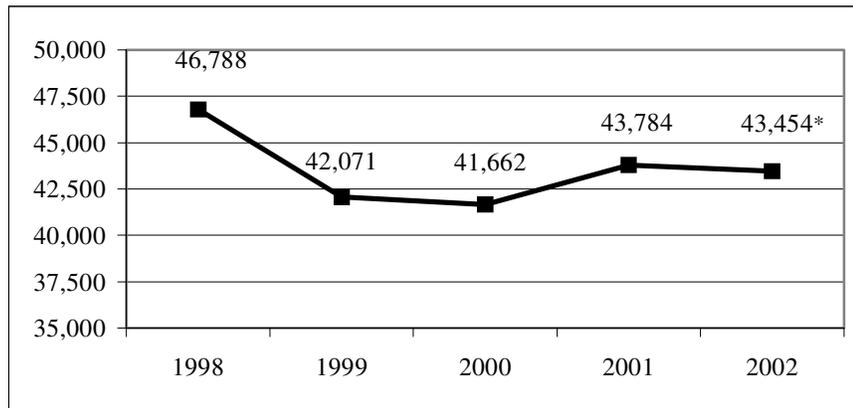
The Police Bureau continues to face staffing challenges, as vacancies still remain and numerous retirements are eminent. Not only do we need to examine our staff distribution at the precincts, we need to step up citizen involvement opportunities since fewer than 50 percent of Portlanders feel safe to walk in their neighborhoods at night. The Police Bureau continues to analyze crime data through the Crime Analysis and Mapping Information Network (CAMIN) and CrimeMapper Internet, but we must continue to incorporate it into many operational functions, and use it to its fullest extent. Additional data gathering systems must be instituted, such as collecting data on traffic collisions. In addition, we must continue to enhance communication tools not only to keep up with technology, but also to use it efficiently. Finally, while statistics on crime have remained steady with few increases, it is important to look at national, state and local trends to forecast how more efficiently we can use our existing resources.

## Goal 1: Reduce crime and the fear of crime

### Performance Measurements

Main sources of crime incident data are crimes reported to the police and calls received by the 9-1-1 dispatch center. Surveying citizens also provides valuable information on fear of crime and victimization. The performance measurements associated with this goal represent reported crimes to the police, calls that are received by the emergency dispatch center, and responses to citizen survey questions. Part I crimes include the eight crimes of murder, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, and arson.

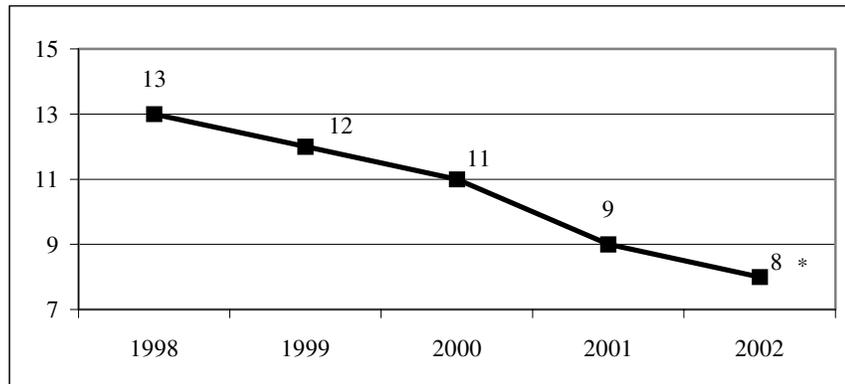
### Part I Crimes



Source: Oregon Law Enforcement Data System (LEDS)

\*Note: 2002 data are preliminary as of January 13, 2003

### Part I crimes against people (per 1,000 population)

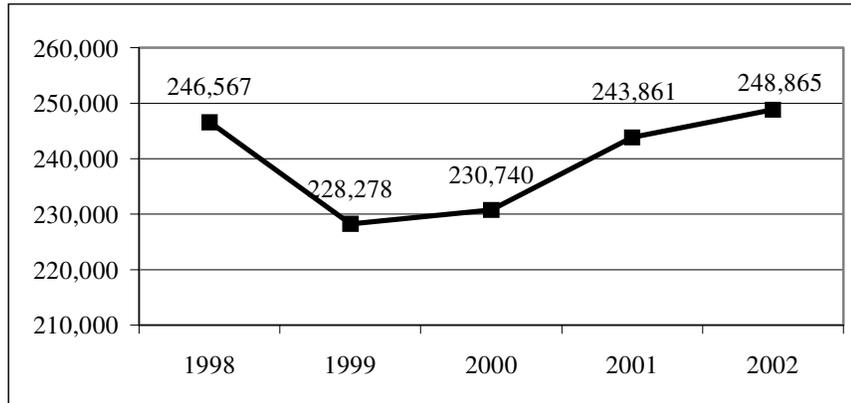


Source: Oregon Law Enforcement Data System (LEDS)

\*Note: 2002 data are preliminary as of January 13, 2003

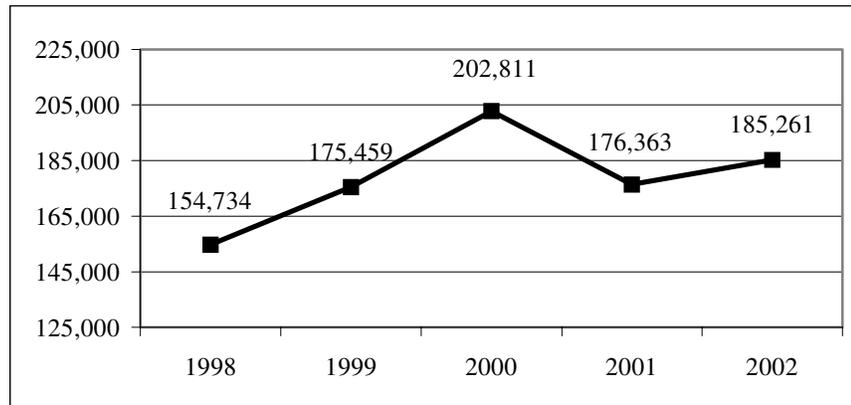
## Goal 1: Reduce crime and the fear of crime

### Calls for Service: Incidents Dispatched



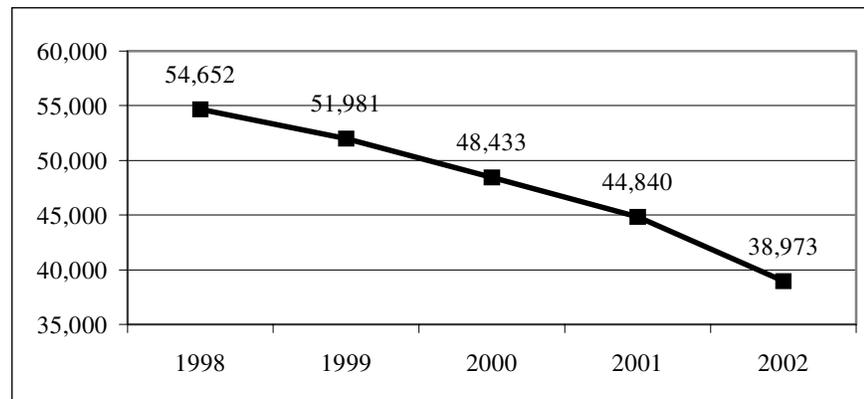
Source: Bureau of Emergency Communications (BOEC)  
Computer Aided Dispatch (CAD) Systems Incident Tapes

### Calls for Service: Self-Initiated Calls



Source: Bureau of Emergency Communications (BOEC)  
Computer Aided Dispatch (CAD) Systems Incident Tapes

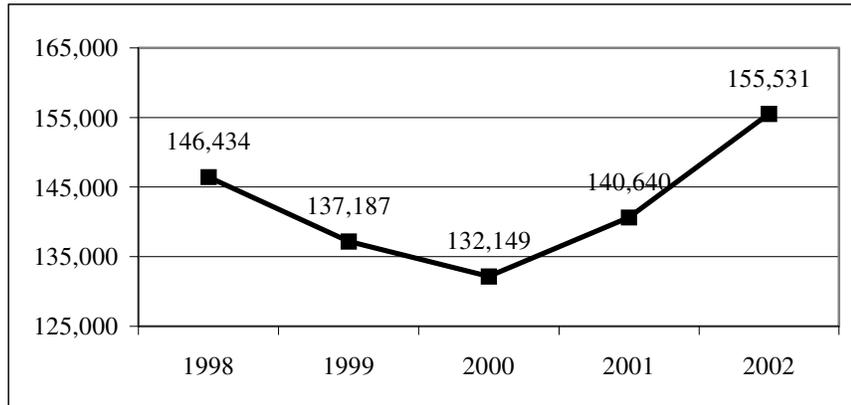
### Calls for Service: Telephone Report Unit



Source: Telephone Report Unit  
Note: During this time period, changes occurred in call response policies.

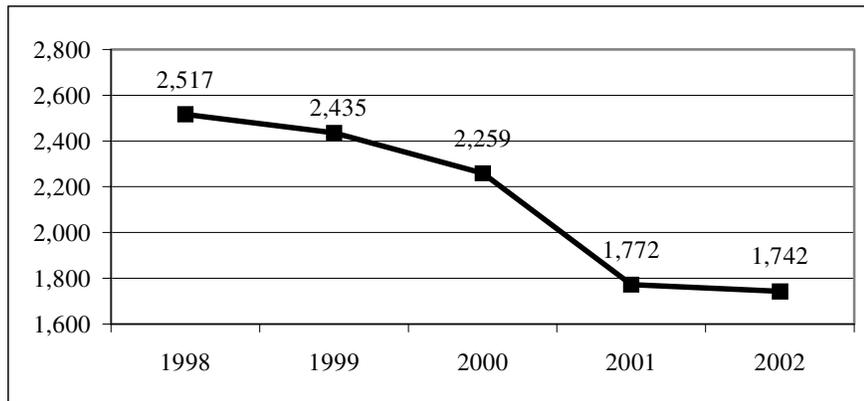
**Goal 1: Reduce crime and the fear of crime**

**Calls for Service: Information and Referral Calls**



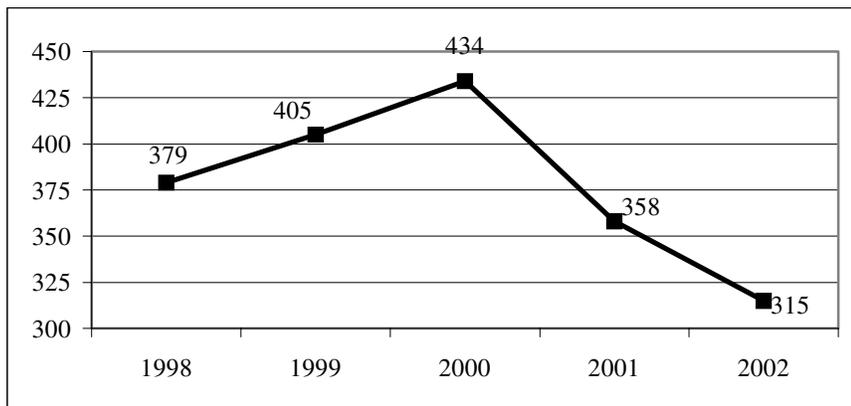
Source: Information and Referral Unit

**Child Abuse Cases**



Source: Portland Police Data System

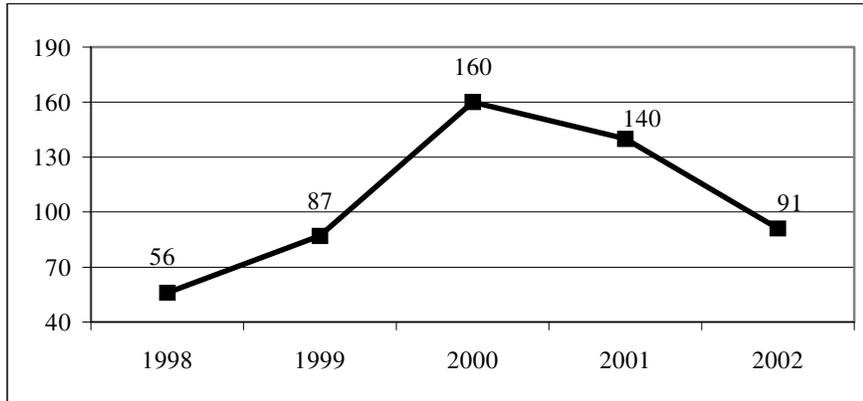
**Elder Abuse Cases**



Source: Portland Police Data System

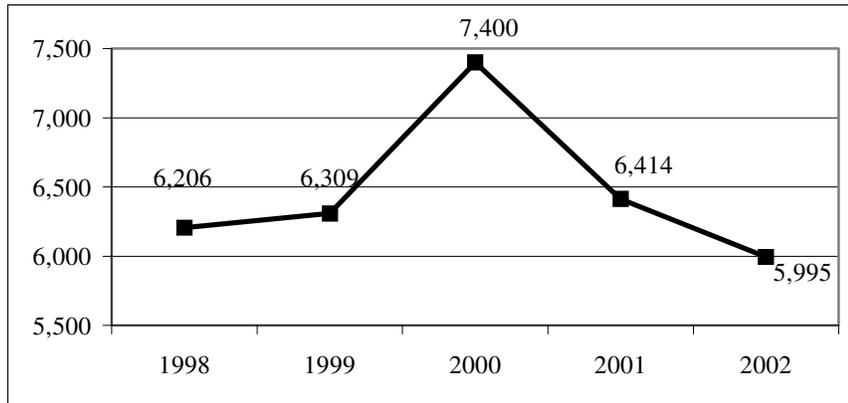
**Goal 1: Reduce crime and the fear of crime**

**Bias Crimes Cases**



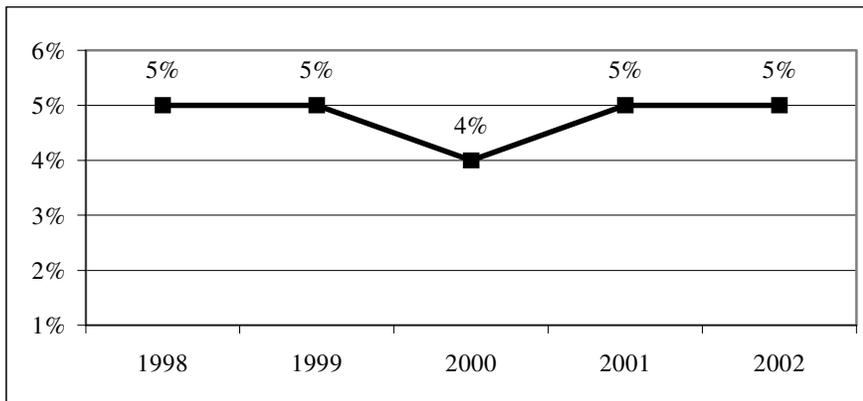
Source: Portland Police Data System

**Domestic Violence Cases**



Source: Portland Police Data System

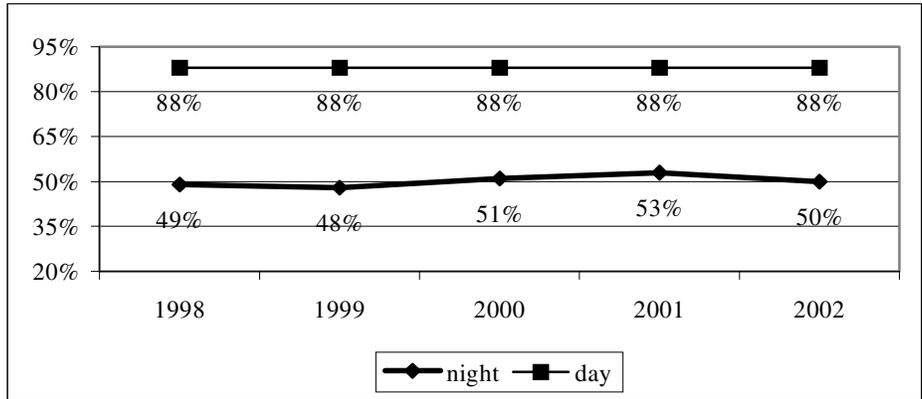
**Burglary Victimization Rate**



Source: Auditor's Service Efforts and Accomplishments (SEA) Report

**Goal 1: Reduce crime and the fear of crime**

**Citizens who feel safe walking alone during the day and at night**



Source: Auditor's Service Efforts and Accomplishments (SEA) Report

## **Goal 1: Reduce crime and the fear of crime**

### **Strategies**

Police Bureau divisions submitted strategies to reach the agency's stated goals. The specific division is listed under each strategy.

#### **Air support service**

Develop regional air support partnership agreement with other metro area police agencies for shared air support, personnel and training; identify funding source to provide air support, personnel and training to Bureau pilots for instrument and commercial license ratings and to Bureau tactical flight observers for certified aircrew course attendance.

Division: TOD.

Partners: Metro area police agencies.

#### **Car theft education**

Reduce number of cars stolen with keys inside through a targeted public information campaign; crime prevention posters will be distributed to businesses where these thefts most frequently occur.

Division: Detective.

Partners: State Farm Insurance, business associations.

#### **Central Precinct targeted missions**

Increase the number of missions targeting specific crime problems using existing resources, focus on crime analysis information and citizen complaints.

Division: Central Precinct.

Partners: ONI Crime Prevention, neighborhood associations, Multnomah County District Attorney, Multnomah County Sheriff's Office.

#### **Crash data collection and analysis**

Develop a comprehensive crash data collection and analysis program.

Division: Traffic.

#### **Crime analysis mapping**

Improve the information available through the Crime Analysis Mapping and Management Information Network (CAMIN); develop the capacity to make CAMIN available on every Bureau network personal computer. Work with Data Processing to develop partnerships with PPDS member agencies.

Division: Planning and Support, Data Processing.

Partners: Bureau of Information Technology, PPDS partners.

#### **Criminal Intelligence**

Process and disseminate strategic and tactical intelligence for event related criminal activities; participate in the Joint Terrorism Task Force.

Division: Criminal Intelligence.

Partners: FBI.

## **Goal 1: Reduce crime and the fear of crime**

### **Criminal investigations**

Conduct enhanced training in investigation and report writing; conduct a thorough preliminary investigation of all crimes and write complete reports; review reports and assign follow up as needed; share information on report writing within the precinct.

Division: North Precinct.

### **Crisis Intervention Team**

Improve the overall effectiveness of the Crisis Intervention Team officers who are trained to handle situations where persons who are mentally ill are in a crisis that warrants police response; increase the number of CIT trained officers; develop ongoing training opportunities for CIT officers; develop ways of recognizing CIT achievements; distribute a CIT newsletter.

Division: Family Services.

Partners: CIT Advisory Board.

### **Crowd control response**

Provide directed mounted unit patrols in hot spot areas that need a visible and distinct police presence.

Division: TOD/Mounted Patrol Unit.

### **Diversified patrol tactics**

Design strategic missions using a variety of patrol tactics and resources to reduce suppressible crimes and resolve neighborhood livability issues.

Division: North Precinct.

### **Domestic violence offender arrests**

For incidents where a suspect was not arrested, North Precinct officers will fax domestic violence reports to the Family Services Division before ending their shifts; domestic violence personnel will review and triage these cases; officers will attempt to locate and arrest the violator as soon after the incident as possible.

Division: Family Services.

Partners: Multnomah County District Attorney.

### **Drug and Vice information analysis**

Develop funding to continue personnel and enhance information analysis of investigative efforts of the Drugs and Vice Division.

Division: Drugs and Vice.

### **Drug house reporting**

Meet with representatives of neighborhood associations and other citizens to receive information about possible drug house locations; encourage more district officers (and SNO) to use this information to obtain community search warrants on these problem locations, closing more drug houses based on community/district officer/SNO information.

Division: East Precinct.

Partners: ONI Crime Prevention, Multnomah County District Attorney, City Attorney.

## **Goal 1: Reduce crime and the fear of crime**

### **Family violence case screening**

Improve case screening so information related to both disciplines is shared between supervisors of child abuse and domestic violence; investigators from each discipline may be partnered together when cases involve both domestic violence and child abuse.

Division: Family Services.

Partners: Multnomah County District Attorney.

### **Firearm tracing**

Assess effectiveness of the Bureau's firearms training procedures. Enhance software to speed data entry of trace requests and streamline tracing process, retrieve weapons and bullet casings from satellite property rooms and transport for analysis.

Division: TOD, Data Processing.

Partners: Bureau of Alcohol, Tobacco, and Firearms.

### **Fraud web page**

Develop a web page to provide citizens with information about fraud, current trends, and crime prevention information with links to credit reporting agencies, the FBI website for Internet fraud, and consumer groups.

Division: Detective, Planning and Support.

### **Identity theft investigative program**

Develop an investigative approach to enhance arrest and prosecution of identity theft subjects involved in methamphetamine and other controlled narcotics possession and distribution crimes.

Division: Drugs and Vice, Detective.

Partners: Multnomah County District Attorney.

### **Internet mapping**

Enhance interactive crime analysis mapping capabilities available over the Internet at the Bureau's homepage through CrimeMapper; create policies and tutorials; conduct presentations to crime prevention and community safety partners.

Division: Planning and Support.

Partners: City Corporate Geographic Information Systems.

### **Methamphetamine interdiction initiative**

Enhance/increase investigation and enforcement of methamphetamine producers, distributors and precursor chemical suppliers; develop internal training and public education plan.

Division: Drugs and Vice.

Partners: Department of Human Services (DHS), Multnomah County Juvenile Department, KOIN-TV.

### **Misdemeanor follow-up investigations**

Assign limited duty or other officers to the Special Crimes Team to increase the number of identity theft, fraud and forgery cases investigated and cleared.

Division: East Precinct.

Partner: Fire and Police Disability and Retirement.

## **Goal 1: Reduce crime and the fear of crime**

### **Neighborhood outreach**

Improve relationship with neighborhoods by identifying Neighborhood Liaison Officer and Neighborhood Response Team vacancies and filling the positions with officers desiring to increase knowledge of their district and community. Enhance contact offices by providing additional equipment and/or improving current equipment; increase community awareness through communication; provide crime prevention tips in the Community Newsletter; provide information on how to obtain the Speed Monitoring Awareness Radar Trailer (SMART) wagon in their neighborhood and uses of the mobile precinct.

Division: Operations.

Partners: ONI Crime Prevention, neighborhood associations.

### **Portland Emergency Notification System (PENS)**

Monitor the Portland Emergency Notification System, which is an emergency telephone notification system; communicate policies and procedures; recommend system improvements.

Division: Planning and Support, Detective Police Information Line.

Partners: BOEC, Fire Bureau.

### **Post-penitentiary home visit program**

Identify the worst offenders coming out of the state penitentiary system; develop plans to assist community corrections in reducing recidivism by instituting joint home visits conducted by parole officers and detectives.

Division: Detective.

Partners: Multnomah County Adult Community Justice, Oregon State Department of Corrections.

### **Precinct crime analysis**

Recruit, train and develop crime analysis officers to supplement existing crime analysis officer. Develop and improve the crime analysis function to disseminate information to precinct personnel; enhance data collection/reporting of Senior Neighborhood Officer/Neighborhood Response Team/Neighborhood Liaison Officer activities; evaluate, obtain and effectively use new technology; work more closely with neighborhood groups, district officers, and the Senior Neighborhood Officers.

Division: Precincts.

Partners: Multnomah County District Attorney, Bureau of Development Services, OLCC, ONI Crime Prevention.

### **Precinct investigative processes**

Improve relationship with patrol officers by having precinct detectives attend more roll calls and sharing investigative information; assist officers in improving their investigative techniques by mentoring officers and participate with problem solving meetings with SNOs and ONI. Work with area businesses to improve their complaint signing process; work with the crime analyst to develop patterns and trends in crime; use precinct detectives in proactive functions to investigate people vs. cases by targeting suspects and areas; propose reclassification of authorized officer positions to enhance detective staffing at the precinct level.

Division: Precincts.

Partners: Multnomah County District Attorney, area businesses.

## **Goal 1: Reduce crime and the fear of crime**

### **Project Re-entry**

Support Parole and Probation as they monitor and interview upcoming prison releasees who will be relocated into our community; visit and intervene before and after release from prison; enhance accountability of corrections clients on parole and assist them to quickly administer sanctions for those who do not follow release orders.

Division: TOD.

Partners: Juvenile and Adult Community Justice, Multnomah County Sheriff's Office, Multnomah County District Attorney, State of Oregon Department of Corrections, U.S. Attorney.

### **Public Information Office**

Provide information and education via the Internet regarding current news releases with hot links to crime scene interviews, press conferences, CrimeStoppers, and community newsletter.

Division: Public Information Office.

### **Rapid Response Team (RRT)**

Continue to develop training that enhances the capacity of RRT to respond to a variety of events or incidents throughout the city.

Division: TOD/Rapid Response Team.

Partners: Multnomah County District Attorney, City Attorney, area police agencies.

### **Response time to priority calls for service**

Adjust minimum staffing level and monitor officer deployment to reduce response time to Priority E, 1 and 2 calls for service.

Division: East Precinct.

Partner: Bureau of Emergency Communications.

### **Senior Neighborhood Officer**

Fully implement the Senior Neighborhood Officer program to develop community-based efforts to improve the safety and quality of life in the neighborhoods they serve.

Division: Operations.

Partners: Community members, ONI Crime Prevention.

### **Southeast Precinct targeted missions**

Increase and conduct missions targeting specified crime problems using existing resources and alternative deployment practices based on crime analysis and reporting information.

Division: Southeast Precinct.

Partners: ONI Crime Prevention, Multnomah County District Attorney, Multnomah County Sheriff's Office.

## **Goal 1: Reduce crime and the fear of crime**

### **Strategic mission enhancement**

Increase strategic mission productivity by coordinating with other Bureau units, parole and probation, ONI crime prevention, and neighborhood associations to determine problem areas. Improve neighborhood areas by unique patrol tactics involving Senior Neighborhood Officers. Increase missions targeted at repeat offenders and problem locations.

Division: Northeast Precinct.

Partners: Multnomah County District Attorney, Multnomah County Sheriff's Office, ONI Crime Prevention, neighborhood associations.

### **Youth Gun Anti-violence Task Force (YGAT)**

Enhance the ability to investigate crimes involving youth and guns by re-establishing outside agency commitments to supply personnel to be a part of this task force.

Division: TOD/YGAT.

Partners: Oregon State Police, Multnomah County Sheriff's Office, Bureau of Alcohol, Tobacco and Firearms, FBI, Multnomah County District Attorney, U.S. Attorney, State Department of Corrections, Juvenile and Adult Community Justice.

## **Goal 2: Improve the quality of life in neighborhoods**

### **Vision**

The vision for the next five years is to work together with community members to create and maintain safe, vibrant and crime resistant neighborhoods. Through partnerships with other agencies, emphasis will be placed on crime analysis and effective methods of problem solving. Senior Neighborhood Officers will target chronic nuisance properties and specific crime problems in their assigned districts. By working with neighbors, businesses and district officers, SNOs will be directly responsible for problem solving activities and serve as a liaison to precinct officers and their neighborhoods.

### **Accomplishments**

This goal continues to be a priority for the Police Bureau and is actively linked with the Bureau's number one goal of reducing crime and the fear of crime. Accomplishments for this goal include NeighborSafe 2000, a series of seven public safety workshops addressing community livability and safety problems, where the Bureau introduced a partnership with the Office of Neighborhood Involvement to recruit new Block Captains for the Neighborhood Watch program. The Bureau provided grant funds to increase the number of Block Captains, provide advanced training, and develop a database of active Neighborhood Watch groups. As demonstrated at NeighborSafe, traffic remains the number one public safety issue for neighborhoods. The Bureau implemented Project SAFE (Strategic and Focused Enforcement) in July 2000. Under this program, traffic officers and precinct officers provide focused enforcement at intersections where there are numerous collisions or traffic fatalities. On April 16, 2001 officers were asked to place enforcement emphasis on the ten Project SAFE zones for a five-day period. Calling it a SAFE-T-BLITZ, officers enforced traffic laws and educated drivers on the dangers of driving too fast, running red lights and other traffic violations.

### **Challenges**

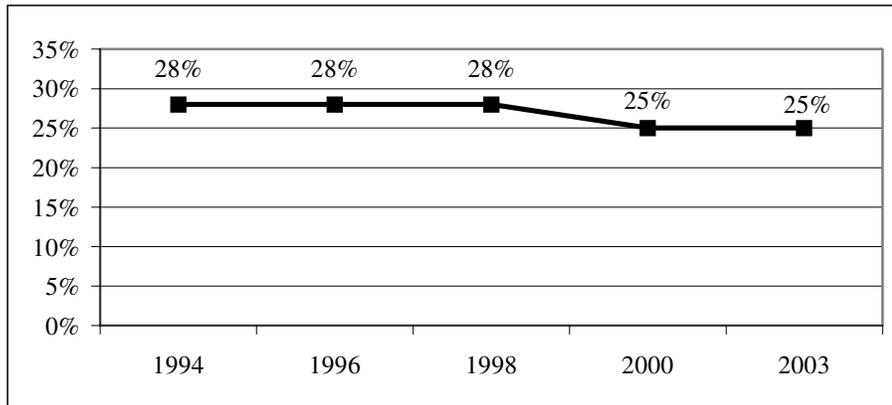
The challenge for this goal is to continue to define the problems affecting neighborhood livability. For some residents, graffiti may be their biggest concern, while other residents worry about speeding vehicles. Neighborhood meetings and forums such as NeighborSafe help the Police Bureau to hear firsthand what is a priority for Portland's residents. In addition, many crimes affecting neighborhoods require the intervention of the people living in the neighborhood. These residents must take time to report the crime and work with the Office of Neighborhood Involvement (ONI) to document nuisance and criminal activity system and provide police detailed information. Often, this is a time-consuming process that does not show immediate results. Cuts to funding and resources create additional challenges. The Bureau will rely even more on community and agency partnerships to provide services and maintain neighborhood quality of life. Finally, many crimes affecting neighborhood livability are misdemeanor crimes that do not carry big sentences, so the perpetrators continue to get arrested for the same crimes. The elimination of two of the three community courts and the closure of district court on Fridays will challenge law enforcement to design strategies that address these nuisance crimes.

## Goal 2: Improve the quality of life in neighborhoods

### Performance Measurements

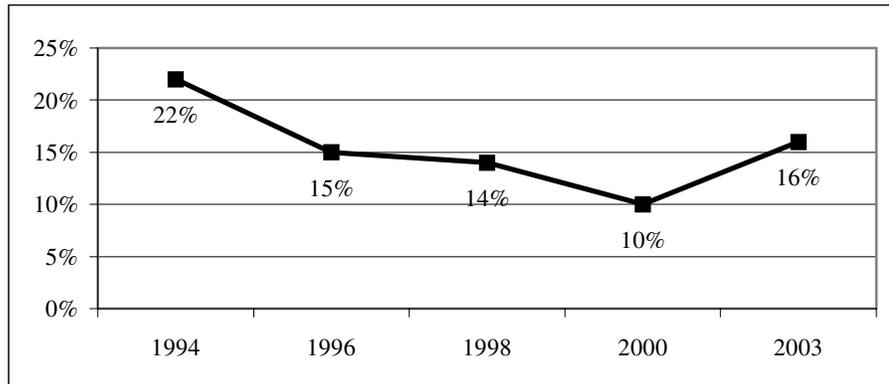
Approximately every two years, the Bureau conducts a survey of the community to measure citizen views on crime and the satisfaction with Police Bureau services. The Portland City Auditor surveys citizens annually on the quality of City services including police services. Results from these surveys on the topics of victimization, perceptions of safety, and knowledge of neighborhood police officers serve as performance measurements of the quality of life in neighborhoods.

#### Household Victimization Rate



Source: Community Assessment Survey

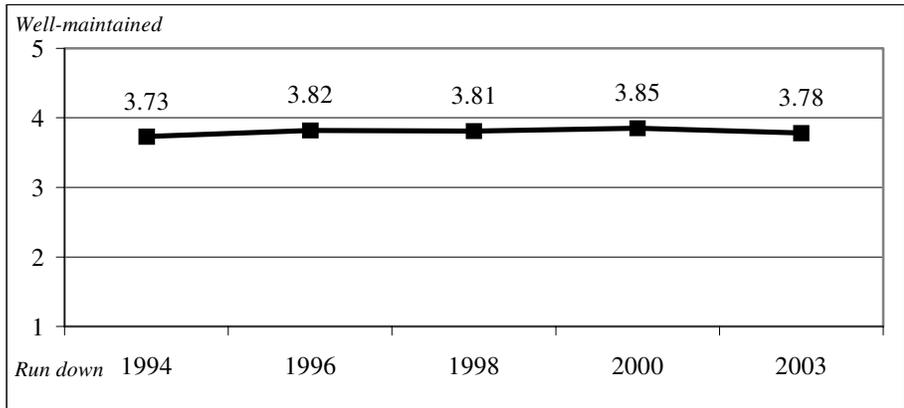
#### Percentage of citizens who say crime has increased in the last year



Source: Community Assessment Survey

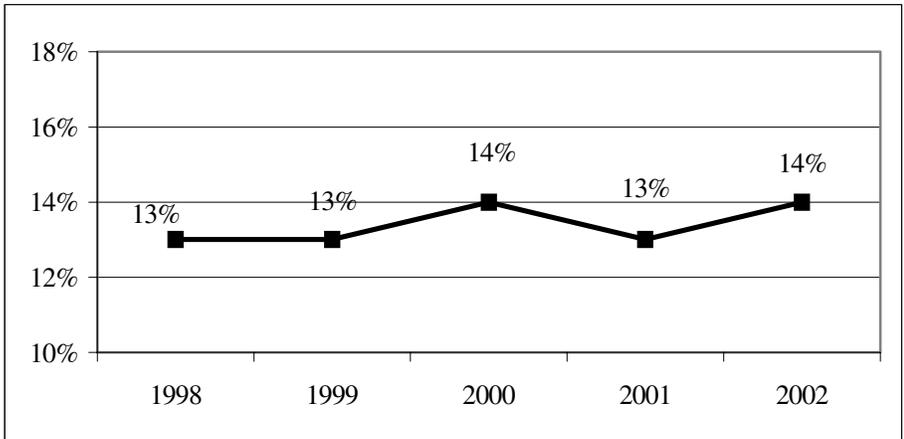
**Goal 2: Improve the quality of life in neighborhoods**

**Neighborhood physical condition as rated by citizens on a 5-point scale**



Source: Community Assessment Survey

**Citizens who know their neighborhood officer**



Source: Auditor's Service Efforts and Accomplishments (SEA) Report

## **Goal 2: Improve the quality of life in neighborhoods**

### **Strategies**

Police Bureau divisions submitted strategies to reach the agency's stated goals. The specific division is listed under each strategy.

#### **Bi-weekly bulletin**

Produce and distribute a bi-weekly information bulletin to the precincts and other divisions assisting in school safety. The bulletin will contain information about school events and criminal acts occurring on and around school grounds.

Division: School Police.

#### **Cadet Post**

Expand Northeast Precinct Cadet Post involvement by creating a program using Cadets for vacant house checks and checking on seniors.

Division: Northeast Precinct.

Partners: ONI Crime Prevention, community members.

#### **Citizen driven search warrants**

Train Senior Neighborhood Officers in Southwest and Northwest neighborhoods and interested community members in the use of the community based search warrants to combat drug houses.

Division: Central Precinct.

Partners: ONI Crime Prevention, Multnomah County District Attorney, drug house complainants.

#### **Citizen reports of drug dealing**

Train citizens how to recognize drug dealing; establish specific criteria regarding these observations; follow-up with various enforcement actions.

Division: Central Precinct.

Partners: Community members, Multnomah County District Attorney.

#### **Eastside development issues**

Address increasing demands for policing in developing areas caused by increased population density, traffic and social/economic issues; identify additional partners and resources to address these "growing pains" precinct-wide due to construction infilling and development.

Division: Southeast Precinct.

Partners: Southeast Precinct Citizens Advisory Council, ONI Crime Prevention, Central Eastside Industrial Council, neighborhood associations.

#### **Explorer Post**

Expand Northeast Precinct Explorer Post involvement by creating a program using Explorers for vacant house checks and checking on seniors.

Division: Northeast Precinct.

Partners: ONI Crime Prevention, community members.

## **Goal 2: Improve the quality of life in neighborhoods**

### **GREAT (Gang Resistance Education and Training) curriculum**

Coordinate school resource officers participation to instruct the GREAT (Gang Resistance Education and Training) curriculum.

Division: School Police, Youth Crime Prevention.

Partners: Portland Public Schools.

### **Mission specific activity**

Coordinate a response for current and ongoing complaints regarding the safety and security of the public transit system; assist officers in devising strategies for the problem to attain results; communicate with community partners in a timely manner.

Division: Transit Police.

Partners: System users and riders.

### **Neighborhood traffic complaint identification**

Improve computerized tracking of neighborhood traffic complaints.

Division: Traffic.

Partners: ONI Crime Prevention, Portland Office of Transportation.

### **Nuisance enforcement**

Work with the community to identify neighborhood livability problems within each patrol district; prioritize problems and develop a comprehensive strategy to address the top three nuisance conditions; assign a sergeant to follow through each plan of abatement.

Division: North Precinct.

Partners: ONI Crime Prevention, North Portland neighborhood associations.

### **Officer presence on TriMet system**

Increase the presence and visibility of police officers onboard trains and buses; emphasize a requirement for officers to involve themselves in routine contact with system users during each shift. Increase sworn personnel.

Division: Transit Police.

Partners: Area police agencies.

### **Parked vehicle safety report**

Conduct foot patrols at all park and rides; send letters and crime prevention flyers to registered vehicle owners.

Division: Transit Police.

Partners: TriMet, Wackenhut.

## **Goal 2: Improve the quality of life in neighborhoods**

### **Safety patrol training/traffic safety**

Continue to offer safety patrol training to elementary school crossing guards and provide traffic enforcement in school zones.

Division: School Police.

Partners: Portland Public Schools, Portland Department of Transportation.

### **Safety Zone**

Conduct the Safety Zone program, in which an officer and a nonsworn co-trainer teach crime prevention and personal safety strategies to adults with developmental disabilities, improve the marketing efforts of the program; conduct classes; measure results.

Division: Planning and Support.

Partners: Developmental disability service providers.

### **Strategic neighborhood livability missions**

Analyze crime problems and increase the number of strategic missions conducted to reduce prostitution; drug use, manufacturing and distribution; traffic accidents; drug houses; and neighborhood chronic nuisance locations.

Division: East Precinct.

Partners: Bureau of Emergency Communications, neighborhood associations.

### **Sunshine Division officer participation**

Increase the use of the services of the Sunshine Division including precinct food boxes, officer service card referrals, special officer requests and clothing purchase orders used.

Division: Sunshine.

### **Transit Crimes Response Team**

Address crimes and order maintenance issues needing specific, targeted attention; conduct follow-up investigations involving the transit system and both uniform and undercover missions.

Division: Transit Police.

### **Vice investigations**

Expand investigative scope of vice detail; seek additional resources to increase ability to investigate and impact all vice crimes: organized prostitution, street-level prostitution, and gambling and liquor compliance/offenses.

Division: Drugs and Vice.

## **Goal 3: Improve the community and police partnership**

### **Vision**

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

### **Accomplishments**

Since the 2000-02 Strategic Plan, the Police Bureau strives to be more accessible to the public. The Bureau continues to work with police advisory councils, including the Chief's Forum, precinct advisory groups and those for Hispanics, Asian, sexual minorities, youth, the mental health community, and people with developmental disabilities. A positive dialogue with the Arab and Muslim communities resulted in a new police advisory group, the Arab-Muslim Police Advisory committee, which formed in 2002. In the area of public education, the Bureau along with members of the Blue Ribbon Panel of Racial Profiling and the African-American Advisory Council created and distributed in 2001 a brochure titled Understanding Police Procedures. It covers situations where people are stopped while driving or are stopped while on the street and is available in both English and Spanish, and on the Bureau's website. Responding to interest in a similar brochure specifically for teens, in November 2002, the Bureau distributed a "Teens and Laws" card designed to educate teens on what they should know if they are stopped by police. Finally, the eVolvment pilot project launched in January 2003 in the Portsmouth neighborhood. The eVolvment project is designed to use web-based technologies to foster community policing through public involvement for the initial pilot. The website allows Portsmouth's community access to more timely information on public safety issues, and allows them to post questions and receive feedback from subject matter experts online.

### **Challenges**

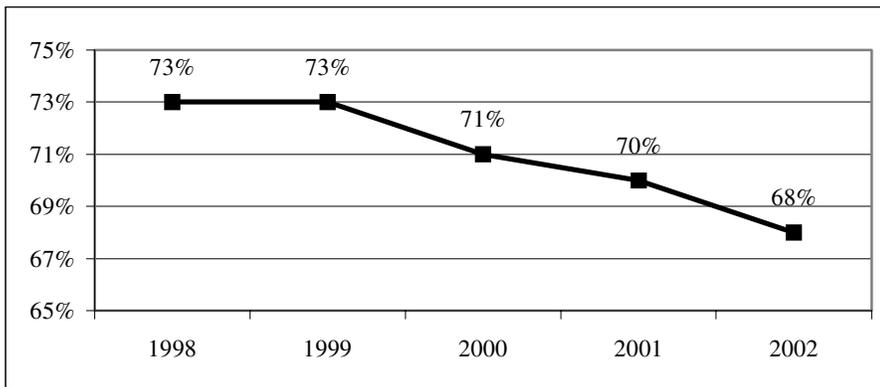
Key challenges in improving the community and police partnership continue to be how to create more programs to respond to community needs, while ensuring existing programs continue to meet desired goals. In addition, the Police Bureau needs to continue to explore new technology on how to increase opportunities to talk with the community and establish ways that give the community a chance to provide regular and timely feedback. The Police Bureau is seeking new ways to use its website, adding information and forms that can be posted to allow visitors to report online. We must continue to improve our services to people with mental illness and to people who may be vulnerable to abuse or victimization. Programs such as Safety Zone and the Crisis Intervention Team have proven successful in dealing with mental illness and developmental disabilities. The challenge for the Police Bureau is to enhance and promote its services to other vulnerable populations such as domestic violence victims or communities with specific language barriers. Finally, the community academy training has been eliminated due to reductions in staffing levels.

## Goal 3: Improve the community and police partnership

### Performance Measurements

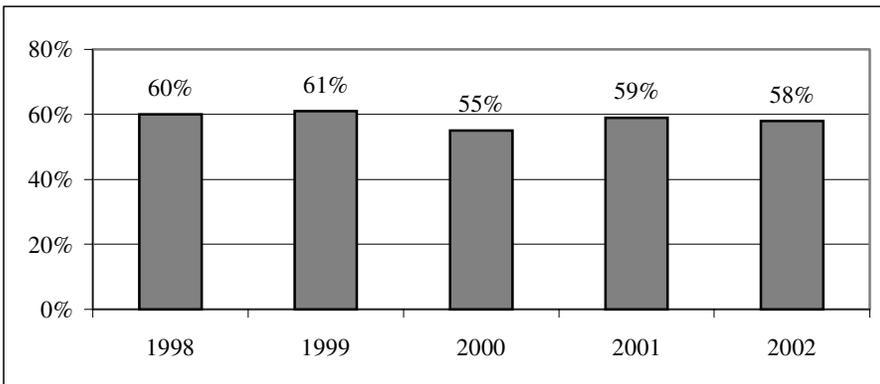
The Portland City auditor conducts a citizen survey each year to rate the quality of City services. This survey is intended to improve the public accountability of City government, assist in decision-making, and help improve the delivery of public services. The performance measurements associated with this goal are derived from this survey. They are the percentage of citizens rating police services good and citizen willingness to work with police to improve neighborhoods.

#### Citizens rating police service good or very good



Source: Auditor's Service Efforts and Accomplishments (SEA) Report

#### Citizen willingness to work with police to improve neighborhood, willing or very willing



Source: Auditor's Service Efforts and Accomplishments (SEA) Report

## **Goal 3: Improve the community and police partnership**

### **Strategies**

Police Bureau divisions submitted strategies to reach the agency's stated goals. The specific division is listed under each strategy.

#### **Benson High School - Public Safety Career Academy**

Develop curriculum, college credit options, and work experience certification processes for gateway entry into the public sector workforce for public safety/service. Provide certification of the offered curriculum based studies by the Board of Education; establish formal partnership agreements with Portland Public Schools and the Oregon Board of Education to provide sustained stability.

Division: Youth Crime Prevention.

Partners: Portland Public Schools, Portland Fire Bureau, Portland Community College.

#### **Bias crimes curriculum**

Develop a bias crime curriculum to include type of bias crimes, profiles of perpetrators, and inter-disciplinary strategies to combat bias crimes.

Division: Detective.

Partners: Coalition Against Hate Crimes, Inter-disciplinary Criminal Justice Hate Crimes Work Group.

#### **Boys and Girls Club partnership**

Develop and maintain a partnership with the Boys and Girls Club. On days when school is not in session, school resource officers (SRO) will spend time at the clubs interacting with youth and acting as a role model and mentor.

Divisions: School Police, Youth Crime Prevention.

Partners: Boys and Girls Clubs.

#### **Bureau Advisory Committee**

Enhance use of the citizen review committee on budget formation and special projects as assigned by Chief or Mayor.

Division: Fiscal Services.

Partners: Mayor's office, citizen advisory committee.

#### **Business partnerships**

Increase the number of partnership agreements with businesses to permit officers to intervene on private property.

Division: East Precinct.

Partners: ONI Crime Prevention, Multnomah County District Attorney.

#### **Central Precinct Advisory Council**

Increase citizen participation in the Precinct Advisory Council by regularly scheduling monthly meetings at community centers and advertising the meetings in community newspapers.

Division: Central Precinct.

Partners: Precinct Council members, local community newspapers.

## **Goal 3: Improve the community and police partnership**

### **Chief's Forum**

Improve the effectiveness of the Chief's Forum of neighborhood, community and Bureau leaders who provide policy input to the Chief of Police; increase opportunities to provide policy input; improve the participation in the annual Chief's Forum awards process.

Division: Planning and Support.

### **Community gang education**

Develop and present community-training sessions for various community groups and other local law enforcement agencies on gang violence and gun investigations.

Division: TOD.

Partners: Multnomah County District Attorney, Parole/Probation, NE Coalition, New Approaches to Community Outreach, Oregon Youth Authority, ONI Crime Prevention, OLCC, Department of Corrections, Bureau of Alcohol Tobacco and Firearms, FBI.

### **Community justice and community governance**

Develop training that supports an evolving community policing philosophy; emphasize a strong, coordinated response from police, other criminal justice providers and an engaged community.

Division: Training.

Partners: Western Community Policing Center, ONI Crime Prevention, community groups.

### **Community oriented training program**

Present a series of community seminars in police training, doctrines, and tactics to give the public a better understanding of why police respond certain ways to specific situations.

Division: Training.

Partners: Community groups.

### **Community partnerships training**

Train members in diverse classroom settings; explore joint roles and responsibilities in addressing public safety problems; participate in prevention initiatives to increase neighborhood livability.

Division: Training.

Partners: Western Community Policing Center, ONI Crime Prevention, Multnomah County District Attorney, Multnomah County Parole and Probation, community and business groups.

### **Crisis Response Team (CRT)**

Increase responsibilities of CRT on hostage negotiations and traumatic incidents by revising call-out criteria; improve working relationships with area hospitals during and following traumatic incidents through discussions and training; develop partnerships with other community members and agencies; improve working relationship with detectives.

Division: Northeast Precinct.

Partners: Community area hospitals.

### **Goal 3: Improve the community and police partnership**

#### **Curriculum based prevention programming**

Combine best practices within youth services.

Division: Youth Crime Prevention.

Partners: Asian Family Center, Rose City Village, Immigrant and Refugee Community Organization (IRCO), Portland Parks and Recreation, Boys and Girls Club, Salvation Army, Housing Authority of Portland, National Youth Sports Program, Police Activities League, National Guard, neighborhood associations, Weed and Seed Safe Havens.

#### **Drug commanders' summit**

Develop process to improve communication between investigative narcotic units and to impact area crime by joint cooperative actions.

Division: Drugs and Vice.

Partners: Drug Enforcement Administration, FBI, U.S. Postal Service, U.S. Marshal, U.S. Attorney, Multnomah County District Attorney, and area law enforcement agencies.

#### **East Precinct Advisory Council**

Increase the number of citizens attending the Precinct Advisory Council and use information obtained to address livability issues.

Division: East Precinct.

Partners: ONI Crime Prevention, Multnomah County District Attorney.

#### **Evolve ment**

Create and update web-based tools and information to enhance public involvement in public safety efforts; work with partners in the Evolve ment project to create and evaluate these tools.

Division: Planning and Support.

Partners: Innovation Partnership, AT&T Broadband, One Economy, Bureau of Information Technology, Office of Neighborhood Involvement.

#### **Family violence partnerships**

Increase and enhance partnerships to provide better advocacy to victims of domestic violence and child abuse; assist victims through education and counseling; monitor the history, location and activity of perpetrators and their victims.

Division: Family Services.

Partners: Multnomah County District Attorney, Multnomah County Parole and Probation, State of Oregon Department of Human Services, animal control, family shelters, Multnomah County Department of Community and Family Services.

#### **Goose Hollow car prow l reduction pilot project**

Fully implement and evaluate strategies to reduce the incidents of car prowls in the Goose Hollow neighborhood. These strategies include: public education, crime prevention promotions, transient campsite cleanup and mapping, creation of an electronic means of communicating with parole and probation.

Division: Central Precinct.

Partners: Neighborhood associations, local business owners, Adult Community Justice, Multnomah County Sheriff's Office, Multnomah County District Attorney, ONI Crime Prevention.

### **Goal 3: Improve the community and police partnership**

#### **GREAT partnerships**

Develop liaisons from each state in our region; maintain a roster of active instructors in western states to coordinate recruiting efforts to attend GREAT training in our region.

Division: Youth Crime Prevention.

Partners: Law enforcement agencies within the 10 states of GREAT Northwest Region, Bureau of Alcohol Tobacco and Firearms, Federal Law Enforcement Training Center.

#### **Juvenile issues**

Increase communication with juveniles by maintaining a forum involving youth, police, schools, parks and the community; expand Operation Refocus to include more agencies that deal with youth; improve statistical record keeping of the alcohol stings by creating a database for tracking missions.

Division: Northeast Precinct.

Partners: Portland area schools, Portland Parks and Recreation, ONI Crime Prevention, neighborhood associations, Multnomah County District Attorney.

#### **Law enforcement advisory committee**

Create and implement a law enforcement advisory committee comprised of Bureau officers and partner agencies to serve as a resource for officer recruitment, program ideas, and evaluation of existing programs.

Division: Youth Crime Prevention.

Partners: Law enforcement agencies, community groups, Portland Parks and Recreation, Housing Authority of Portland, neighborhood associations, school district representatives, Police Cadets, youth advisory councils.

#### **Neighborhood Liaison Officer (NLO)**

Enhance the NLO program by providing training to NLOs on crime mapping and statistics; assign NLOs to share neighborhood crime statistics at neighborhood meetings; coordinate responses to problem areas with SNOs, ONI, and other service providers.

Division: Precincts.

Partners: ONI Crime Prevention.

#### **Neighborhood Watch Block Captain program**

Promote a Block Captain program that will recruit, train, and monitor citizens who communicate with the Police Bureau and serve as community leaders in crime.

Division: Operations, Planning and Support.

Partners: ONI Crime Prevention, community members.

#### **On-line sex offender registration**

Develop and implement on-line registrations of sex offenders to reduce the time investigators spend registering sex offenders and speed the transmittal of the information to OSP.

Division: Detective.

Partners: Oregon State Police, Adult Community Justice.

## **Goal 3: Improve the community and police partnership**

### **Partnership agreement**

Work with the Portland Public Schools administration to develop a partnership agreement to identify specific responsibilities and commitments to the School Resource Officer program.

Division: School Police.

Partners: Portland Public Schools.

### **Partnerships with other agencies**

Identify and increase communication between North Precinct and service providers that do not attend monthly meetings; ask other agencies to provide training/information regarding how precinct personnel could access their agency's resources.

Division: North Precinct.

Partners: Bureau of Development Services, Portland Parks and Recreation, Portland Public Schools.

### **Police Cadets**

Establish a fair and consistent training model for Cadet Academy and Cadet Competition.

Division: Youth Crime Prevention.

### **Public safety event planning**

Lead planning efforts for components of city wide public safety events such as NeighborSafe, National Night Out, Neighborhood Watch recognition, public safety summit, etc.; conduct evaluations and prepare final reports.

Division: Planning and Support.

### **Southeast Precinct Senior Neighborhood Officers**

Staff five senior neighborhood officer positions to work directly with neighborhood and business associations to improve cooperative problem solving and address livability issues.

Division: Southeast Precinct.

### **Special event guidelines for command**

Develop written guidelines that give clear direction to command and supervisory personnel as it relates to laws and policies involving free speech rights and demonstrations.

Division: Central Precinct.

Partners: Multnomah County District Attorney, City Attorney, Mayor's Office.

### **Special needs populations**

Develop new marketing strategies for the voluntary Disability Accommodation Registry program; adopt goals for the Developmental Disability Advisory Committee to the Chief of Police; update Tips and Techniques with resource information for communicating with special needs populations.

Division: Planning and Support.

Partners: Developmental Disability Advisory Committee.

## **Goal 3: Improve the community and police partnership**

### **Stops data collection**

Create a data collection system to collect information on the race of individuals who are stopped by police; analyze the results; share the data with community groups, Bureau members, and the Blue Ribbon Panel on Racial Profiling.

Divisions: Chief's Office, Planning and Support, Data Processing.

Partners: Community groups, elected officials, Bureau of Emergency Communication.

### **Sunshine Division services**

Increase community awareness through public events, bulk mail, donor newsletters, and public service announcements.

Division: Sunshine.

Partners: Local media.

### **Sunshine Division Strategic Plan**

Develop a long-term strategic plan for the Sunshine Division, accompanied by a long-term financial plan, to ensure stability in providing services.

Division: Sunshine.

Partners: Sunshine board and volunteers.

### **Traffic Liaison Officer program**

Revise and implement Traffic Liaison Officer program.

Division: Traffic.

Partners: ONI Crime Prevention, Portland Office of Transportation.

### **Traffic safety and education programs**

Increase participation in traffic safety and education programs (seat belt education, bicycle rodeo, school programs, school bus violation program).

Division: Traffic.

Partners: ONI Crime Prevention, Portland Office of Transportation.

## **Goal 4: Develop and encourage personnel**

### **Vision**

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

### **Accomplishments**

Since the 2000-2002 Strategic Plan, the Bureau has conducted two surveys of employees. The 2001 survey asked only one question: "What one thing can top management do to help you do your job better?" The response rate was 28 percent and employees had an opportunity to offer suggestions and express concerns. The comments ranged from equipment needs to communication and operational concerns and suggestions. The survey in March 2002 had a 43 percent response rate; the statements "I have a good working relationships with my co-workers" and "I feel good about the work I do" received the highest average rating on agreement by employees. The Bureau has also recognized service by Bureau members and the community in the form of award ceremonies such as General Awards and Chief's Forum. On March 6, 2001, the Bureau held its first Medal of Valor dinner honoring eight officers. The Medal of Valor is given to Bureau members for an act of outstanding valor that demonstrates the characteristics of selflessness, personal courage and devotion to duty. In the area of internal communication, the Chief films and distributes videos to all precincts/divisions on a regular basis. These videos inform Bureau members of current events, help stem rumors, and commend Bureau members.

### **Challenges**

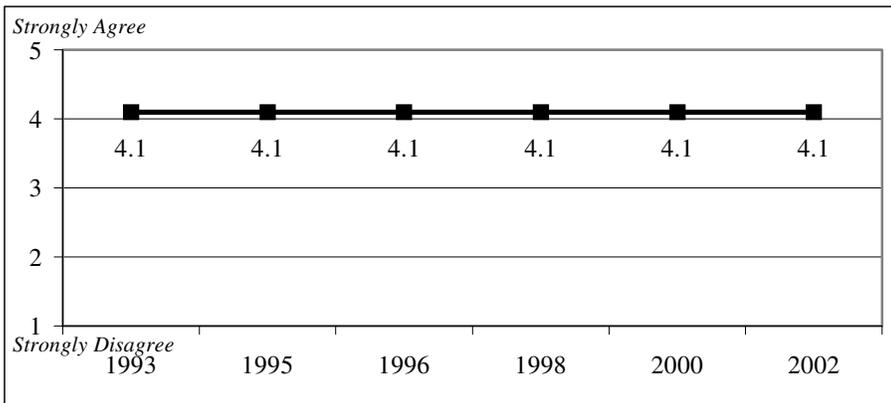
The Bureau curtailed some external training for Bureau members due to funding issues. Those needs are looked at on a case-by-case basis, but should not be overlooked. Mandatory training topics previously conducted every year are now being offered every 18 to 24 months due to limited resources. The Bureau employee surveys show that communication and recognition are two areas that continue to need improvement. The challenge is to address the differences in internal work environments. Recruiting and hiring to authorized strength remains a challenge because of the staff reductions taken during past budget years.

## Goal 4: Develop and encourage personnel

### Performance Measurements

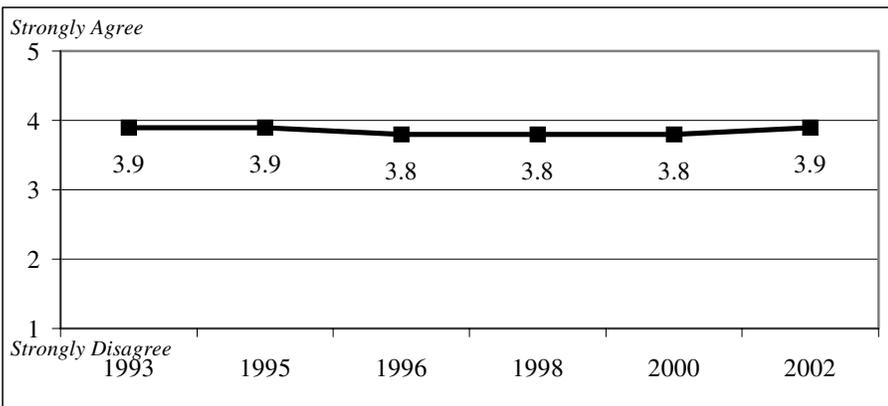
Performance measurements represent results from the Bureau employee survey and Bureau employee demographic statistics. Every two years (formerly every 18 months), the Bureau conducts a survey of employee job satisfaction. Employees rate work environment statements on a scale of 1 (strongly disagree) to 5 (strongly agree) and these questions are grouped into 7 domains. These domain ratings serve as performance measurements. The Personnel Division provides data on percentage minority employed and women employed.

### Job Satisfaction



Source: Employee Survey

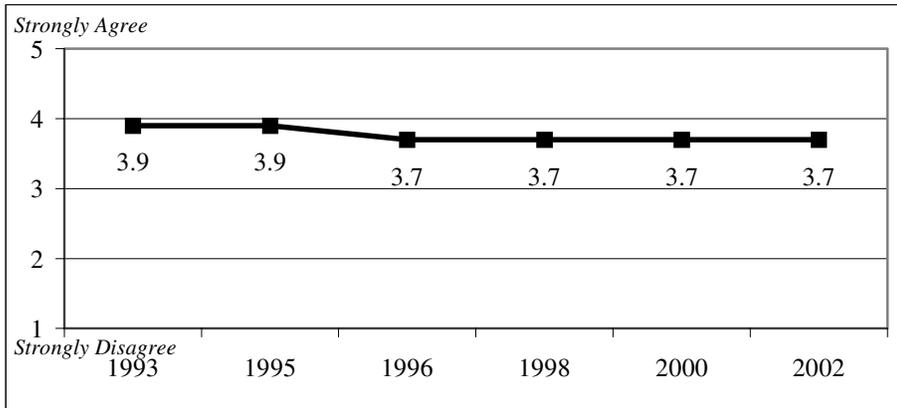
### Supervisory Support



Source: Employee Survey

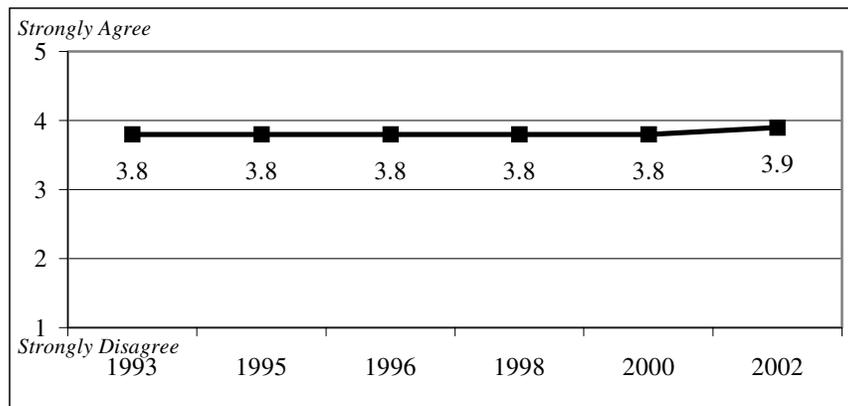
## Goal 4: Develop and encourage personnel

### Autonomy



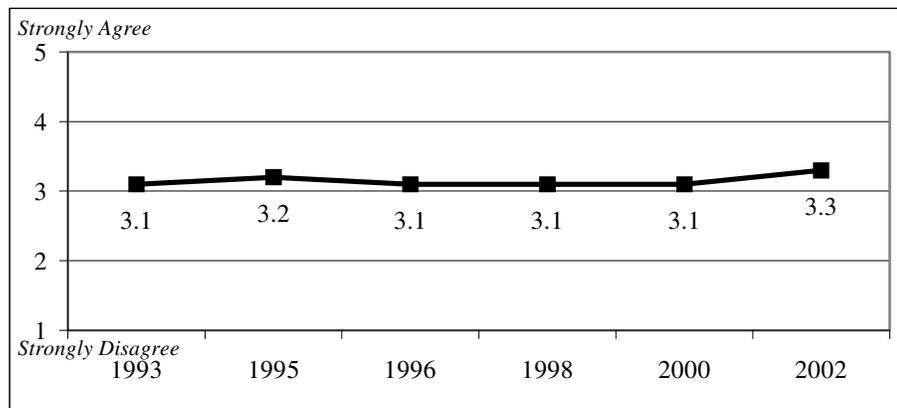
Source: Employee Survey

### Teamwork



Source: Employee Survey

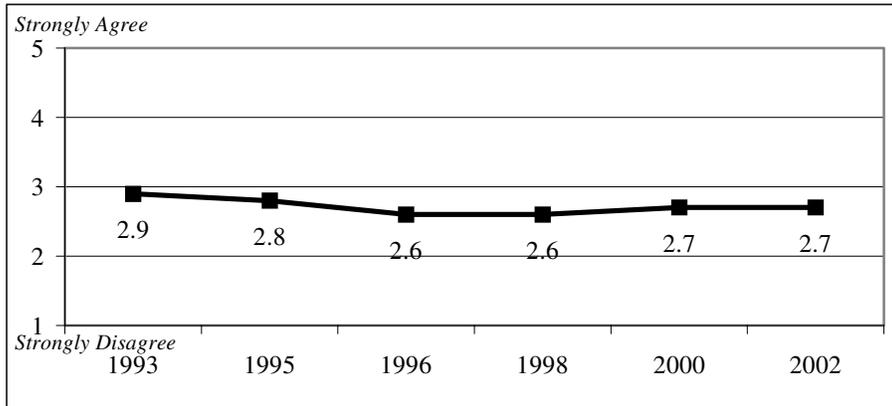
### Recognition



Source: Employee Survey

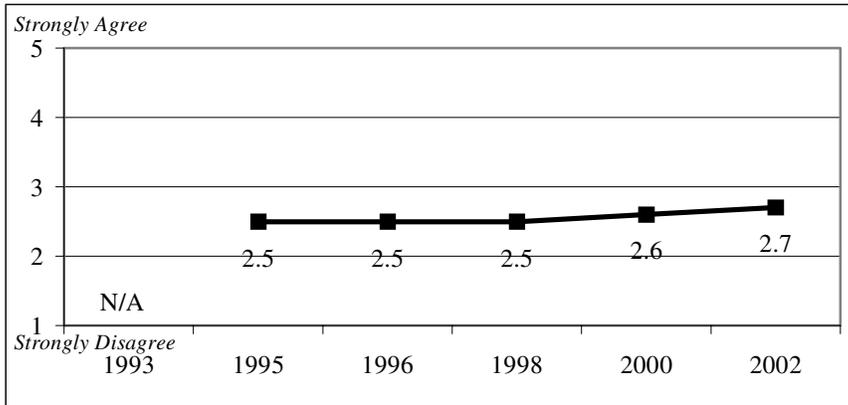
## Goal 4: Develop and encourage personnel

### Fairness



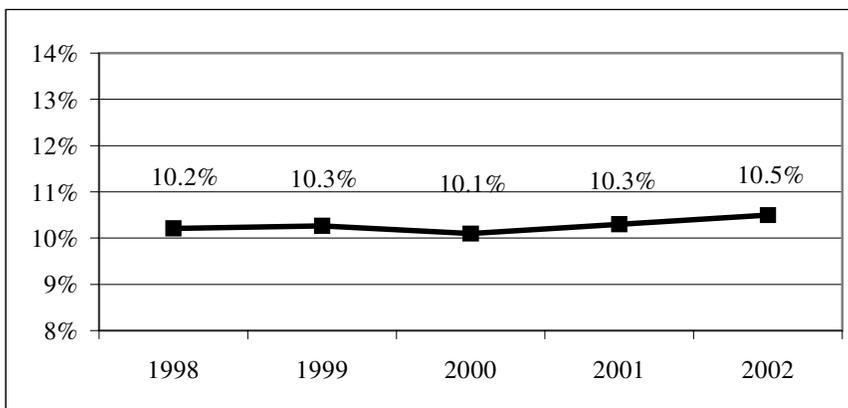
Source: Employee Survey

### Organizational Culture



Source: Employee Survey

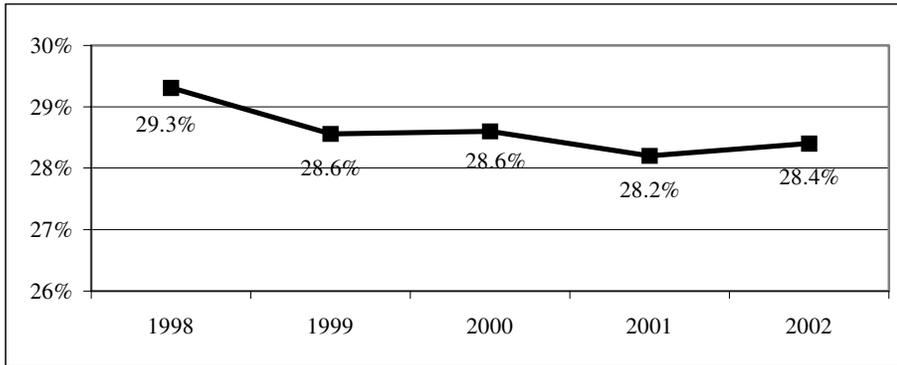
### Bureau percentage minority employed



Source: Personnel Division

**Goal 4: Develop and encourage personnel**

**Bureau percentage women employed**



Source: Personnel Division

## **Goal 4: Develop and encourage personnel**

### **Strategies**

Police Bureau divisions submitted strategies to reach the agency's stated goals. The specific division is listed under each strategy.

#### **Central Precinct work performance feedback**

Make PPDS and CAD information available to supervisors and employees regarding the quantity of work employees are doing for overall work performance feedback.

Division: Central Precinct.

Partner: Portland Police Association.

#### **Crash investigation training**

Improve professional expertise of Traffic Division officers through specialized training.

Division: Traffic.

Partners: Portland Community College, local law enforcement agencies.

#### **Crime analysis certification**

Develop and conduct a training program to certify Bureau personnel in crime analysis and advanced crime analysis; conduct regular training sessions for precinct crime analysis; develop and implement plans to enhance crime analysis capabilities.

Division: Planning and Support, Operations.

#### **Critical special needs skills training**

Develop and implement special, one-time programs covering significant topics. Such programs can be developed for a specific group of personnel, such as plainclothes survival training for plainclothes and off-duty officers, labor contract administration of supervisors, and updating of computer skills for Records Division personnel.

Division: Training.

Partners: Bureau of Human Resources.

#### **Fiscal civilianization**

Examine feasibility to reclass lieutenant position to a nonsworn administrative/supervisor position to improve continuity in payroll and accounts payable units.

Division: Fiscal Services.

#### **GREAT (Gang Resistance Education and Training) certification**

All school resource officers will attend GREAT (Gang Resistance Education and Training) training and become certified instructors.

Divisions: School Police, Youth Crime Prevention.

Partner: Federal GREAT program.

#### **Hiring of police officers**

Hire sufficient number of new recruit or lateral officers to maintain budgeted positions.

Division: Personnel.

## **Goal 4: Develop and encourage personnel**

### **IAD internal communication**

Present at precinct/division roll calls IAD training on the complaint process, Independent Police Review Committee, and common complaints investigated by IAD. Identify and clarify bureau-wide procedure and policy concerns; identify bureau-wide concerns for RU managers and the Training Division; pursue federal or state grants to enhance training opportunities.

Division: Internal Affairs, Training.

Partners: Independent Police Review, City Auditor's Office.

### **Identity theft certification**

Enroll detectives in identity theft certification classes in order that they may effectively testify in federal court cases.

Divisions: Northeast Precinct, East Precinct.

Partner: Federal Court.

### **Liability awareness and reduction**

Develop and implement a group of professional and technical personnel to analyze casual factors contributing to police liability exposures; make effective recommendations to eliminate and/or reduce identified exposures; evaluate new techniques and technology; increase liability training opportunities; decrease timeline for claim processing; develop City-wide claim information access.

Division: Management Services.

Partners: Risk Management, City Attorney.

### **Liability Response Team**

Create and implement a program which provides immediate response to situations of clear liability; provide command staff a resource to mitigate exposure to financial loss; provide training to team members for case resolution and risk management philosophy.

Division: Management Services.

Partners: Risk Management, City Attorney.

### **Manual of Policy and Procedure**

Create an annual review process for all 185+ directives; create and distribute new and revised directives as needed; work with divisions to provide forms and explanatory materials on the Intranet; publish directives in paper, Internet and Intranet formats.

Division: Planning and Support.

### **Metropolitan Regional Training Authority**

Develop and implement a Metropolitan Regional Training Authority (MRTA) among regional law enforcement agencies whose purpose is to standardize training, provide continuous state certified academies and in-service training, and to provide senior level leadership and management training.

Division: Training.

Partners: Regional public safety agencies, Department of Public Safety Standards and Training.

## **Goal 4: Develop and encourage personnel**

### **North Precinct work performance feedback**

Assign supervisors to meet with all personnel twice yearly to provide performance feedback and seek input to improve delivery; post awards and commendations.

Division: North Precinct.

Partner: Portland Police Association.

### **Northeast Precinct personnel training**

Use internal subject matter experts to provide cost-effective, current, and pertinent training to Northeast Precinct personnel.

Divisions: Northeast Precinct, Training Division.

### **Police Academy**

Conduct two 14-week advanced course to provide basic trainees with advanced training in crowd management techniques, pursuit intervention techniques, inter-personnel communications, active shooter response techniques, Spanish language for law enforcement officers, and other subjects unique to urban policing in the Portland metropolitan area.

Division: Training.

Partners: Department of Public Safety Standards and Training, Portland Community College.

### **Police Corps FTO training**

Develop and implement a field training officer training and education program that would be offered to all Oregon Police Corps agencies.

Division: Police Corps.

Partners: Office of the Police Corps, 19 participating Oregon law enforcement agencies, higher education.

### **Post traumatic stress disorder (PTSD) recovery system**

Create and implement a procedure to monitor and track the welfare of officers involved in traumatic incidents; work with supervisors to identify and counsel officers, referring them to EAP if appropriate; train supervisors and managers.

Division: Personnel.

### **Preliminary investigations training**

Enhance and improve preliminary investigations and reports; implement on the job training for officers in report preparation, crime scene investigation, interviewing techniques, and case preparation; implement on the job training for supervisors in report preparation criteria.

Division: East Precinct.

Partners: Multnomah County District Attorney.

### **Recognition**

Continuously recognize exemplary and outstanding personnel performance through written commendation, performance recognition plaques, and roll call discussions.

Divisions: Southeast Precinct, Training.

Partner: Department of Public Safety Standards and Training.

## **Goal 4: Develop and encourage personnel**

### **Recruitment of police officers**

Continue to recruit female and minority applicants into the hiring process.

Division: Personnel.

Partners: Bureau advisory groups, business community.

### **Risk management trends**

Develop and provide quarterly reports to RU Managers analyzing general liability and fleet liability claims, claim resolution, and recent court decisions; discuss trends and impacts of claims on Bureau's budget; identify strategies to impact financial loss exposure; develop data base software to track trends.

Division: Management Services.

Partners: Risk Management, City Attorney, Safety Net.

### **Roll call training**

Use roll call training program to keep all personnel informed and proficient with current tactics, policies and procedures, legal updates and resource partners; conduct on-going training on Mobile Field Force tactics and doctrine; encourage and support all personnel to seek out and attend available training courses allowed by current funding and staffing levels.

Divisions: Southeast Precinct, Training

Partner: Department of Public Safety Standards and Training.

### **Satellite instructors**

Support Bureau-wide training by providing satellite instructors for all programs.

Divisions: Southeast Precinct, Training

Partner: Department of Public Safety Standards and Training.

### **Specialized training sessions for Records**

Develop mini training programs and use internal and external trainers with specialized knowledge to meet with various small groups of Records employees; conduct training for advanced aspects of computer systems and other job functions as well as refresher training to increase knowledge and improve consistency of performance across various shifts.

Division: Records.

Partners: Multnomah County.

### **Supervisory leadership academy**

Conduct a supervisory academy once each fiscal year to concentrate on applied leadership skills, particularly in the areas of personnel development, crowd management, unusual occurrence and active shooter intervention and interpersonal communications.

Division: Training.

Partners: Department of Public Safety Standards and Training, Portland Community College.



## **Goal 5: Obtain and make effective use of technology and equipment**

### **Vision**

The vision for the next five years is to ensure that Bureau members are equipped with the most efficient and effective tools for the job. Through careful budgeting and research, technology needs to be a priority for the Police Bureau. Technology is a direct link to officer safety and can reduce the chance of an officer being injured or killed in the line of duty. We must also look at improving management information systems and strive for the latest technology to ensure that research and data analysis are readily available to management and are an integral part of decision-making. We must continue to look for technology that can enhance employee effectiveness and ensure that the technology is compatible to the functions of the Bureau.

### **Accomplishments**

Since the 2000-02 Strategic Plan, the Bureau continues to emphasize technology as a priority. The Portland Emergency Notification System (PENS), operational in August 2000, allows emergency personnel the ability to contact residents in a given area, by telephone, and inform them of an impending emergency, complete with instructions of what to do. In an effort to reduce the number of collisions, associated injuries and deaths due to red light violations, the Bureau implemented a Red Light Traffic Enforcement Program in 2001. The program targets specific problem intersections around the Portland area. In 2002, the Bureau launched two new websites: a Public Information Office (PIO) website and an Intranet website. The PIO website provides visitors with easy access to Bureau news releases, CrimeStopper alerts, photographs, and other news related information. The Intranet website is an internal website that provides timely information to all Bureau personnel. Also, the Portland Police Data System (PPDS) was enhanced, taking advantage of improved technology and beginning the process of adding new capabilities.

### **Challenges**

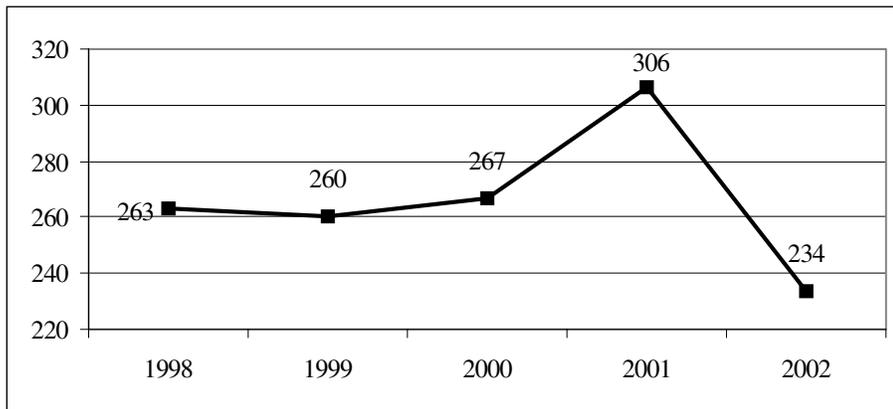
Technology is ever changing. The Bureau is working to create technological solutions so data can be entered from police reports to close the large backlog. This is essential for crime analysis software tools to be useful. Analyzing the system in which the new technology will be used, and ensuring that proper training and work efficiencies are in place before the technology is installed is key. Often, this is time-consuming, expensive and not feasible. Ongoing maintenance and updates to the systems requires staffing and is often time consuming. Finally, there may be unforeseen adverse effects of technology, such as a reduction in person-to-person contact. These effects must also be analyzed before new technology is implemented to ensure that more problems are not being created rather than solved.

## Goal 5: Obtain and make effective use of technology and equipment

### Performance Measurements

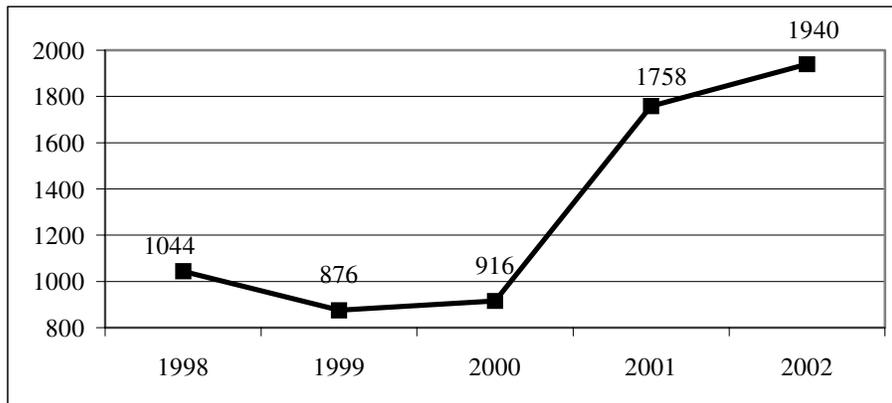
The Bureau's Management Services Division tracks liability claims and work-related injuries. The performance measurement of the goal to obtain and make effective use of the technology and equipment is the number of claims of general liability workers' compensation and fleet liability losses (by fiscal year) and the number of days absent from work on work-related injuries (by calendar year).

#### Number of claims of general liability, worker's comp and fleet liability losses



Source: Management Services Division

#### Number of days absent from work on work-related injuries



Source: Management Services Division

## **Goal 5: Obtain and make effective use of technology and equipment**

### **Strategies**

Police Bureau divisions submitted strategies to reach the agency's stated goals. The specific division is listed under each strategy.

### **Air support**

Regularly use the Air Support Unit for larger scale protests and demonstrations in order to gauge impact on traffic and community.

Divisions: Central Precinct, TOD/Air Support Unit.

### **Air support assistance**

Use air support to assist in missions, pursuits and routine patrol calls. Obtain aerial photographs of problem locations to better plan future deployment.

Division: East Precinct.

### **Automate towed vehicle report writing process**

Convert from a handwritten process of taking tow information over the phone to an automated process which produces a database of towed vehicle information and prints out the towed vehicle report information from a laser printer.

Division: Records.

### **Bait car deployment**

Acquire the equipment to make effective use of a bait car to reduce the surveillance personnel necessary to combat stolen cars parted out in chop shops.

Division: Detective.

### **Call load analysis**

Revamp the Managing Patrol Performance (MPP) software to measure the time spent on calls for service, time spent on administrative work and the time available for problem solving and self-initiated activity; analyze data and prepare management reports.

Division: Planning and Support, Data Processing.

### **Computer network upgrades**

Link the Portland Police Bureau computer network with the School Police Division office and each individual school resource officer's high school office so officers have immediate access to the databases and information.

Divisions: School Police, Data Processing.

Partners: Portland Public Schools.

### **Crime analysis database**

Research, develop, and implement crime analysis database to ensure accurate and real-time information distribution to uniform and detective personnel on a continuous basis.

Divisions: Southeast Precinct, Planning and Support, Data Processing, Training.

## **Goal 5: Obtain and make effective use of technology and equipment**

### **Drugs and Vice enhanced technology program**

Develop plan to enhance and update investigative and surveillance equipment of the Drugs and Vice Division.

Division: Drugs and Vice.

### **Efficiency through technology**

Promote the use of technology to achieve efficiencies for all financial functions including but not limited to budgeting, timekeeping, accounts payable and accounts receivable.

Division: Fiscal Services.

### **Emergency Management Communications Plan**

Develop an Emergency Management Communications Plan using upgraded technology.

Divisions: Northeast Precinct, Data Processing, Management Services.

### **Equipment upgrade**

Upgrade tactical and communications equipment within the precinct, i.e. All Terrain Vehicles (ATVs), bicycles, Nextel telephones, and personal digital assistants (PDAs) to increase effective response to emergency incidents.

Divisions: Northeast Precinct, Training, Data Processing, Management Services.

### **IAD Case Management System**

Design and customize an internal case management system for bureau use, access and application of IAD complaints for better employee evaluation by command personnel.

Division: Internal Affairs.

Partners: Independent Police Review, Mayor's office.

### **Information system**

Create and maintain an information system that allows access to current, accurate data; direct efforts to reduce incidents of child abuse and domestic violence with current, in-house, case-specific histories. Develop method to direct input child abuse reports from Department of Human Services to PPDS.

Division: Family Services.

Partners: Oregon State Police Sex Offenders Unit, Multnomah County Parole and Probation.

### **Intelligence information and resources**

Use resources and intelligence information available on the Internet to assist in forecasting and planning the use of Northeast Precinct resources, i.e. search warrants, protests, etc.

Divisions: Northeast Precinct, Data Processing.

### **Intranet**

Enhance the Bureau intranet to provide PC-accessible videos and training; work with all divisions to make documents and information readily available; conduct training to content managers.

Division: Planning and Support.

## **Goal 5: Obtain and make effective use of technology and equipment**

### **Mobile information capability**

Complete the update of mobile computers in patrol vehicles; deliver enhanced PPDS information to the cars; incorporate mug shots into mobile PPDS; deliver other appropriate criminal justice information to the cars; implement mobile field reporting to help improve information quality and timeliness of information; evaluate other mobile technology such as electronic traffic citations, field fingerprint identification, personal communication devices, etc.

Division: Data Processing.

Partners: Bureau of Emergency Communication, ComNet, Bureau of Information Technology.

### **North Precinct facility remodel**

Continue to update facility plans to improve a work environment that will accommodate a variety of uses including personnel and community space.

Division: North Precinct.

### **North Precinct communication technology improvements**

Acquire the equipment to improve the ability of the SNO and precinct crime analyst to conduct research and share current crime trends and activity with neighborhood associations. Acquire equipment to facilitate communication during normal working conditions and for emergency events.

Division: North Precinct.

### **Personnel roster**

Computerize the Bureau's personnel roster; develop a distribution system.

Division: Personnel.

### **Photographs and fingerprint files**

Develop one-stop checking for photos and fingerprints of subject being investigated or identified.

Division: Identification.

Partners: Multnomah County Sheriff's Office.

### **Police Corps facilities**

Improve the facilities available to deliver training and education to Police Corps cadets.

Division: Police Corps.

Partners: Salvation Army Camp Reuben H. Kuratli.

### **PPDS users group**

Develop a users group of PPDS partner agencies to share information, review enhancements to the system and make recommendations.

Division: Data Processing.

### **Red light camera program**

Develop and implement red light camera program.

Division: Traffic.

Partner agencies: Portland Office of Transportation.

## **Goal 5: Obtain and make effective use of technology and equipment**

### **Tactical preparedness**

Develop information that would be needed and used for tactical situation especially during SERT/HNT deployments at large apartment and business complexes, such as diagrams of the complex, on and off site contact persons, aerial photographs and other information to assist in the response. This information could be stored on CDs and kept in the East Precinct Mobile Command van.

Division: East Precinct.

### **Technical training and enhancement**

Conduct on-going training with all personnel to ensure proficiency with all technological equipment changes and improvements, train supervisory and SNO personnel on the use of projector for internal and community presentations.

Divisions: Southeast Precinct, Planning and Support, Data Processing, Training.

### **User based security**

Convert PPB networks, PPDS, and Internet security to be user based to allow increased security of user passwords, and better accountability of system use.

Division: Data Processing.

Partners: Bureau of Information Technology.

### **Website**

Enhance Bureau service delivery through the use of web-based tools; develop and implement tools for recruitment, public information, crime reporting, etc.

Division: Planning and Support.

## **Goal 6: Continuously improve work processes**

### **Vision**

The vision for the next five years is to continue to maintain, improve and create systems to ensure that budgets and strategies 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, community members and elected officials will be satisfied that the Bureau is openly reporting on its activities and using finances efficiently.

### **Accomplishments**

A monthly performance report was developed to measure the Bureau's main functions, grouped by goals as outlined in this plan. Performance measures for each division have been defined, standard operating procedures (SOPs) written, and an Intranet database created. The Bureau also implemented a new allocation system in September 2002 to manage overtime expenditures, which resulted in a dramatic reduction in overtime. A 4-10 shift for Operations Branch was implemented on October 25, 2001. Results from the six-month data found the general trends to be similar to the results from the three-month evaluation; increases in overtime have lessened and response time to emergency calls stayed roughly the same. In 2001, the Bureau revised the policies and procedures manual, condensing its size from two four-inch thick binders to a 5½ x 8½-inch manual. In addition, the Bureau expanded public access to the manual by publishing it on the Bureau's website. On May 16, 2001, the Alarms Unit moved from Multnomah County to the Police Bureau. This move provided an additional revenue source for the Bureau. Also in 2001, the Bureau contracted with an outside vendor to conduct an assessment of the Internal Affairs process. In response to the assessment, the Bureau initiated new strategies to make the IAD process more effective and responsive.

### **Challenges**

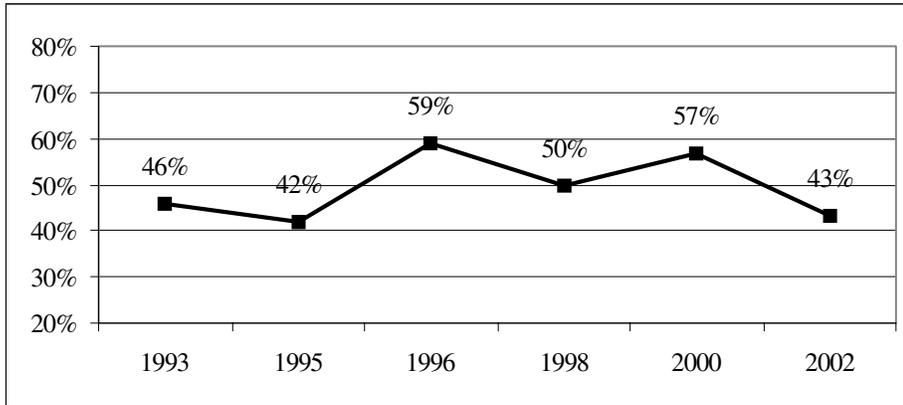
Managing resources within the budget continues to challenge managers. The Bureau strives to maintain service levels and community policing commitments, while staying in the overall and overtime budgets. As staffing levels decrease personnel resources are becoming more and more taxed. By accepting grant funding for numerous positions, the Bureau must also seek stable funding for those positions after the grant period ends. Finally, the elimination of the Inspections and Control Unit (ICU) will affect key functions and procedures that need to be monitored to ensure full compliance.

## Goal 6: Continuously improve work processes

### Performance Measurements

Every two years, the Bureau is committed to surveying all of its employees on their job satisfaction. The performance measurement of the goal to continuously improve work processes is the percentage of employees responding to this employee survey.

**Percentage responding to employee survey of job satisfaction**



Source: Employee Survey

## **Goal 6: Continuously improve work processes**

### **Strategies**

Police Bureau divisions submitted strategies to reach the agency's stated goals. The specific division is listed under each strategy.

#### **Asset forfeiture policy**

Revise Asset Forfeiture Unit policies and procedures reflecting changes to the City of Portland's tow ordinance.

Division: Drugs and Vice.

#### **Citizen satisfaction survey**

Use the Elder Crime Response Team volunteers to conduct on-going surveys of certain crime victims to determine the level of citizen satisfaction with East Precinct police service.

Division: East Precinct.

#### **Community survey**

Develop a new approach to conducting the community survey to allow for more timely access to data on victimization, perception of crime and nuisance problems and ratings for Bureau performance.

Division: Planning and Support.

#### **Crime scene processing**

Improve major crime scene coverage to include crime scene security; post District Attorney briefings with detectives; establish quarterly evaluation reports.

Division: Identification.

#### **Detective case management system**

Identify improvements to the detective case management system in the PPDS to make case management a better tool of individual detective productivity; measure solved cases against total cases in a crime category for unit productivity.

Division: Detective.

#### **Drugs and Vice case management system**

Develop informational system to consolidate current investigative databases and facilitate more efficient data collection.

Division: Drugs and Vice.

## **Goal 6: Continuously improve work processes**

### **Emergency response resources**

Coordinate Emergency Response Plans from outside agencies to the proper precinct providing police services; update the Police Bureau's Emergency Occurrence book. Assist each precinct in locating resources that are available Bureau-wide when they need to put together a command post for a major event or demonstration. Continue process of reviewing available technology, equipment and resources, which will keep the Police Bureau employees safer in the workplace and more resourceful in times of critical incidents. Continue to develop partnerships with the Water Bureau as a Bureau Emergency Operations Center site.

Division: TOD/Emergency Operations Coordinator.

Partners: Portland Fire Bureau, FEMA, OEMA, Bureau of Emergency Communications.

### **Employee survey**

Develop a new approach to conducting the employee survey to allow for more timely access to data on perception of progress made on recent initiatives.

Division: Planning and Support.

### **Evidence processing**

Improve process for evidence handling and ensure current techniques are efficient and effective.

Division: Identification.

Partners: Oregon State Police Crime Lab, medical examiner.

### **Explosive Disposal Unit (EDU) enhancement**

Enhance and develop EDU staff to meet current requirements.

Division: TOD/EDU.

### **Explosive Disposal Unit (EDU) technical team**

Develop and reorganize EDU to reflect new two-person team to complete technical operations such as alarms now performed by detective personnel.

Division: TOD/EDU.

### **False alarm reduction**

Implement an effective false alarm reduction program; implement the revised alarms ordinance for Portland; evaluate alarm permitting and tracking systems.

Division: Alarm Administration.

Partners: Oregon Burglar and Fire Alarm Association, Multnomah County Sheriff's Office, Bureau of Emergency Communications, private alarm service providers, area law enforcement agency alarm coordinators, False Alarm Reduction Association.

### **Fees for records**

Conduct time studies to develop data to justify fee based on personnel time and other costs; calculate appropriate fees to charge; obtain approval from Mayor's office for proposed changes; notify customers and update forms with new fee schedule.

Division: Records.

Partners: Mayor's office.

## **Goal 6: Continuously improve work processes**

### **Financial accountability**

Update Dollars and Sense manual to be used as a resource that establishes guidelines in commodity/service procurement; establish standardization of payroll practices within the Bureau by assisting in timekeeping directive revisions.

Division: Fiscal Services.

### **Forfeiture vehicles inventory**

Photograph and inventory forfeiture vehicles taken to Rivergate vehicle storage; share information with forfeiture unit.

Division: Property Evidence.

### **Fraud report regional standardization**

Adopt the police report form standards for fraud and forgery cases in the Portland metropolitan region to obtain more accurate crime information.

Division: Detective.

Partners: Financial institutions, Metropolitan Area Fraud Investigators Association, area law enforcement agencies.

### **Inventory reduction**

Reduce property and evidence inventory by disposing of unneeded evidence with the goal of having the number of items disposed of equal to or exceeding the number of items received. Conduct periodic narcotic and gun destructs. Trace dated evidence to obtain approval to purge old evidence.

Division: Property Evidence.

Partners: Multnomah County District Attorney.

### **Management Information Systems (MIS) improvements**

Create a system to facilitate more rapid and efficient transmission of crime data directly from the field.

Division: Records, Data Processing.

Partners: Bureau of Emergency Communications, PPDS partners.

### **Managing patrol performance**

Provide technical and data support to analyze and improve the deployment of police patrol personnel; work with Bureau of Emergency Communications to ensure consistency of data quality.

Division: Data Processing.

Partners: Bureau of Emergency Communications.

### **Mission of drug and vice investigation/enforcement**

Develop procedures to enhance cooperative drugs and vice related investigations involving patrol and detective personnel.

Division: Drugs and Vice.

## **Goal 6: Continuously improve work processes**

### **North Precinct service performance**

Develop a survey instrument for use at North Precinct to provide feedback on service and performance; identify and train volunteers to conduct a twice-yearly survey; analyze and share results with the community and with precinct personnel.

Division: North Precinct.

Partners: ONI Crime Prevention.

### **Performance measures reports**

Create a management information system to allow divisions to enter information needed to measure performance; prepare and distribute monthly management information reports.

Division: Planning and Support.

### **Personnel training**

Provide appropriate training for the new IAD personnel; provide adequate equipment for IAD personnel to perform the work assigned; design and implement an IAD survey for Bureau employees to identify training issues and make improvements to the IAD investigative process.

Division: Internal Affairs.

Partners: Independent Police Review, City Auditor's Office.

### **Police Corps information sharing**

Improve information sharing with other Police Corps states; develop technologies that make information sharing easier.

Division: Police Corps.

Partners: All Police Corps states.

### **Port of Portland emergency response plan**

Develop an Emergency Response Plan with the Port of Portland for officers responding to incidents on and around Portland International Airport property.

Division: Northeast Precinct.

Partners: Port of Portland, FBI.

### **PPDS expansion and data sharing**

Promote PPDS as a cost effective records management system to area law enforcement agencies; upgrade the delivery of PPDS and other information by migrating to current technology; work with other criminal justice partners to share information; work with Multnomah County Decision Support System to meet Bureau and community needs.

Division: Data Processing.

Partners: Multnomah County, existing PPDS partner agencies (100).

### **Preliminary investigations improvement program**

Improve preliminary investigations and reports by implementing report inspection and auditing program by precinct lieutenants; incorporate report and correction criteria for sergeants at all levels.

Division: Southeast Precinct.

Partner: Multnomah County District Attorney.

## **Goal 6: Continuously improve work processes**

### **Regional computer crimes lab study**

Conduct a feasibility study for the creation of a regional computer crimes laboratory to include information on equipment, staffing (sworn versus nonsworn options), training, and siting (to include private sector options).

Division: Detective.

Partners: FBI, U.S. Department of Justice.

### **Reserve strength**

Establish adequate administrative support to enhance Reserve Unit that will create a system for initial appointments, background checks, and training.

Division: TOD/Police Bureau Reserve Unit.

### **Service performance feedback**

Use information gathered by volunteers at Southwest Community Center contact office to provide feedback to officers on the service they have given to victims of property crimes.

Division: Central Precinct.

Partner: Southwest Community Center contact office volunteers.

### **Special Emergency Reaction Team (SERT) budget**

Develop and implement an accurate budget that reflects the true costs of operating a tactical unit based on personnel and equipment costs that are currently used by the Bureau.

Division: TOD/SERT.

### **Standard Operating Procedure review**

Review and update Precinct Standard Operating Procedures (SOPs) to include a precinct-wide Emergency Response Plan that identifies critical infrastructures within the precinct.

Division: Northeast Precinct.

Partner: ONI crime prevention.

### **Strategic plan**

Redesign the content and format for the Police Bureau Strategic Plan to emphasize performance measures and new strategies to address the agency's six goals; review and update strategies and performance measures. Prepare for community and internal review for 2004-06 plan.

Division: Planning and Support.

Partners: Public safety and other community advisory groups.

### **Timeliness of data entry**

Reduce the PPDS data entry backlogs by using seasonal help, work study students, other temporarily available personnel and other creative staffing solutions; aggressively pursue hiring of permanent and other personnel to bring the Records Division up to full staffing; actively pursue additional authorized staffing.

Division: Records.

Partners: Bureau of Human Resources, City Work-Study Coordinator.

## **Goal 6: Continuously improve work processes**

### **Volunteer opportunities**

Use volunteers to assist district officers in organizing supplies for patrol vehicles to increase officers' patrol time. Continue to evaluate other functions citizen volunteers can assist in.

Division: East Precinct.

Partners: Precinct volunteers.

### **Work Improvement Network**

Implement work improvement teams of short duration to develop strategies to enhance the effectiveness of current programs and work processes.

Division: Chief's Office.

## Major Milestones in the Portland Police Bureau Strategic Planning Process

### 1988

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

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

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

### 1989

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

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

The Office of Neighborhood Associations conducts five community meetings, with surveys. The Mayor, the Chief, precinct captains and members of community, attends it.

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

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

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

### 1990

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

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

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

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

### **1991**

A Citywide Community Policing Workshop and survey are conducted.

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

### **1992**

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

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

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

### **1993**

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

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

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

The bureau develops its first employee survey to find out the opinions of employees on issues such as working conditions and job satisfaction. Bureau staff in conjunction develops questions with researchers from Portland State University and the University of Oregon. The survey measures employees' assessment of job satisfaction, supervisor support, autonomy, recognition, teamwork, fairness and problem solving support. Surveys were distributed to all 1,200 employees and had a 46 percent rate of return.

#### **1994**

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

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

The Portland Police Bureau conducts its first Community Assessment Surveys in order to track citizens' concerns about crime in their community, their level of involvement in public safety issues, and their attitudes toward the police. The report of survey results is released containing analyses based on questions regarding crime, livability, victimization, satisfaction with police services, familiarity with police officers and crime prevention specialists and recommendations on how to improve services.

#### **1995**

The second employee job satisfaction survey results are released. The survey measures Bureau employees' assessment of job satisfaction, supervisor support, autonomy, teamwork, recognition, fairness and organizational culture. The report released compares 1995 with the 1993 results. Surveys were distributed to all 1,250 employees, with a 42 percent rate of return.

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

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

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

#### **1996**

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

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

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

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

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

### **1997**

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

### **1998**

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

The City Council adopted the Police Bureau's 1998-2000 Strategic Plan in June 1998. This plan, updated every two years, sets forth the Bureau's five-year goals and objectives, and defines its mission. In the 1998-2000 Plan, the Police Bureau called for a 14 percent reduction in reported crime. The Council also adopted the Bureau standards for 2 per 1,000 sworn staffing levels, a five-minute response time to high priority calls and an allocation of 35 percent of an officer's time available for problem solving.

The Police Bureau conducts its third National Community Policing Conference, focusing on the area of organizational development to support the transition to community policing and other contemporary policing topics. An estimated 500 people from 30 states and five countries attended the conference, which provided participants with insight into how to measure and enhance current community policing programs.

In August 1998, the Police Bureau hired consultants from the Institute for Law and Justice (ILJ) and embarked on a short-term project entitled PPB Vision: Taking Community Policing to the Next Level. The goal of this endeavor is to obtain insight from many segments of the community as to how the Bureau should move into the next century.

The third Portland Police Bureau Community Assessment Survey results are released. The analysis is based on questions regarding crime, livability, victimization, satisfaction with police services, familiarity with police officers and crime prevention specialists and recommendations on how to improve services. Overall, improvements in crime trends seen in the 1996 benchmark held in the 1998 survey.

The Bureau's fourth employee survey results are released. The survey measures employees' assessment of job satisfaction, supervisor support, autonomy, teamwork, recognition, fairness and organizational culture. The report shows the consistent results from all four-employee surveys. Surveys were distributed to the 1,228 employees, with a 50 percent rate of return.

### **1999**

The ILJ consultants facilitated more than 35 focus groups listening to hundreds of individuals representing schools, neighborhoods, businesses, elected officials, representatives from the media, social services, city bureaus, criminal justice agencies, the faith community and Bureau membership. Participants were asked their vision on what needs to be expanded/enhanced, added or deleted, and linked or partnered for the Bureau to become the agency we would want to become over the next decades. The final report was accepted by City Council in March 1999.

In fall 1999, a final report was issued by the Steering Committee for the Police Bureau's Institute for Law and Justice (ILJ) project. The Steering Committee's report was based on the ILJ's initial report, PPB Vision: Taking Community Policing to the Next Level. The Steering Committee was made up of representatives from the Police Bureau, unions and community members.

### **2000**

The Bureau proposed a new vision, values, cornerstones and goals language for the draft 2000-2002 Strategic Plan. The Bureau's goals have been refined into community livability goals and organizational goals. The Bureau used the website for the first time to receive community feedback on the draft plans.

The fourth Portland Police Bureau community Assessment Survey results are released. Survey results show that household victimization rates have declined and, overall, the perceived level of community safety has improved. But, the percentage of residents having contact with the Portland Police Bureau in the previous year declined and there is a decline in public safety involvement.

The fifth employee satisfaction survey results are released. The survey measures Bureau employees' assessment of job satisfaction, supervisor support, autonomy, teamwork, recognition, fairness and organizational culture. Results released showed consistency throughout the five surveys in job satisfaction. Surveys were distributed to all 1,328 employees, with a 57 percent response rate.

The Bureau responded proactively to the subject of racial profiling by conveying a Blue Ribbon Panel on Racial Profiling in May 2000. The panel included community leaders and Bureau representatives. A report of recommendations was issued in November 2000. The

recommendations identify areas for further investigation and give the Bureau focus as it continues to address this concern.

## **2001**

In March, the City Council adopted the 2000-2002 Community Policing Strategic Plan. Performance measures are tied to one of six new strategic goals and an online monthly reporting system is developed to measure the Bureau's main functions, grouped by the goals outlined in the strategic plan.

The employee satisfaction survey conducted in May asked only one question - "What one thing can top management do to help you do your job better?" Responses reflected employees' concerns and many employees offered suggestions. Surveys were distributed to 1,420 employees with 28 percent responding.

The Portland Police Foundation is formed as a nonprofit entity that supports the Bureau by providing training and equipment that cannot be supported by other funding sources.

In response to a recommendation from the Chief's Blue Ribbon Panel on Racial Profiling, officers start collecting data on stops: race, gender, age, reason for the stop, disposition, and results of a search. The first report was released in March.

## **2002**

The first monthly performance measures report is issued.

The Police Bureau celebrated 150 years of dedicated service to the communities of Portland.

The Bureau initiated new strategies, including increased staffing, to make the Internal Affairs Division process more effective and efficient. An assessment released to City Council in March shows improvement in timeliness.

The sixth employee satisfaction survey is completed. The survey measures Bureau employee's assessment of job satisfaction, supervisor support, autonomy, teamwork, recognition, fairness and organizational culture. New questions were included in this survey to reflect current Bureau issues, operations, communications and internal affairs. Surveys were distributed to all 1,381 employees, with a 43 percent response rate.

To gain input and create an ongoing dialogue between the Bureau and the Arab and Muslim communities the Arab/Muslim Police Advisory Council is established.

In an effort to increase access to information, the Bureau launched both an Intranet and public information websites. The Intranet is an internal website that provides timely information to all Bureau personnel and includes Bureau publications, reports and forms. The public information website provides visitors with easy access to new releases, CrimeStopper alerts, photographs and other new related information.

Following is a list of Portland Police Bureau, City of Portland and commonly used acronyms.

A/Title	Acting Sgt. etc. (except Chief—See ACOP)	CPAO	Crime Prevention Association of Oregon
A/C	Assistant Chief	CRT	Crisis Response Team
ACOP	Acting Chief of Police	CTC	Crisis Triage Center
ADA	American with Disabilities Act	DA	District Attorney
AFIS	Automated Fingerprint Identification System	DAR	Disability Accommodation Registry
AFSCME	American Federation of State, County & Municipal Employee	DARE	Drug Abuse Resistance Education
APNBA	Alliance of Port. Neighborhood Business Assns.	DCS	Distribution of Controlled Substance
ASR	Administrative Services Review	DCTU	District Council of Trade Unions
ATF	Bureau of Alcohol, Tobacco & Firearms	DDA	Deputy District Attorney
ATTF	Auto Theft Task Force	DEA	Drug Enforcement Administration
AU	Appropriation Unit	DEQ	Department of Environmental Quality
AWDW	Assault with Deadly Weapon	DHS	Department of Human Services (SCF)
BAC	Blood Alcohol Content	DMV	Department of Motor Vehicles
BAM	Bureau Administrative Manager	DNGO	Do Not Give Out
BBB	Better Business Bureau	DOT	Disabled Officer's Team
BCC	Behavior, Conduct, Conditions	DPD	Data Processing Division
BDS	Bureau of Development Services	DPSST	Department on Public Safety Standards and Training (formerly BPSST)
BEN	Business Emergency Notification	DSS	Decision Support System
BES	Bureau of Environmental Services	DUI	Driving Under the Influence
BGS	Bureau of General Services	DUII	Driving Under the Influence of Intoxicants
BHR	Bureau of Human Resources	DVD	Drugs and Vice Division
BIT	Bureau of Information Technology	DVIT	Domestic Violence Intervention Team
BJA	Bureau of Justice Assistance	DVRU	Domestic Violence Reduction Unit
BLO	Business Liaison Officer	DWI	Driving While Intoxicated
BOEC	Bureau of Emergency Communications	DWS	Driving While Suspended
BOHR	Bureau of Human Resources	EAP	Employee Assistance Program
CAD	Computer Aided Dispatch	ECRT	Elder Crimes Response Team
CAMIN	Crime Analysis and Management Information Network	EDU	Explosive Disposal Unit
CAPE	Columbia Assistance Program for Employees (counseling program)	EEOC	Equal Employment Opportunity Commission
CAPT	Captain	EID	Economic Improvement District
CASA	Court-Appointed Special Advocate	EIA	Elders in Action
CAT	Child Abuse Team	EMO	Ecumenical Ministries of OR
CAT	Combat Auto Theft	EMS	Emergency Medical Service
CCH	Career Criminal History	EOC	Emergency Operations Center
CCW	Carrying Concealed Weapon	EPA	Environmental Protection Agency
CGIU	Criminal Gang Information Unit	EPNO	East Portland Neighborhood Office
CHO	Chief's Office	ESM	Emergency Service Ministries
CIT	Crisis Intervention Team	ETA	Estimated Time of Arrival
CIU	Criminal Intelligence Unit	EVO	Emergency Vehicle Operator
CGIS	Corporate Geographic Information Systems	EWS	Early Warning System
CMDR	Commander	FAQ	Frequently Asked Questions
CNN	Central Northeast Neighbors	FBI	Federal Bureau of Investigation
COBRA	Consolidated Omnibus Budget Reconciliation Act of 1986	FCR	Field Contact Report
COPPEA	City of Portland Professional Employees Assn.	FPD&R	Fire, Police Disability & Retirement (Pension Fund)
COPS	U.S. Department of Justice Office of Community Oriented Policing Services	FSD	Family Services Division
CORE	Comprehensive Organization Review Evaluation	FTA	Fail to Appear
		FTO	Field Training Officer
		GET	Gang Enforcement Team
		GIS	Geographic Information System
		GO	General Orders

GREAT	Gang Resistance Education and Training	NAFY	New Avenues for Youth
GRIT	Gang Resource Intervention Team (Mult. Co)	NCIC	National Crime Information Center
GVRT	Gang Violence Response Team	NCJRS	National Criminal Justice Reference Service
HAP	Housing Authority of Portland	NE	Northeast Precinct
HNT	Hostage Negotiation Team	NECN	Northeast Coalition of Neighborhoods
HR	Human Resources	NET	Neighborhood Emergency Training
HUD	Housing and Urban Development	NIJ	National Institute of Justice
I&R	Information and Referral	NIRA	Northwest Information and Referral Association
IACP	International Association of Chiefs of Police	NLO	Neighborhood Liaison Officer
IAD	Internal Affairs Division	NMC	Neighborhood Mediation Center
IALEP	International Association of Law Enforcement Planners	NOBLE	National Organization of Black Law Enforcement Executives
IBIS	Integrated <b>Ballistic</b> Identification System	NPNO	North Portland Neighborhood Office
IBIS	Integrated <b>Business</b> Information System	NRT	Neighborhood Response Team
IBIS	<b>Identification</b> Based Information System	ODOT	Oregon Department of Transportation
ICPC	International Conference of Police Chaplains	ODS	Oregon Dental Service
ICU	Inspections Control Unit	OFA	Office of Finance and Administration
ID	Identification Division	OFC	Officer
IFCC	Interstate Firehouse Cultural Center	OHSU	Oregon Health Sciences University
ILJ	Institute for Law and Justice	OLCC	Oregon Liquor Control Commission
INS	Immigration and Naturalization Service	OMF	Office of Management and Finance
IPR	Independent Police Review	OMSI	Oregon Museum of Science and Industry
I&R	Information and Referral	ONI	Office of Neighborhood Involvement
IRNE	Integrated Regional Network Enterprise	OPOA	Oregon Peace Officers Association
ISCPP	International Society of Crime Prevention Practitioners	ORG	Organization Unit
ISP	Internet Service Provider	OSHA	Oregon Occupational Safety & Health Division
ITSP	Information Technology Strategic Planning	OSP	Oregon State Police
IT	Information Technology	OSU	Operation Support Unit
JDH	Juvenile Detention Home	OT	Overtime
JTTF	Joint Terrorism Task Force	OTL	Out to Lunch
K-9	Canine Unit	PACE	Port. Area Community Employees Union
LAN	Local Area Network	PAINT	Port. Airport Interagency Narcotics Team
LEDS	Law Enforcement Data System	PAL	Police Activities League
LEEDA	Law Enforcement Executive Development Assn.	PART	Police Alcohol Recovery Team
LKA	Last Known Address	PASS	Police Administrative Support Specialist
LOA	Leave of Absence	PC	Probable Cause
LOS	Leave of Service	PCC	Portland Community College
LPO	Limited Purchase Order	PCS	Possession of a Controlled Substance
LT	Lieutenant	PDC	Portland Development Commission
MADD	Mothers Against Drunk Drivers	PDC	Police Desk Clerk
M&S	Materials and Services	PDOT	Portland Department of Transportation
MCBF	Mult. County Booking Facility	PEC	Property/Evidence Control (Unit)
MCCI	Mult. County Correctional Institution	PED	Property Evidence Division
MCDC	Mult. County Detention Center	PENS	Police Emergency Notification System
MCSO	Mult. County Sheriff's Office	PERF	Police Executive Research Forum
MDC	Mobile Digital Computer (new term for MDT)	PERS	Public Employees Retirement System
MDT	Multi-disciplinary Team	PFB	Portland Fire Bureau
ME	Medical Examiner	PIC	Person In Charge
MERP	Medical Expense Reimbursement Plan	PIF	Neighborhood Problem Information Form
METRO	Metropolitan Regional Government	PIO	Public Information Officer
MFF	Mobile Field Force	PIR	Portland International Raceway
MHRC	Metropolitan Human Rights Commission	PO	Purchase Order
MIP	Minor in Possession	POC	Point of Contact
MIS	Management Information System	POP	Problem Oriented Policing
MPP	Managing Patrol Performance	POVA	Portland/Oregon Visitors Association
MPU	Mounted Patrol Unit	PP&R	Portland Parks and Recreation
MSD	Management Services Division	PPA	Portland Police Association
MVR	Motor Vehicles Records (DMV)	PPB	Portland Police Bureau

PPCOA	Portland Police Commanding Officers Assn.	YGAT	Youth Gun Anti-Violence Task Force
PPDS	Portland Police Data System	WAN	Wide Area Network
PPS	Portland Public Schools	W/NW	Neighbors West/Northwest
PPSCC	Port. Police Special Contribution Committee	WIN	Work Improvement Network
PROP	Property/Evidence Control	WIT	Work Improvement Team
PRS	Police Records Specialist		
PSCC	Public Safety Coordinating Council		
PSD	Planning and Support Division		
PSU	Portland State University		
PTE	Professional, Technical and Expert		
PUC	Public Utilities Commission		
RECOG	Released on Own Recognizance		
RFP	Request for Proposal		
RFQ	Request for Qualification		
RO	Registered Owner		
RO	Restraining Order		
ROCN	Regional Organized Crime and Narcotics Task Force		
ROSES	Reinforcing Officers' Spouses through Education and Support		
RRT	Rapid Response Team		
RU	Responsibility Unit		
SAFE	Special Advocates for Elders		
SAFE	Strategic and Focused Enforcement		
SE	Southeast Precinct		
SEA	Service Efforts and Accomplishments		
SERT	Special Emergency Reaction Team		
SEUL	Southeast Uplift Neighborhood Program		
SFST	Standard Field Sobriety Test		
SGT	Sergeant		
SIDS	Sudden Infant Death Syndrome		
SMART	Start Making a Reader Today		
SMART	Speed Monitoring Awareness Radar Trailer (Traffic reader-board)		
SO	Special Order		
SO	Sheriff's Office		
SNAP	Safe Neighborhood Action Plan		
SOP	Standard Operating Procedures/Policies		
STACS	Strategic Approaches to Community Safety Initiative		
SWNI	Southwest Neighborhood Information, Inc.		
TARS	Time & Attendance Report		
TIC	Traumatic Incident Committee		
TIU	Traffic Investigation Unit (formerly H&R)		
TOD	Tactical Operations Division		
TRAK	Technology to Recover Abducted Kids		
TRU	Telephone Report Unit		
TTY	Telephone Typewriter (preferred usage)		
UCR	Uniform Crime Report		
UPF	Unlawful Possession of a Firearm		
UPW	Unlawful Possession of a Weapon		
UTC	Uniform Traffic Citation		
UTL	Unable to Locate		
UUMV	Unauthorized Use of a Motor Vehicle		
VA	Veteran's Affairs		
VBR	Violation of the Basic Rule		
VC	Volunteer Chaplains		
YCPD	Youth Crime Prevention Division		



**Summary of Performance Measurement Data**

For a strategic plan to work, performance measurements must be established by which to assess the progress of the plan over time. These performance measurements indicate the success and track the progress toward reaching the goals set out in the plan.

The data in the following tables are from the performance measurement charts presented throughout this Strategic Plan. The data are from varying time periods. Often the data are from the last five years available, or in some cases, such as the Community Assessment Survey and Employee Survey, the data are from all years available.

**Goal 1: Reduce crime and the fear of crime**

**Performance measurements**

<b>Item</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
Part I Crimes	46,788	42,071	41,662	43,784	43,454 <sup>1</sup>
Part I crimes against people (per 1,000 population)	13	12	11	9	8
<b>Calls for Service</b>					
Incidents Dispatched	246,567	228,278	230,740	243,861	248,865
Self-Initiated Calls	154,734	175,459	202,811	176,363	185,261
Telephone Report Unit	54,652	51,981	48,433	44,840	38,973
Information and Referral Calls	146,434	137,187	132,149	140,640	155,531
<b>Crimes by Category<sup>2</sup></b>					
Child Abuse Cases	2,517	2,435	2,259	1,772	1,742
Elder Abuse Cases	379	405	434	358	315
Bias Crimes Cases	56	87	160	140	91
Domestic Violence Cases	6,206	6,309	7,400	6,414	5,995
<b>Auditor's Service Efforts and Accomplishments Report</b>					
Burglary Victimization Rate	5%	5%	4%	5%	5%
Citizens who feel safe walking alone during the day	88%	88%	88%	88%	88%
Citizens who feel safe walking alone at night	49%	48%	51%	53%	50%

<sup>1</sup> 2002 data are preliminary as of January 13, 2003

<sup>2</sup> Data use reported date, derived from Natural program: BEG1

**Goal 2: Improve the quality of life in neighborhoods****Performance measurements**

<b>Item</b>	<b>1994</b>	<b>1996</b>	<b>1998</b>	<b>2000</b>	<b>2003</b>
<b>Community Assessment Survey</b>					
Household Victimization Rate	28%	28%	28%	25%	25%
Percentage of citizens who say crime has increased in the last year	22%	15%	14%	10%	16%
Neighborhood physical condition as rated by citizens on a 5-point scale	3.73	3.82	3.81	3.85	3.78

<b>Item</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>Auditor's Service Efforts and Accomplishments Report</b>					
Citizens who know their neighborhood officer	13%	13%	14%	13%	14%

**Goal 3: Improve the community and police partnership****Performance measurements**

<b>Item</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>Auditor's Service Efforts and Accomplishments Report</b>					
Citizens rating police services good or very good	73%	73%	71%	70%	68%
Citizens willingness to work with police to improve neighborhood, willing or very willing	60%	61%	55%	59%	58%

**Goal 4: Develop and encourage personnel****Performance measurements**

<b>Item</b>	<b>1993</b>	<b>1995</b>	<b>1996</b>	<b>1998</b>	<b>2000</b>	<b>2002</b>
<b>Employee Survey: Job satisfaction domains, average on a 5-point scale</b>						
Job Satisfaction	4.1	4.1	4.1	4.1	4.1	4.1
Supervisory Support	3.9	3.9	3.8	3.8	3.8	3.9
Autonomy	3.9	3.9	3.7	3.7	3.7	3.7
Teamwork	3.8	3.8	3.8	3.8	3.8	3.9
Recognition	3.1	3.2	3.1	3.1	3.1	3.3
Fairness	2.9	2.8	2.6	2.6	2.7	2.7
Organizational Culture	N/A	2.5	2.5	2.5	2.6	2.7

<b>Item</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>Bureau personnel demographics</b>					
Percentage minority employed	10.2%	10.3%	10.1%	10.3%	10.5%
Percentage women employed	29.3%	28.6%	28.6%	28.2%	28.4%

**Goal 5: Obtain and make effective use of technology and equipment****Performance measurements**

<b>Item</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>Management Services Data</b>					
Number of claims of general liability, worker's comp and fleet liability losses	263	260	267	306	234
Number of days absent from work on work-related injuries	1,044	876	916	1,758	1,940

**Goal 6: Continuously improve work processes****Performance measurements**

<b>Item</b>	<b>1993</b>	<b>1995</b>	<b>1996</b>	<b>1998</b>	<b>2000</b>	<b>2002</b>
<b>Employee Survey</b>						
Percentage responding to employee survey of job satisfaction	46%	42%	59%	50%	57%	43%



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