

Portland Police Bureau

2000-2002 Community Policing Strategic Plan

Strategies for Implementation for 2000-2002



March 2001



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

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City of Portland

Vera Katz

Mayor

February 12, 2001

As Mayor and Commissioner-in-Charge of the Police Bureau, I am proud to forward the Bureau's 2000-2002 Strategic Plan to the community and to the City Council for adoption.

The Portland Police Bureau continues to be a national leader in the implementation of community policing. While I am proud of our national reputation, I am even more pleased with our local accomplishments. Since the development of the last Strategic Plan in 1998, we have seen improvements in many of our performance indicators, including the percent of citizens who report feeling safe walking in their neighborhood during the day and night. In addition, in 2000, we continue to see a decrease in crimes.

The 2000-2002 Strategic Plan lays out the Bureau's strategies for reducing crime and the fear of crime in our city. The plan also includes strategies for empowering the community and the Police Bureau personnel, and strengthening internal planning, evaluation and fiscal support. These strategies will guide the Bureau's activities over the next two years.

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

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

I hope you will join me in supporting the 2000-2002 Strategic Plan.

With warm regards,

Vera Katz

Mayor



CITY OF
PORTLAND, OREGON
BUREAU OF POLICE

VERA KATZ, MAYOR
Mark A. Kroeker, Chief of Police
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A Message From the Chief of Police

Eleven years ago, the Portland Police Bureau began its evolution into community policing. As we enter this new millennium, we must now look at where we are and develop ways to continue to grow community policing. We must also look for ways to work ever closer with neighborhoods and community members, cultivate new partnerships and discover ways to do what we've been doing even better.

We are pleased to submit the 2000-2002 Strategic Plan that addresses many of these issues in the form of change strategies. We have gathered input from the community as well as Police Bureau members about what they want their Police Bureau to prioritize and implement during the next two years.

The 2000-2002 Strategic Plan continues to focus on our number one goal: to reduce crime and the fear of crime. But we have added new goals this year, and have separated them into community goals and organizational goals. These goals are listed under the *Elements of this Plan* section. This Strategic Plan focuses on our renewed emphasis on strategic change, strategies that move us with specific action steps in the direction of our goals.

In the 1998-2000 Strategic Plan, we made the pledge to reduce crime by 14 percent. And in fact, crime has decreased drastically. Since 1998, Part one crimes were significantly reduced by 13 percent per capita. Though crime has been reduced, it remains at an unacceptable level. We cannot become complacent. There is much work to be done to improve what we currently are doing and look for things that we are not addressing.

This plan also discusses how we can communicate better. As we adapt to rapid changes in technology and its potential for improved communication, we must manage this growth and look for ways in which we can use this technology to make us more efficient and effective. This plan is our main communication tool; it cannot sit on a shelf, it must be used as a road map for what we do.

To the Men and Women of the Portland Police Bureau

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

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 communities. Communication is the key to this, as every day, we talk with community members who can provide valuable feedback. Finally, we must continually analyze our workload, look for new ways to do our jobs better and more cost effectively.

We have accepted the challenge of this job, to protect and serve the citizens of Portland. But we must continue to look beyond the mission and refine our work. I am deeply committed to doing this, and 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.

Though crime may be down in your neighborhood, please don't forget that we need your help. We must remember that crime can be cyclical. Just as we cannot become complacent, you must also not. You must help us ensure that neighborhood livability and holistic crime resistance is high, crime continues to drop and community policing evolves and prospers. This may include some effort on your part, but it will be a positive investment with measurable returns.

This plan provides you with the opportunity to review our goals, read our vision, and hold us accountable. We continue to look for ways to improve and enhance what we do. But you must also let us know what we do is important and where improvements need to be made.

We remain committed to community policing. We expect a great deal from our employees and we also have high hopes that our community's support and communication will continue in our joint commitment to public safety.

We can make a difference—together.

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

What's New in This Plan

A simplified approach, with an emphasis on strategic change

The 2000-2002 Community Policing Strategic Plan marks the 12th year of community policing planning at the Portland Police Bureau. With each update since the first plan, we have worked to improve, simplify, and refine our approach for guiding strategic change. As with previous planning cycles, this plan introduces changes from prior plans while building on the foundation of those earlier efforts. The following describes how the design of the current plan compares with previous plans:

How the plan builds on past plans

- **We use the same basic goal structure that was first introduced in 1994-96 plan.** While the Bureau's goals have been refined (there are now six instead of four), they remain separated into community livability goals and organizational goals, with the Bureau's first goal remaining the same: *to reduce crime and the fear of crime.*
- **We continue to use the same performance measures for the Bureau's goals.** In the first half of the 1990s, extensive work was done to refine Bureau performance measures to reflect the mission and goals of community policing. By 1996 the cornerstones of those measures were in place and have been reported on in the plan ever since. We continue to use those same set of measures today.
- **Extensive community review and feedback have been solicited.** Over the past year, the earlier draft of this strategic plan was distributed to community partners throughout the city to gain feedback and ensure refinement of the strategies discussed. The wisdom gained from that process is now reflected in the refinements to strategies shown in this draft.
- **Recommendations from independent assessments have also been addressed.** When the Institute of Law and Justice (ILJ) completed a comprehensive organizational study in 1990, strategic changes were implemented as a result. ILJ returned to Portland in 1998-99 to assess community policing progress and how it could advance. A complete copy of their report, and a steering committee response to it, are available on our website. Many recommendations in that study are now reflected in this strategic plan.

How the plan improves on past plans

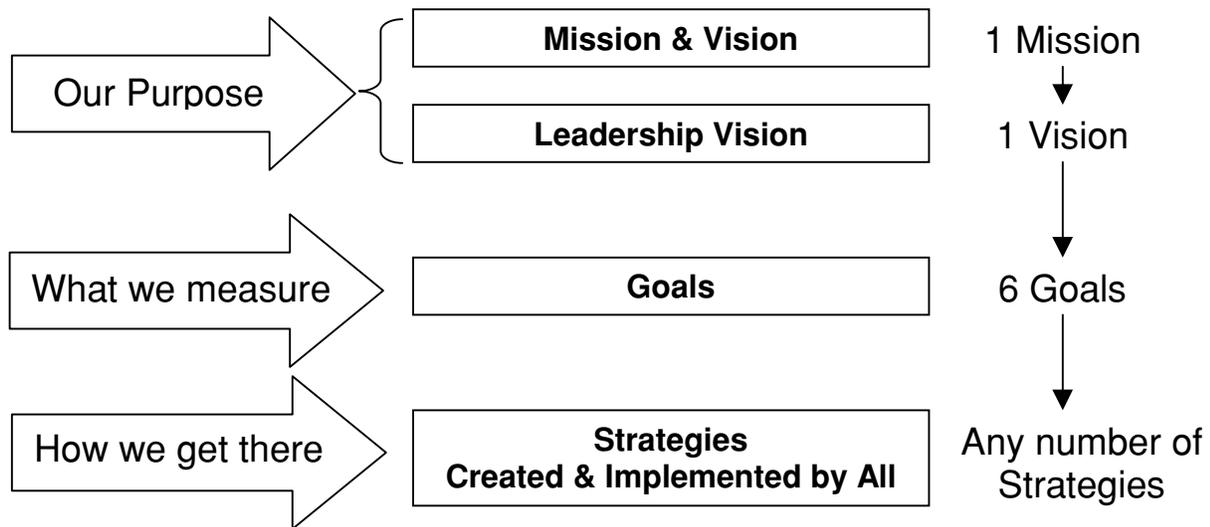
The following key changes were made for the 2000-2002 Community Policing Strategic Plan:

- **Further simplification of the structure.** We have simplified the plan to better show the connection between our goals and what we do. While previous plans were built around a traditional Goals-Objectives-Strategies-Tasks model, this plan uses a simplified structure with just two levels:

Goals, which define the key results we intend to see in the community and within the organization. These are statements of outcomes and define the Bureau-wide standards against which we measure our performance.

Strategies, which define the direction of change that individual management units will implement to fulfill the goals. These are statements of actions that will be taken and help define criteria against which the management of the branches will be assessed.

2000-2001 Community Policing Strategic Plan



Success measures are clear; strategies can be modified at will; the mission drives the plan

- **Renewed emphasis on strategic change.** In an effort to provide an overview of all that the Bureau does, the plan had become more of an inventory of what we do and less of a strategic tool. Perhaps the most significant change in this plan is a renewed emphasis on strategic change. Instead of listing all that the Bureau does, the strategies provided by each manager are intended to show plans to improve movement toward Bureau goals.

Strategies indicate the *direction of change* intended to accelerate movement toward one or more goals. Strategies can be entirely new tasks or changes in the approach to existing tasks. For example, while an existing task is not a “strategy,” how that task will be done differently in the future to better achieve a goal *is* a strategy.

Reviewers of this plan should therefore keep in mind that the plan is not a vehicle for restating all that the Portland Police Bureau does. Rather, the plan provides a picture of the Bureau’s strategic direction — the change we intend to implement.

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. Renamed “cornerstones” in this plan, they 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

Under the direction of Chief Mark Kroeker, the goals have been re-defined and new objectives have been added. 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

Strategies are grouped under a primary goal, and the term primary goal is worth clarifying. While many strategies will support more than one goal, in order to show the strategies in relation to goals, some linear organizing is required. This results in each strategy having an associated primary goal, as well as having multiple additional goals with which it is associated. The reader should keep this in mind while reviewing the strategies. It is important to avoid the assumption that the strategies listed under a goal are the only efforts being made to support the goal.

This departure from traditional strategic planning approaches is intended to ensure that the 2000-02 Strategic Plan is simpler to implement, easier to update and better 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 2000 Community Assessment Survey

The survey of 1,500 Portland households was conducted in the spring of 2000. Previous surveys were conducted in 1994, 1996, and 1998. The following shows a brief summary of the findings.

Crime and fear of crime: The perceived level of community safety has improved since the 1998 survey.

- For the first time in four survey benchmarks, household victimization rates have declined.
- For the first time since the benchmarks began, more residents say that crime has *decreased* in the 12 months preceding the survey than say that crime has *increased*.
- Perceptions of overall neighborhood safety are the highest recorded over the four benchmarks.
- All eastside precincts now enjoy roughly equivalent levels of perceived safety, a result of dramatic improvements in Northeast Precinct, as well as significant positive change in North and Southeast.

Community Involvement: The trend toward declining public safety involvement continues.

- Fewer citizens have been in contact with the Portland Police Bureau in the last year and, continuing a trend seen previously, fewer are participating in public safety meetings and programs.
- Awareness of Neighborhood Liaison Officers has continued to decline since the number was first tracked in 1996.
- As has been seen previously, almost half of all residents have lived in their neighborhood for five years or less, which underscores the need to communicate messages repeatedly.

Police Performance: Ratings of the job the Portland Police Bureau is doing, while still favorable, have declined somewhat since the 1998 benchmark. (Performance is rated only by those who have been in direct contact with Portland Police in the last year.)

- Out of 16 “contact points” tested in the survey, 12 receive performance ratings that are lower than their 1998 scores, two receive ratings identical to their 1998 scores, and two receive ratings that are higher than earned in 1998.
- The trend on “performance attributes”¹ is similar to that seen for contact points — out of ten performance attributes tested, only one shows a slight improvement (“stopping neighborhood nuisance problems”), two show no change from 1998, while seven show slight declines.

¹ Examples of the performance attributes rated are such issues as, “Providing quick response to emergency and life threatening situations,” “Providing advice on crime prevention,” “Involving the community in fighting crime,” and seven other such attributes that are tested in each benchmark.

A complete copy of the 2000 Community Assessment Survey report may be found on line at 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. More emphasis will be on targeting youth violence and working with other agencies in the areas of intervention and prevention for at-risk youth.

Accomplishments

Since the completion of the 1998-2000 Strategic Plan, the Police Bureau has concentrated its efforts on putting more officers on the streets. The Police Bureau conducted Operation 80, an aggressive effort to hire 80 officers between fall 1998 and February 1999. The effort resulted in hiring 74 officers. Operation 80 had three components: recruiting, hiring and training. The Police Bureau transferred personnel and began formulating its own 19-week training academy for new officers, and graduated 66 officers in July 1999. For the first time in 25 years, the Police Bureau trained its own officers, rather than send them to the state training facility in Monmouth. During this time period, Part I crimes have decreased. The 1998-98 Service Efforts and Accomplishments report by the City Auditor's office demonstrated that for the first time, Portland's crime rate per 1,000 is close to the average of six other cities. This improvement reflects a reduction in crimes and increased population. In addition, citizens who feel safe walking alone in their neighborhood remained the same, as did citizens rating police service good or very good. Finally, the Youth Gun Anti-violence Task Force has shown positive results: 76% decrease in the total number of drive-by shootings from 1995 to 1998 and the numbers of youth killed by firearms fell from 22 in 1996, and to six in 1998.

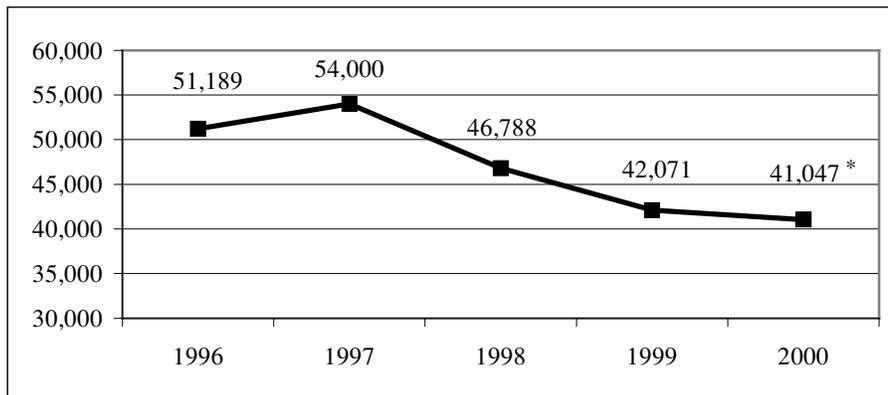
Challenges

The Police Bureau continues to face staffing challenges, as a number of vacancies still remain. The Bureau continues to aggressively recruit officers through a structured recruitment plan, but still lacks minorities, and needs to build a workforce that mirrors the community in which we work. Not only do we need to examine our staff distribution at the precincts, we need to step up citizen involvement opportunities since less than 50 percent of Portlanders feel safe to walk in their neighborhoods at night. The Police Bureau now can 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 in order to not only keep up with technology, but use it efficiently. Lastly, we must continue to concentrate on missions involving youth violence and at-risk youth, and be prepared to fully review those missions for their effectiveness.

Goal 1: Reduce crime and the fear of crime

Performance Measurements

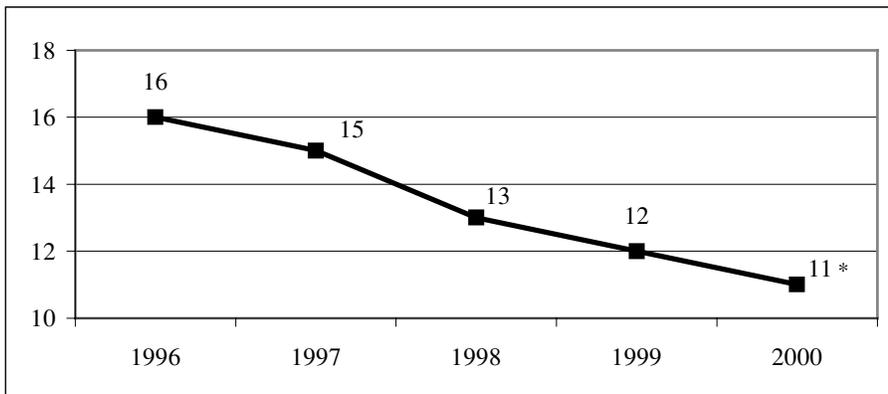
Main sources of crime incident data are crimes reported to the police and calls received by the 9-1-1 dispatch center. Surveying citizens also provides valuable information on fear of crime and victimization. The performance measurements associated with this goal represent reported crimes to the police, 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

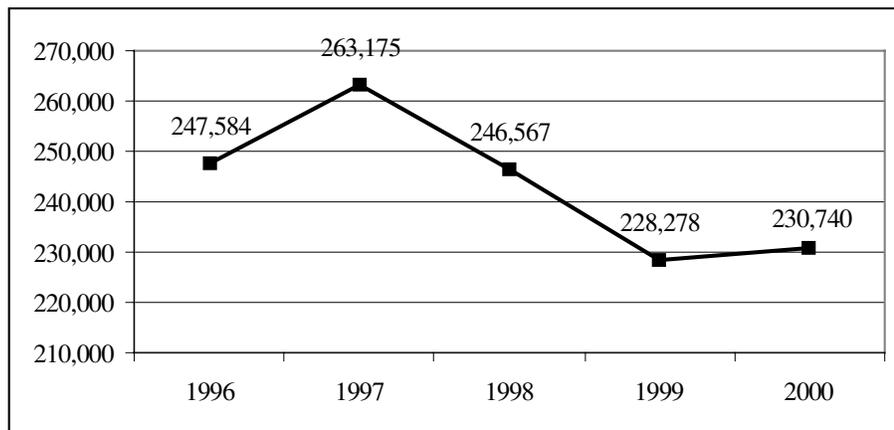
Source: Oregon Law Enforcement Data System (LEDS)
*Note: 2000 data are preliminary as of January 18, 2001

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



Source: Oregon Law Enforcement Data System (LEDS)
*Note: 2000 data are preliminary as of January 18, 2001

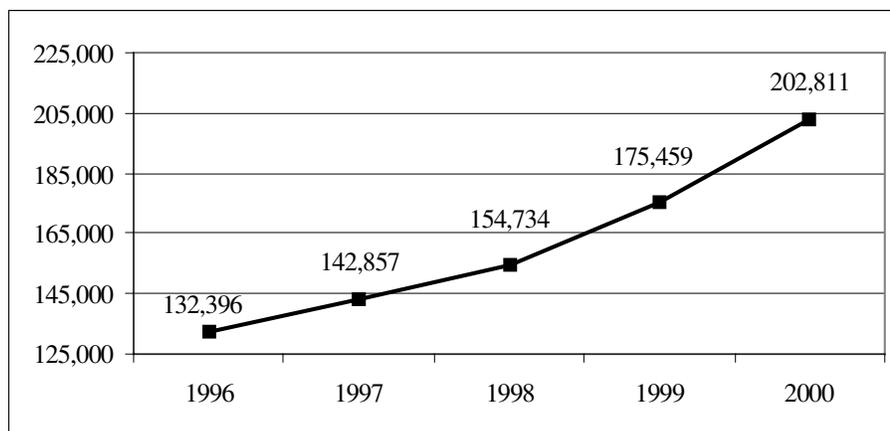
Goal 1: Reduce crime and the fear of crime



Calls for Service: Incidents Dispatched

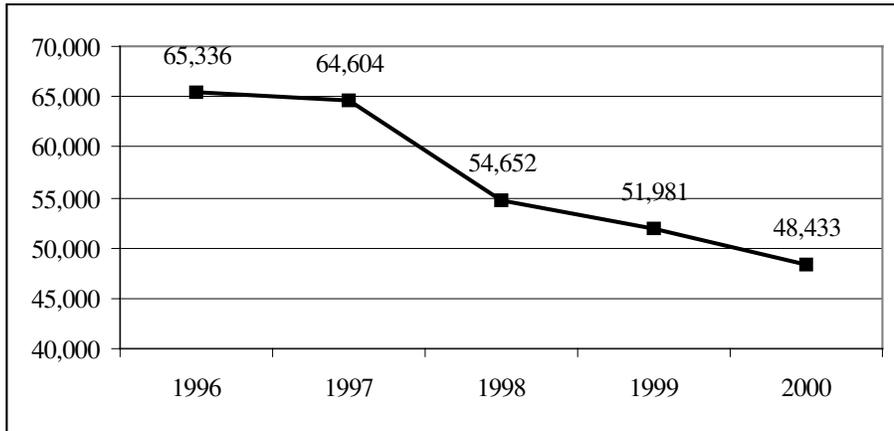
Source: Bureau of Emergency Communications (BOEC)
Computer Aided Dispatch (CAD) Systems Incident Tapes

Calls for Service: Self-Initiated Calls



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

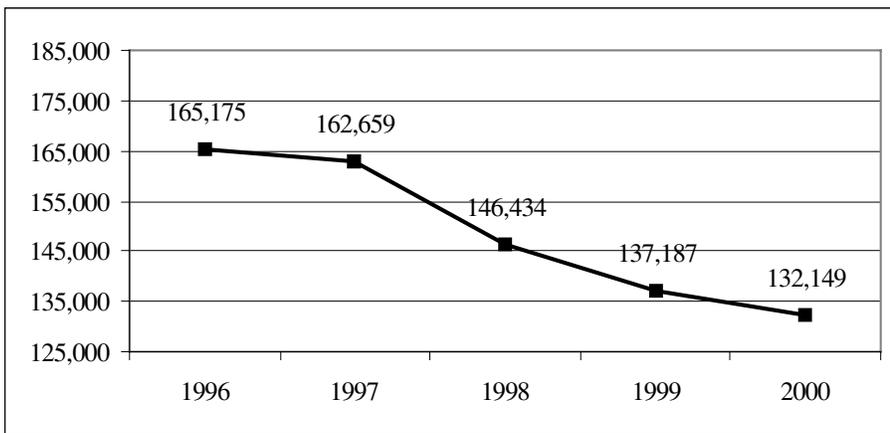
Goal 1: Reduce crime and the fear of crime



Calls for Service: Telephone Report Unit

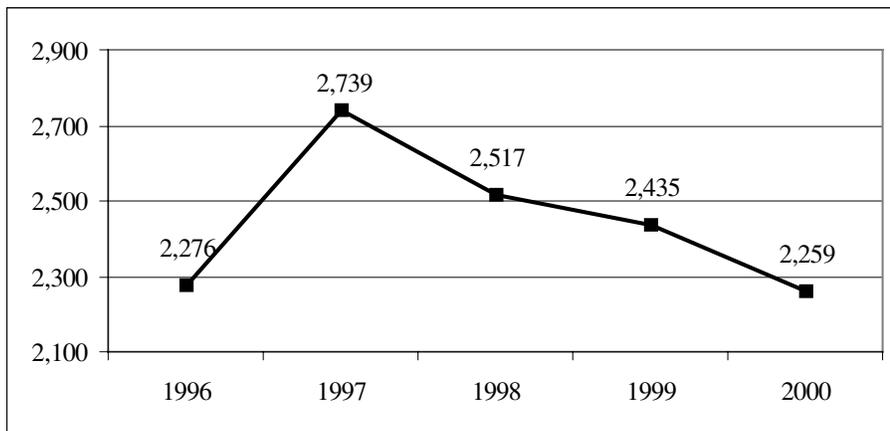
Source: Telephone Report Unit

Calls for Service: Information and Referral Calls



Source: Information and Referral Unit

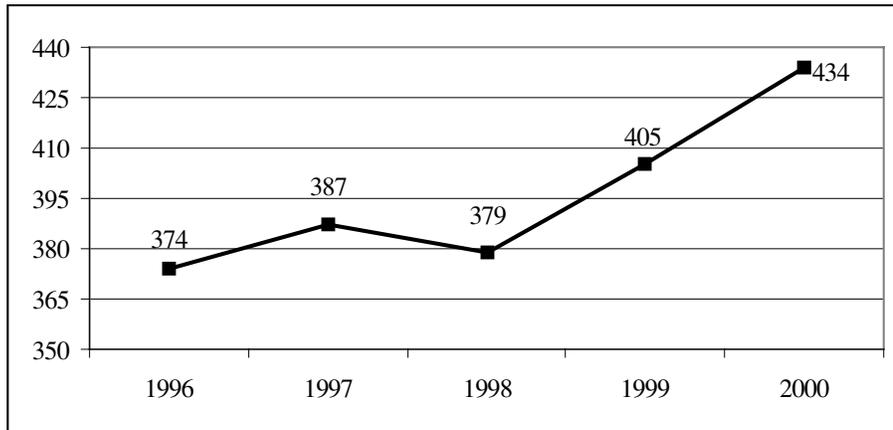
Child Abuse Cases



Source: Portland Police Data System

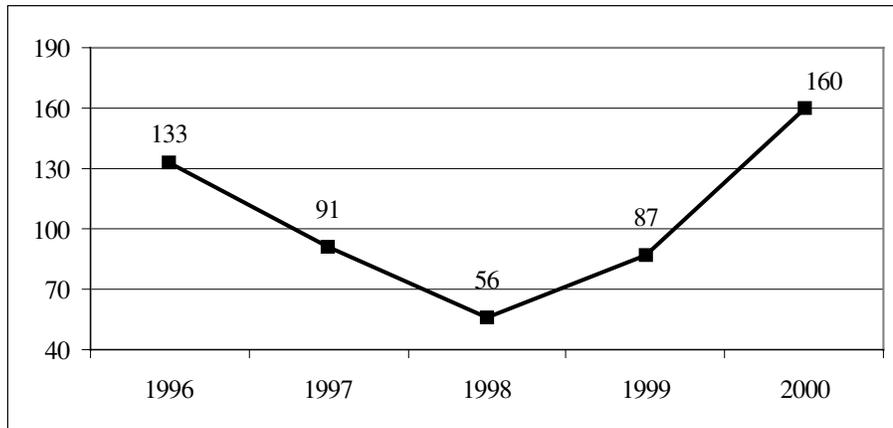
Goal 1: Reduce crime and the fear of crime

Elder Abuse Cases

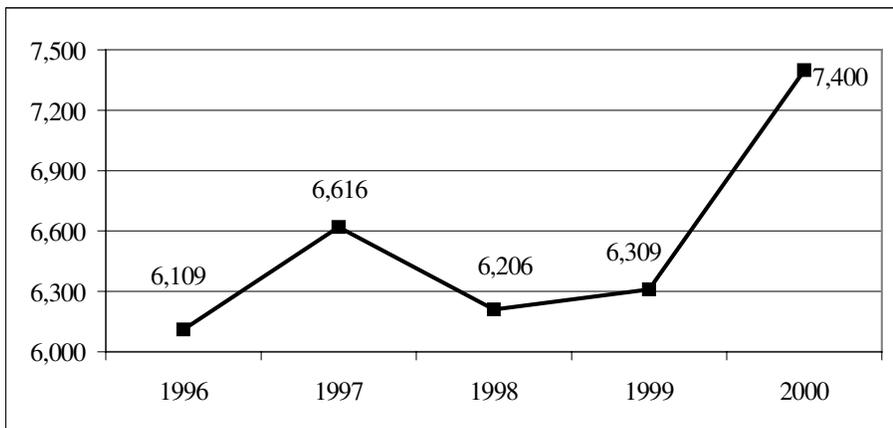


Source: Portland Police Data System

Bias Crimes Cases



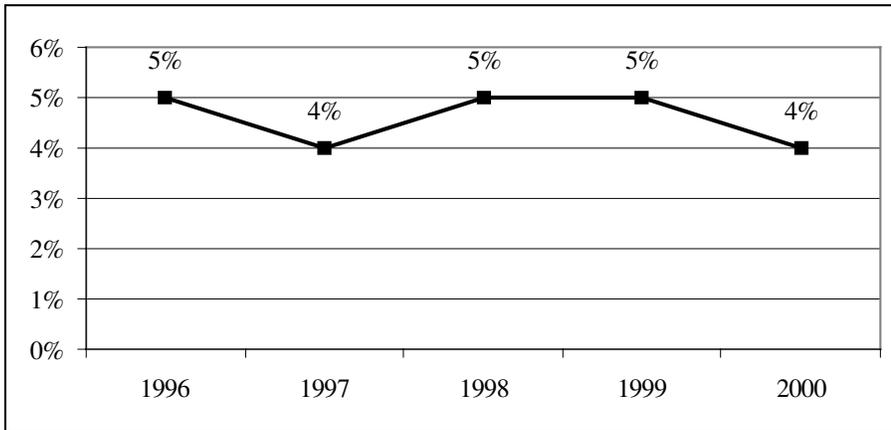
Source: Portland Police Data System



Domestic Violence Cases

Source: Portland Police Data System

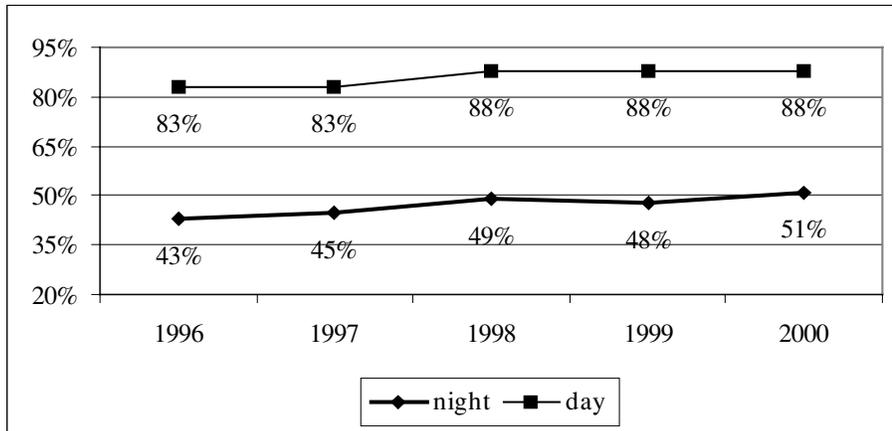
Goal 1: Reduce crime and the fear of crime



Burglary Victimization Rate

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

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 agreement with other metro area police agencies that will provide 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: Drugs and Vice.

Canine Unit coverage

Implement a 4-day week, 10-hour day work schedule, which will increase the Canine Unit's coverage an additional 29 hours a week to provide tracking services to officers.

Division: TOD/Canine Unit.

Partners: Southeast Precinct Citizens Advisory Council.

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.

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 a process to make CAMIN available on every Bureau network personal computer.

Division: Planning and Support, Data Processing.

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.

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.

Goal 1: Reduce crime and the fear of crime

Crisis Intervention Team

Improve the overall effectiveness of the Crisis Intervention Team, where officers 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; develop and distribute a CIT newsletter.

Division: Planning and Support.

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: Mounted Patrol Unit.

Diversified patrol tactics

Design strategic weekly missions using a variety of patrol tactics and resources to reduce suppressible crimes and 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

Enhance information analysis to direct investigative efforts on drug and vice crimes using analyst provided by Oregon National Guard Counterdrug Program.

Division: Drugs and Vice.

Partners: Oregon National Guard - Counterdrug Program.

Drug house reporting

Meet with more representatives of neighborhood associations and other citizens to receive information about possible drug house locations; encourage more district officers to submit information identifying drug houses; investigate more drug house complaints and close more drug houses based on community/district officer 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

Develop and implement processes to automate and improve the Bureau's ability to trace firearms through a grant funded position by utilizing a computer 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: Criminal Intelligence, Data Processing.

Partners: Department of Community Justice, 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.

Gang Violence Response Team (GVRT)

Enhance the Gang Violence Response Team to respond to incidents of gang violence when requested by the precinct of occurrence; support current staffing levels in each precinct by responding to major crime scenes and assisting on the call or taking over the investigation from the precinct to ease the burden of staffing on the precinct.

Division: TOD/GET and YGAT.

Partners: Multnomah County Parole/Probation, Multnomah County Juvenile Department, NE Coalition, New Approaches to Community Outreach, Oregon Youth Authority, ATF.

Homicide response strategy

Develop and implement a new configuration for homicide responses to increase the available resources and improve the predictability of when investigators will be on-call; develop an arrangement with the Gang Enforcement Team to couple gang officers with homicide investigators for gang-related homicide investigations.

Division: Detective.

Inter-agency approach to drug enforcement

Initiate an investigator exchange program with the Multnomah County Sheriff's Office Special Investigations Unit (SIU) to enhance cooperation and communication between DVD and SIU on drug enforcement matters; add/replace Clark County Sheriff and Oregon State Police personnel vacancies assigned to the Marijuana Task Force (MTF); explore inviting/adding personnel to MTF from Washington and Clackamas County Sheriff's Offices.

Division: Drugs and Vice (DVD).

Partners: Multnomah County, Clackamas County, Clark County, Washington County Sheriffs' Offices.

Goal 1: Reduce crime and the fear of crime

Internet mapping

Develop interactive crime analysis mapping capabilities available over the Internet at the Bureau's homepage; 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: RDI, Multnomah County Juvenile Department, KOIN-TV.

Misdemeanor follow-up investigations

Assign limited duty or other officers to the Neighborhood Response Team to increase the number of misdemeanor cases investigated and cleared.

Division: East Precinct.

Partners: Fire and Police Disability and Retirement.

Money laundering investigative program

Develop a money laundering investigations program using the Suspicious Activity Report (SAR) review process.

Division: Drugs and Vice.

Partners: IRS, U.S. Attorney, Multnomah County District Attorney, ROCN.

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 - providing crime prevention tips in the Community Newsletter, how to obtain the SMART wagon in their neighborhood, and uses of the mobile precinct.

Division: Operations.

Partners: ONI Crime Prevention, neighborhood associations.

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.

Goal 1: Reduce crime and the fear of crime

Portland Emergency Notification System (PENS)

Implement the Portland Emergency Notification System, which is an emergency telephone notification system; develop policies and procedures; evaluate initial activation; recommend system improvements.

Division: Planning and Support, Detectives 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 NRT/NLO activities; evaluate, obtain and effectively use new technology; work more closely with neighborhood groups, district officers, and the anticipated Senior Neighborhood Officers.

Division: Precincts.

Partners: Multnomah County District Attorney, OPDR, 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; work with area businesses to improve their complaint signing process; work with the crime analyst to develop patterns and trends in crime; utilize 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.

Project Re-entry

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 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's Office, State of Oregon Department of Corrections, United States Attorney's Office.

Goal 1: Reduce crime and the fear of crime

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 top ten Portland wanted.

Division: Public Information Office.

Rapid Response Team (RRT)

Develop a team of 76 officers, 6 sergeants, and 3 lieutenants to respond to incidents throughout the city and supplement precinct personnel on special events or occurrences where additional staffing is needed, from crowd control events, surveillance missions, to responding to hot spots with saturation patrols.

Division: TOD/Rapid Response Team.

Partners: 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 1 and 2 calls for service.

Division: East Precinct.

Partners: BOEC.

Senior Neighborhood Officer

Create 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.

Strategic mission enhancement

Increase strategic mission productivity by improving communications with other bureau units, ONI, and neighborhood associations to determine problem areas. Improve neighborhood areas by increasing unique patrol tactics using targeted area patrols. Increase missions targeted at people, rather than area.

Division: Northeast Precinct.

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

Targeted missions

Increase and conduct missions targeting specified crime problems utilizing existing resources and alternative deployment practices (e.g. report cars, wild cars, target cars).

Division: Southeast Precinct.

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

Goal 1: Reduce crime and the fear of crime

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, ATF, FBI, Multnomah County District Attorney, United States 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 problem solving. Senior Neighborhood Officers will allow for increased stability throughout the district to which they are assigned. By working with community members throughout each neighborhood, officers will also have consistent contact in the neighborhoods with people who share the same goals.

Accomplishments

While this has never been stated as a “goal” in a previous strategic plan, this has been a priority for the Police Bureau, actively linked with the goal to reduce crime and the fear of crime. Recent accomplishments under this goal include the expansion of Portland’s drug-free zones. A new drug-free zone, the Woodlawn Zone was added in 1999, and another one was expanded. Another accomplishment in the area of neighborhood livability is the Domestic Violence Intervention Team project. Funded by a grant from the Office of Justice Programs, this multi-disciplinary approach is a follow-up to incidents where a uniform officer responds to a dispatched call related to domestic violence, but no crime is reported. The teams provide an opportunity for early intervention that includes system-wide support for the complainant as well as referral for services. Because traffic can deeply affect a neighborhood, the Police Bureau has also made strides in expanding the use of photo radar to neighborhoods as well as successfully lobbying the Oregon legislature to allow Portland to use red-light cameras at dangerous intersections.

Challenges

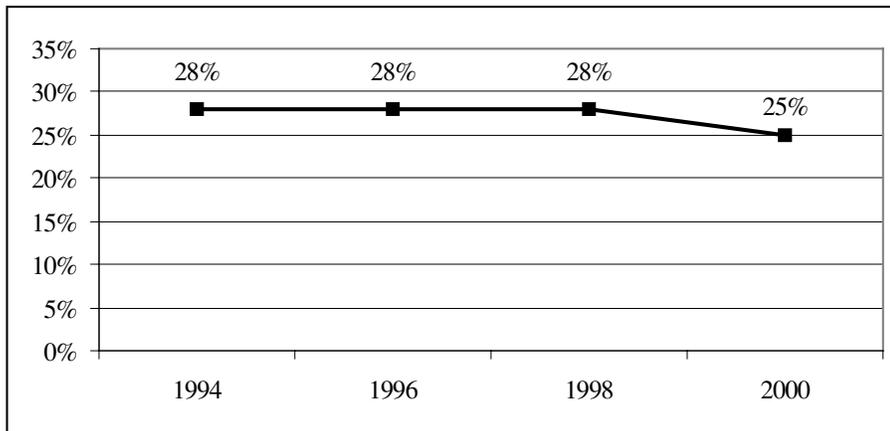
The challenge impacting this goal is to continue to define what is impacting the neighborhood livability. For some residents, graffiti may be their biggest concern, while other residents worry about speeding vehicles. Neighborhood meetings and forums such as NeighborSafe allow the command staff of the 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 implement a tracking system that gives police detailed information. Often, this is a time-consuming process that does not show immediate results. One area that needs expansion is the Neighborhood Watch Block Captain program, which relies on neighborhood volunteers to organize and report to police the criminal activities of the neighborhood. The Bureau is committed to enhancement of this program by recruiting and training new Block Captains. In addition, the stability of the district officer in the neighborhood needs addressing; by creating a Senior Neighborhood Officer who is directly responsible for an area, we hope to create some stability for neighborhoods. 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. Community courts are invaluable in this area; expanding them to include traffic and other misdemeanor crimes would enable the community to make an impact into some of the smaller nuisance crimes.

Goal 2: Improve the quality of life in neighborhoods

Performance Measurements

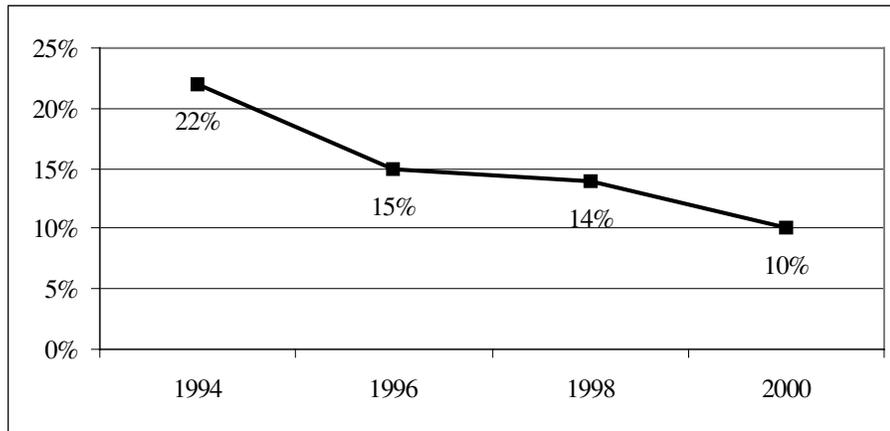
Every two years, the Bureau conducts a survey of the community to measure citizen views on crime and the satisfaction with Police Bureau services. The Portland City Auditor surveys citizens annually on the quality of City services including police services. Results from these surveys on the topics of 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

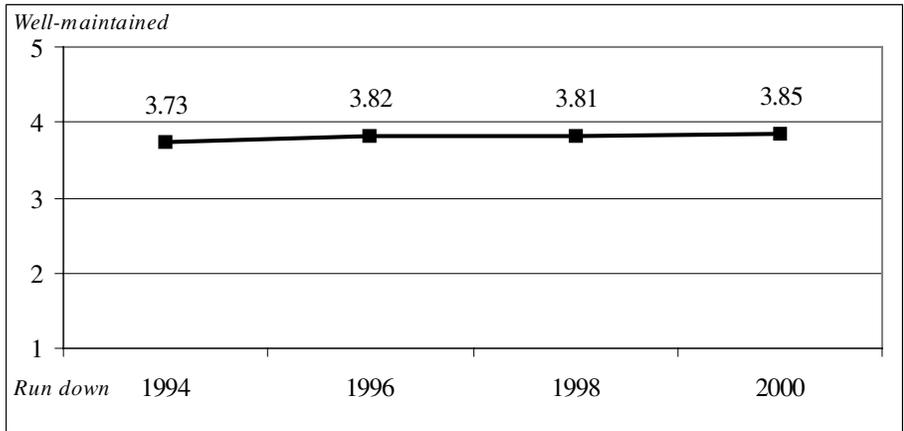
Percentage of citizens who say crime has increased in the last year



Source: Community Assessment Survey

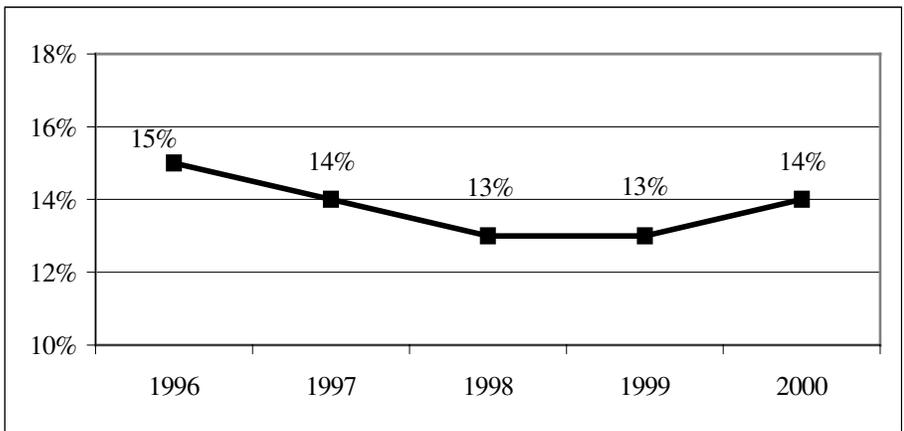
Goal 2: Improve the quality of life in neighborhoods

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.

Bicycle patrol

Create a bicycle detail that operates all days and all hours targeting both crime and quality of life issues; supply the detail with the latest training and well-maintained equipment.

Division: Central Precinct.

Partners: Bicycle vendors.

Campus Monitor Program

Enhance the function of the campus security personnel by reviewing the current curriculum and improving the training process of new and current members; update their equipment and make them more visible and effective to students, staff and parents of our community.

Division: Portland Public School Police.

Partners: Multnomah County District Attorney.

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.

Drivers Education Program

Update drivers' education equipment and improve the number of trained driving instructors.

Division: Portland Public School Police.

Partners: Oregon Department of Transportation, Multnomah County Fleet Services.

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, CEIC, neighborhood associations.

Explorer Post

Expand NE 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

Mission specific activity

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

Division: Tri-Met.

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 Tri-Met 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.

Division: Tri-Met.

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: Tri-Met.

Partners: Tri-Met, Wackenhut.

Partnership agreement with youth service providers

Develop a partnership agreement to address the problem of communication between officers and staff of youth service providers, and establish a blueprint of how to respond to different problems; set up a communication system.

Division: Central Precinct.

Partners: New Avenues for Youth, Greenhouse, Outside In, JANUS.

Right of way trespass initiative

Enhance patrol and/or perform missions directed at right of way offenders to reduce or eliminate accidents involving MAX and pedestrians.

Division: Tri-Met.

Partners: Area police agencies.

Goal 2: Improve the quality of life in neighborhoods

Safety Zone

Revamp 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.

School crowd events

Review current procedures and training and implement improvements, training, and equipment which reflect the changing nature of crowd dynamics; increase crowd control training and implement training to address major incidents situations.

Division: Portland Public School Police.

Partners: Community groups.

School Safety Patrol

Upgrade training and equipment for elementary street crossing guards; partner with other community and professional organizations; provide traffic enforcement as needed.

Division: Portland Public School Police.

Partners: Community groups, State Department of Schools.

Strategic neighborhood livability missions

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

Division: East Precinct.

Partners: BOEC, 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: Tri-Met.

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 1998-2000 Strategic Plan, the Police Bureau has continued to become more accessible to the public. The Bureau continues to work with other 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. Through a grant from the Bureau of Justice Assistance, the Bureau was able to develop and conduct a curriculum to provide crime prevention and personal safety training to people in Multnomah County who have a developmental disabilities. In the area of communication, the Bureau continues to publish Community Policing News, a bimonthly newsletter that is sent to neighborhood associations, community newspapers, public advisory groups, contact offices, business associations, public officials and other residents. The Bureau also continues to enhance its web page. The website includes information about the Police Bureau, accessing police and crime prevention services, police officer recruitment, crime statistics, patrol district and neighborhood association maps, internal affairs information, strategic planning and Community Policing News. Through a grant, the Bureau has implemented CrimeMapper, an Internet mapping tool for people to evaluate crime statistics in their neighborhood.

Challenges

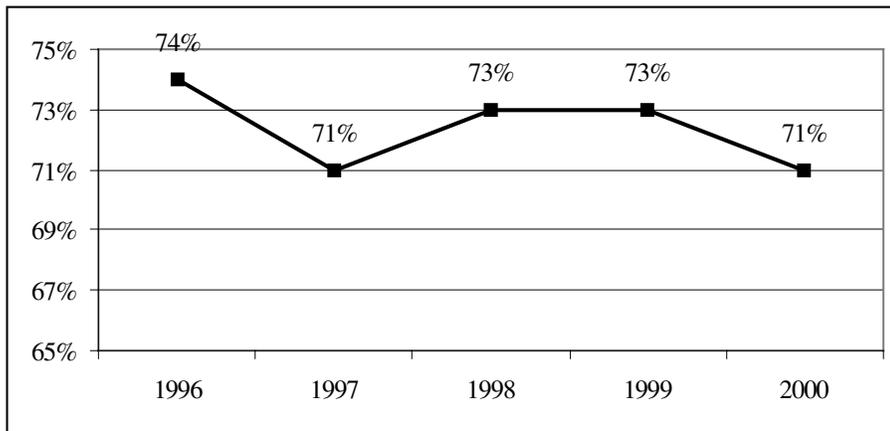
Key challenges in improving the community and police partnership continue to be how to create more programs to respond to community needs, while ensuring existing programs continue to meet desired goals. In addition, the Police Bureau needs to continue to find ways to publicize its advisory groups, newsletter and other vital communication links that gives the community a chance to provide feedback. We must continue to upgrade our services to people with mental illness, and look for ways to enhance our services to those who may be vulnerable to abuse or be victimized in some way. The Police Bureau must also enhance its website, adding information and forms that meet the needs of the community, and look at areas of customer service that can be enhanced, such as the possibility of filing minor reports or complaints over the web. Finally, the Police Bureau needs to publicize why certain procedures and training are implemented. Conducting workshops on "why we do what we do" and filming the Community Police Academy are ways that can accomplish that.

Goal 3: Improve the community and police partnership

Performance Measurements

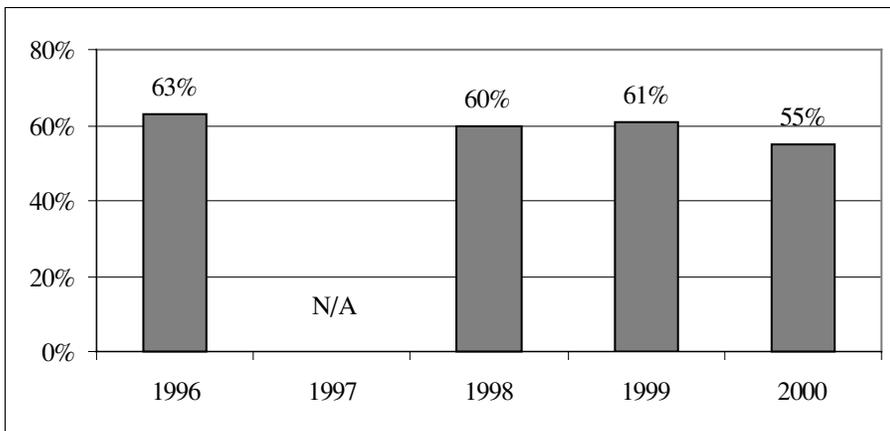
The Portland City auditor conducts a citizen survey each year to rate the quality of City services. This survey is intended to improve the public accountability of City government, assist in decision-making, and help improve the delivery of public services. The performance measurements associated with 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

Note: This question was not included in the 1997 survey.

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.

Asian community partnership

Participate in the program delivery of the Steps to Success program.

Division: Youth Crime Prevention.

Partners: Asian Family Center, Rose City Village, IRCO, Portland Parks and Recreation, Boys and Girls Club.

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.

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; work with business Block Captains.

Division: East Precinct.

Partners: ONI Crime Prevention, Multnomah County District Attorney, business block captains.

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, Oregon Liquor Control Commission, Department of Corrections, ATF, FBI.

Goal 3: Improve the community and police partnership

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: Western Community Policing Center.

Partners: 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

Make training available to Portland police officers and members in diverse classroom settings; explore joint roles and responsibilities in addressing public safety problems; participate in prevention initiatives to increase neighborhood livability.

Division: Western Community Policing Center.

Partners: 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 expanding 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.

Curriculum based prevention programming

Combine best practices within youth services.

Division: Youth Crime Prevention.

Partners: Asian Family Center, Rose City Village, IRCO, Portland Parks and Recreation, Boys and Girls Club, Salvation Army, Housing Authority of Portland, National Youth Sports Program, PAL, National Guard, neighborhood associations.

Drug house investigations

Develop funding source/partnership with HUD; program will provide for an intergovernmental agreement for one officer, overtime and associated costs for investigation of drug complaints and associated matters on HUD/Section 8 properties citywide; HUD special agent will be housed within DVD to assist the project officer.

Division: Drugs and Vice.

Partners: HUD/HAP.

Goal 3: Improve the community and police partnership

DVD internal and external communications

Develop a Drug and Vice Division newsletter for internal and external distribution; develop a DVD website on the Bureau's master website that explains DVD statistics, trends and information; develop a web-based drug complaint form for use by the public.

Division: Drugs and Vice.

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.

Expand Cops, Docs and DA's Program

The Cops, Docs and DA's Program will be expanded to all East Precinct high schools and offered to other law enforcement jurisdictions.

Division: East Precinct.

Partners: Portland area physicians, Multnomah County District Attorney, Ceasefire Oregon, Parkrose, David Douglas, and Marshall High Schools.

Explorers Honor Guard

Establish a drill team with all of the posts in the law enforcement Explorers to promote unit integrity and team building.

Division: Youth Crime Prevention.

Partners: Boy Scouts of America, Oregon National Guard, community groups.

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; monitoring 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 Services to Children and Families, animal control, family shelters, Multnomah County Department of Community and Family Services.

GREAT partnerships

Obtain statistics on numbers of active instructors in western states; develop liaisons from each state in our region, and 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.

Goal 3: Improve the community and police partnership

IAD evaluation survey

Design an evaluation survey for complainants after the completion of an IAD investigation; update citizens every 10 weeks on progress of complaint; provide training to the PIIAC monitoring committee.

Division: Internal Affairs.

Partners: PIIAC, Mayor's office, City Auditor's office.

Juvenile issues

Increase communication with juveniles by creating 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, Explorers, youth advisory councils.

Neighborhood Liaison Officer

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 other service providers.

Division: Precincts.

Partners: ONI Crime Prevention.

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.

Over-representation of minorities in the criminal justice system

Develop data collection systems to track arrest data and its effect on the over-representation of minorities in the criminal justice system; participate in the Public Safety Coordinating Council task force; prepare reports; develop policies.

Division: Planning and Support.

Goal 3: Improve the community and police partnership

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 agencies resources.

Division: North Precinct.

Partners: Bureau of Buildings, Bureau of Parks, Portland Public Schools.

Portland Innovations Seminar

Present a two-day conference on innovative community policing initiatives developed by the Bureau; the first will focus on meeting the public safety needs of people with mental illness and people with developmental disabilities and will feature the Crisis Intervention Team and the Safety Zone program.

Division: Planning and Support.

Partners: Service providers, advisory groups.

Quality Assurance Survey

Provide feedback to officers and sergeants on their performance and customer satisfaction; identify "positive" districts where survey results indicate a strong officer support rating; strengthen the "less positive" districts by staffing and resource changes if needed.

Division: Southeast Precinct.

Racial profiling

Implement Blue Ribbon Panel recommendations on racial profiling; 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 and Bureau members.

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

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

Roosevelt High School

Develop curriculum and college credit options, and work experience certification processes for gateway entry into the public sector work force, particularly 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.

School Safety Specialist position

Seek continuous funding for School Safety Specialist position; increase awareness of school and police issues; facilitate problem solving; and assist with police tactical issues, such as school site surveys.

Division: Portland Public School Police.

Partners: Community organizations.

Goal 3: Improve the community and police partnership

Southeast Precinct Citizens Advisory Council

Increase citizen representation on SEPCAC; provide recruitment information for Block Captain program; council representatives will serve as selection committee members for future Senior Neighborhood Officer positions.

Division: Southeast Precinct.

Special event brochure

Create a free speech special event planning brochure to give community members guidelines when planning demonstrations and protests.

Division: Central Precinct.

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

Special needs populations

Develop new marketing strategies for the voluntary Disability Alert Registration program; adopt goals for the Developmental Disability Advisory Committee to the Chief of Police; update Training Bulletins with resource information for communicating with the deaf and hard of hearing.

Division: Planning and Support.

Partners: Developmental Disability Advisory Committee.

Sunshine Division services

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

Division: Sunshine.

Partners: Local media.

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 non-sworn. 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 1998-2000 Strategic Plan, the Bureau has conducted two employee surveys. The most recent survey in March 2000 was the fifth survey conducted by the Bureau. The Bureau received a 57% response rate; the statements “I enjoy doing my work” and “I feel good about the work I do” received the highest average rating on agreement by employees. The Bureau has also continued to enhance the Employee Assistance Program which provides employee assistance by way of peer support teams, training and education, and research and development. During the last two years, EAP provided employees with emotional survival training as well as Question, Persuade, Refer (QPR) training, a suicide prevention technique. The Bureau has also given recognition in the form of Bureau awards and Chief’s Forum awards. In the area of training, command staff has continued to receive training on management issues, as well as offered the opportunity to attend management classes at Portland State University. Officers and nonsworn continue to attend in-service and a computer training room was added to provide internal training to employees on crime analysis software, PowerPoint, Word and other software as needed. Finally, the Bureau continues to operate its own training academy for new officers, with existing personnel as instructors. In the area of internal communication, the Chief films and distributes videos to all precincts/divisions each week. These videos help to dispel rumors as well as commend employees on a regular basis. Finally, the Awards and Decorations Work Improvement Team revised the awards procedures to ensure the recognition system remains consistent and fair.

Challenges

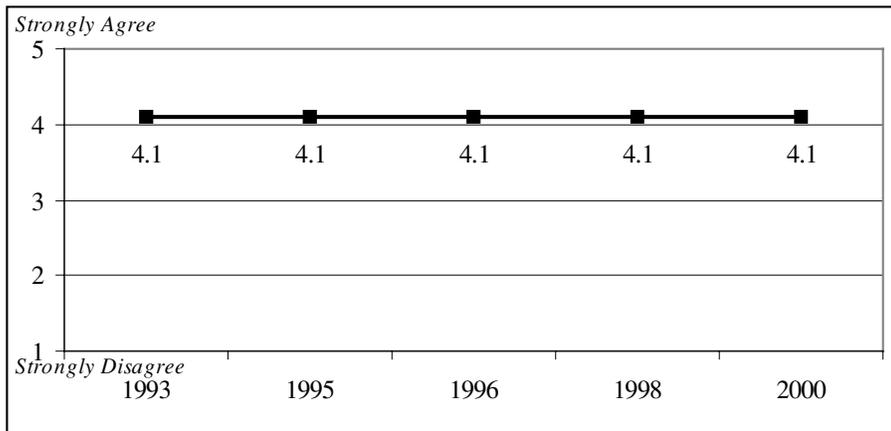
The Bureau continues to hear from its employees that communication and recognition are two areas of dissatisfaction. The challenge of improving communication and recognition continues to be different environments and work patterns of the precincts and divisions. Finally, additional external training was curtailed recently due to funding issues, and needs to be looked at on a case-by-case basis, but should not be overlooked.

Goal 4: Develop and encourage personnel

Performance Measurements

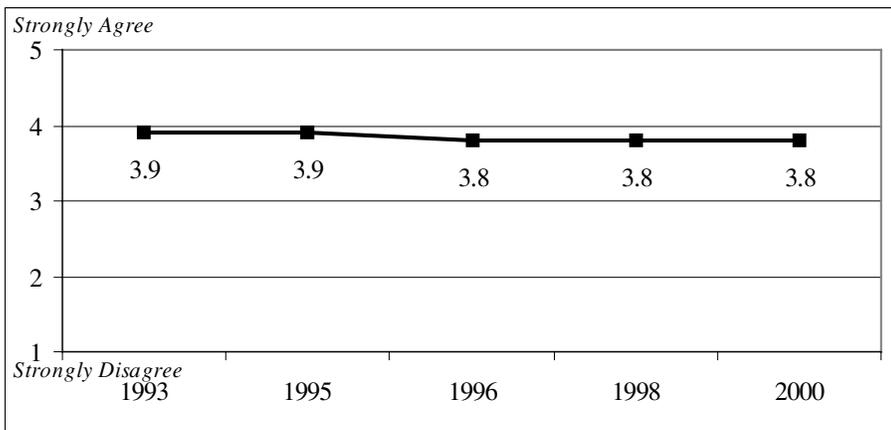
Performance measurements represent results from the Bureau employee survey and Bureau employee demographic statistics. Every two years (formerly every 18 months), the Bureau conducts a survey of employee job satisfaction. Employees rate work environment statements on a scale of 1 (strongly disagree) 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

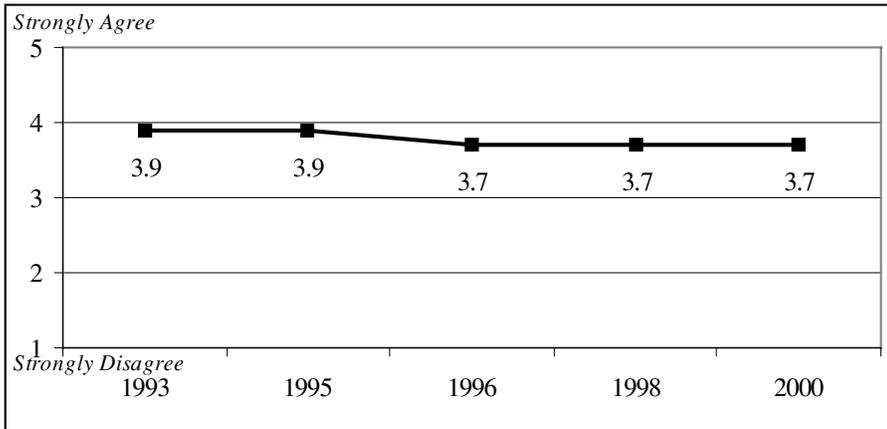
Supervisory Support



Source: Employee Survey

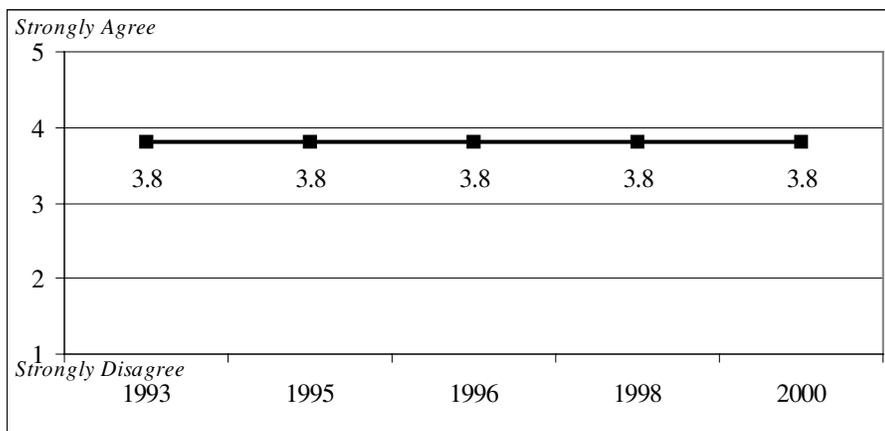
Goal 4: Develop and encourage personnel

Autonomy



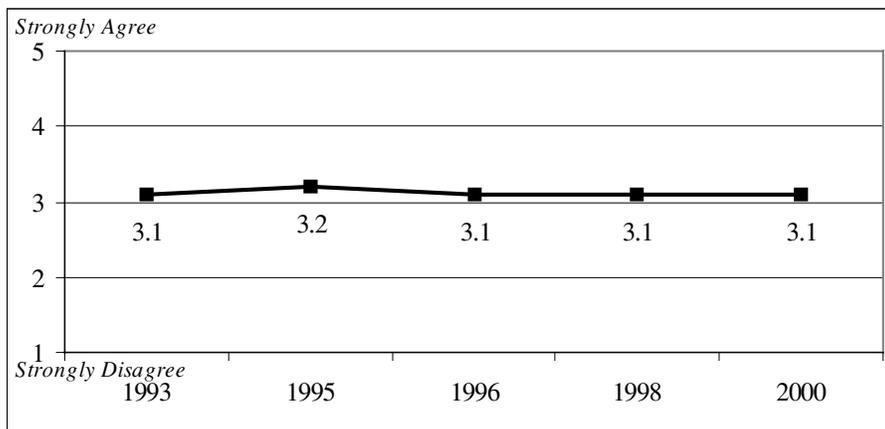
Source: Employee Survey

Teamwork



Source: Employee Survey

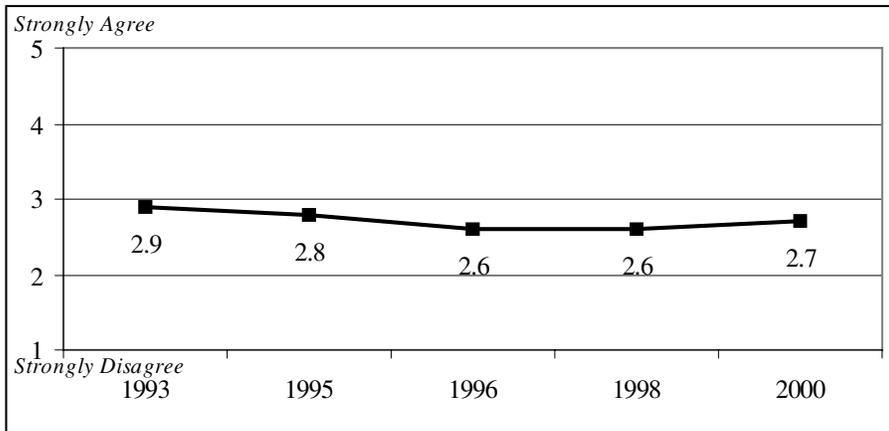
Recognition



Goal 4: Develop and encourage personnel

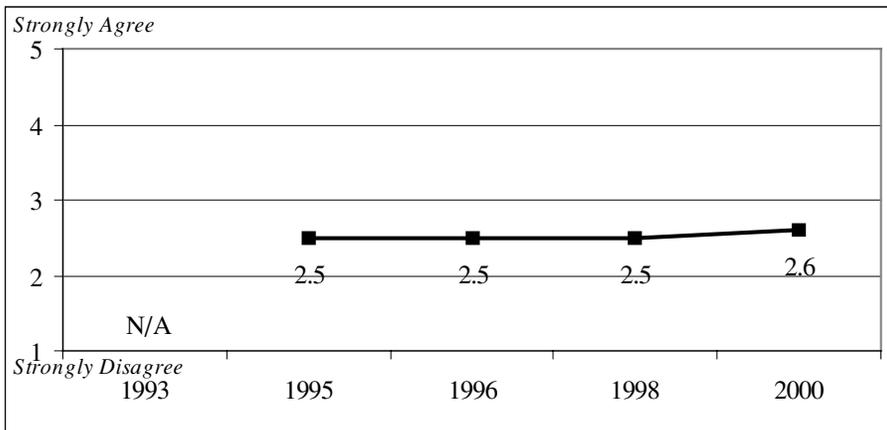
Source: Employee Survey

Fairness



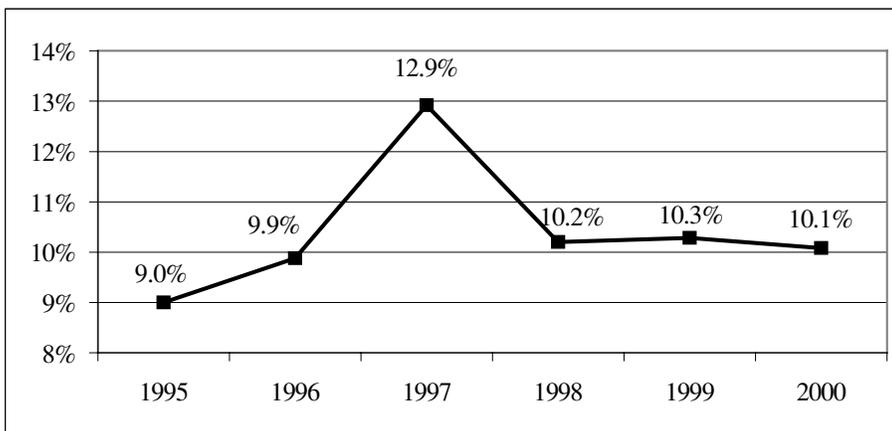
Source: Employee Survey

Organizational Culture



Source: Employee Survey

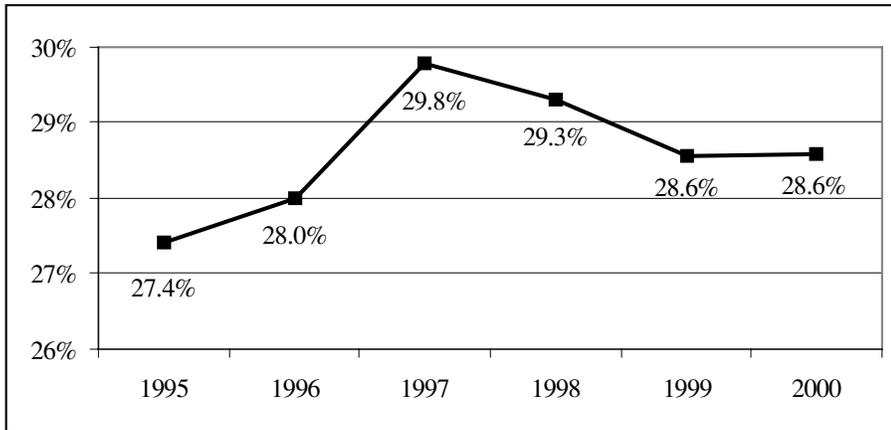
Bureau percentage minority employed



Goal 4: Develop and encourage personnel

Source: Personnel Division

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.

Active Shooter

Implement a tactical training and response to active shooter situations where one or more armed suspects have opened fire on people with intention of killing as many as possible; assist officers in analyzing situations including scenario-based activities.

Division: Training.

Command college

Conduct a command college for senior level leaders and managers with an emphasis on senior level public service leadership and management issues.

Division: Training.

Partners: Portland State University, regional public safety officials/agencies.

Crime analysis certification

Develop and conduct a training program to certify Bureau personnel in crime analysis and advanced crime analysis.

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.

Crash investigation training

Improve professional expertise of Traffic Division officers through specialized training.

Division: Traffic.

Partners: Portland Community College, local law enforcement agencies.

Crowd control training

Mounted Patrol Officers will participate weekly during the weeks of sworn in-service demonstrating readiness techniques that will be taught to the officers responding to crowd control and mass demonstration events.

Division: TOD/Mounted Patrol Unit.

Customer service training

Institutionalize annual customer service training for Telephone Report Unit and Information and Referral personnel to improve customer service delivery.

Division: Detective.

Partners: Bureau of Human Resources.

Goal 4: Develop and encourage personnel

Entry level physical assessment test

Create an entry-level physical assessment test tailored expressly for the Portland Police Bureau; ensure that it has minimal adverse impact on females.

Division: Personnel.

Feedback on work performance

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.

Partners: PPA.

Field Training Officers

Review all field training officer files, identify critical areas of performance and/or training, review existing FTO training and recertify FTOs.

Division: Training.

Partners: DPSST.

Fiscal civilianization

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

Division: Fiscal Services.

Hiring of police officers

Hire 100-110 new recruit officers during each of the next two years; research retention program.

Division: Personnel.

Homicide investigators resource guide

Produce a homicide investigators' resource guide featuring names, numbers and addresses for resources covering all aspects of homicide investigations.

Division: Detective.

IAD internal communication

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

Division: Internal Affairs.

Partners: PIIAC, City Auditor's Office.

Goal 4: Develop and encourage personnel

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

Reformat the current General Orders manual to the Manual of Policy and Procedure; revise the content to be more succinct; add an accountability component to the manual; work with divisions to provide forms and explanatory materials on the network; create an annual review process for directives.

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, DPSST.

Non-sworn training

Conduct eight hours of mandatory training for all non-sworn employees and 16 hours of specialized training based on the needs of the employee for current and future assignments.

Division: Training.

Partners: Portland Community College, Bureau of Human Resources.

Personnel evaluation system pilot

Develop and test a personnel evaluation system based on the employee's performance in working toward the agency's six goals; produce a report based on employee feedback.

Division: Planning and Support.

Phone call-monitoring equipment

Purchase a phone call recording and monitoring system for the Telephone Report Unit; create policies; provide feedback to employees to ensure excellent customer service.

Division: Detective.

Goal 4: Develop and encourage personnel

Police Academy

Conduct two to three 10-week basic police academies per fiscal year; conduct a 12-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: DPSST, 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.

Records specialist training program

Modify training program to change and/or update training goals and allotted training time; modify the specifics of the program to get a better return on invested training time of new employees and to allow trainers to divert more training to other more experienced personnel.

Division: Records.

Recruitment of police officers

Recruit approximately 4,000 applicants into the hiring process over the next two years in order to hire 200 police officers by the end of 2001, representing the make-up of our community.

Division: Personnel.

Partners: Bureau advisory groups, business community.

Goal 4: Develop and encourage personnel

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 of mandatory topics

Establish a roll call training system with mandatory topics and a "sign off" system to confirm employees' participation.

Division: Training.

School Police recruit officers training

New school police officers will participate in the basic and advanced academies directed by the Portland Police Bureau.

Division: School Police.

Spanish language proficiency

Develop a comprehensive Spanish language and Mexican culture training program for sworn and non-sworn Bureau personnel that is specifically focused on verbal interaction with Spanish speaking citizens in a public safety environment.

Division: Training.

Partners: Portland Community College.

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.

Specialized training sessions for Records

Develop miniature 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 Sergeant's leadership 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 inter-personnel communications.

Division: Training.

Partners: DPSST, Portland Community College.

Goal 4: Develop and encourage personnel

Sworn training

Identify and evaluate all mandatory training subjects for both content and time; survey supervisors and managers to identify discretionary subjects focusing on individual and unit requirements; consolidate the requests; plan and provide this training on a menu system to develop both individual and unit proficiencies.

Division: Training.

Partners: Portland Community College, Portland State University, DPSST.

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

Though this is a new goal to the Strategic Plan, the Bureau continues to emphasize technology as a priority, and has received several federal grants that have helped it upgrade systems. One such upgrade is the new Mobile Display Computers in patrol vehicles that use standard PC technology. This provides officers with more information and better access to data. Work Improvement Teams have been formed to analyze problems associated with radio communications as well as current management information systems and a data gathering system for the Traffic Division in regards to vehicle collisions. Work is also being conducted on developing and maintaining a system to track deployment and calls for service. This will improve efficiency and staffing levels at precincts as well as provide a system to better review trends in employee-involved accidents and claims to make recommendations toward relevant training changes and reduce annual billings from Risk Management. Also, a new partnership has been formed with the National Center for Law Enforcement and Corrections Technology.

Challenges

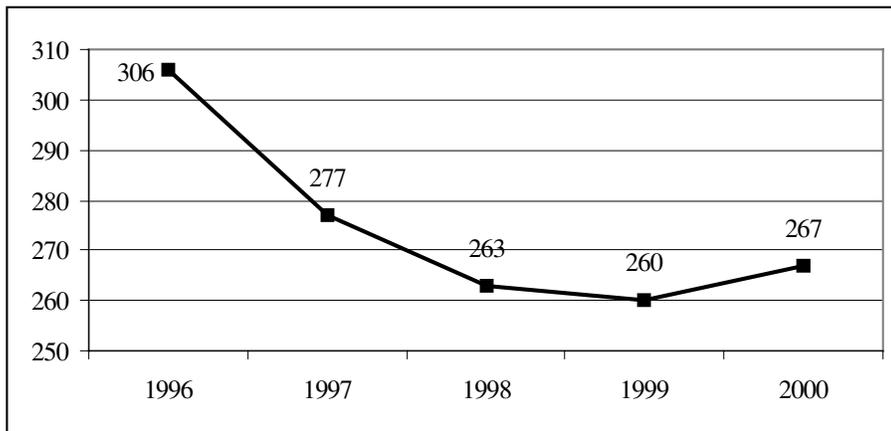
Technology changes from moment to moment, and can become extinct before it is implemented. Before implementation, the key is to analyze the system in which the new technology will be used, and ensure that proper training and work efficiencies are in place before the technology is installed. Often, this is time-consuming, expensive and not feasible. Staffing is also required to update systems and often is a tedious implementation process. 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

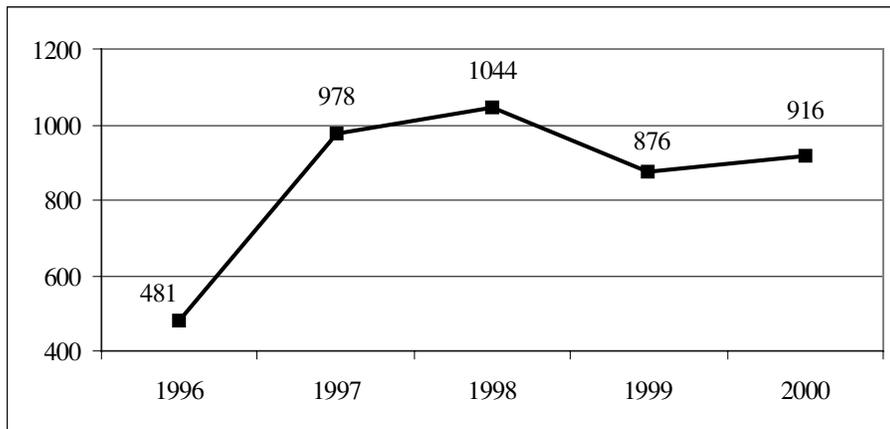
The Bureau's Management Services Division tracks liability claims and work-related injuries. The performance measurement of the goal to obtain and make effective use of the technology and equipment is the number of claims of general liability workers' compensation and fleet liability losses (by fiscal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

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; investigate the range of possibilities for electronic transmission of data versus having it called in and entered by hand; purchase any supporting PC/printer equipment required to facilitate the process.

Division: Records.

Automated pawn ticket reporting

Work with Detectives Division and local pawnshops to automate pawn ticket reporting to improve the timeliness and accuracy of pawn data and significantly reduce data entry in Detectives.

Division: Data Processing.

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.

Canine training

Purchase latest technology in electric collars and lighted Glock attachments, and locate qualified trainer, to teach the canine officers how to get improved results in training their canines; improve canine's ability to be more effective in tracking suspects and locating property.

Division: TOD/Canine Unit.

Facilities Master Plan

Develop Facilities Master Plan to evaluate existing facilities and identify necessary improvements; analyze projected population growth statistics; create a structured approach to recognize future facility needs; and use demographic studies to locate geographic siting opportunities.

Division: Management Services.

Partners: OMF.

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

Fleet operations

Develop and implement fleet tracking inventory program to analyze current and future fleet needs to support Bureau personnel; audit current level of equipment and technology; create evaluation process of new vehicles; implement program for distribution of fleet resources; and audit existing lease and rental programs for the Bureau.

Division: Management Services.

Partners: BGS Vehicle 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: PIIAC, 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.

Division: Family Services.

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

Information Technology Executive Oversight Committee

Develop a new purpose statement for the Information Technology Executive Oversight Committee; route new management information system projects through the committee.

Division: Planning and Support; Data Processing.

Mobile Digital Computer (MDC) capability

Establish clear and simple protocols between West Cities Communication MDC Capability and Tri-Met Transit Police Division for notification of Tri-Met related calls for service.

Division: Tri-Met.

Partners: BOEC.

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, BGS Communication Services, Bureau of Information Technology.

Personnel database

Create a comprehensive personnel database to track personnel assignments and transfer requests.

Division: Personnel.

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

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: Warner Pacific College, Salvation Army Camp Reuben H. Kuratli.

Property inventory efficiencies

Establish resources to use X-imaging and data entry to process inactive property evidence receipts; pursue agreement with the Bureau of Water Works to use current technology.
Division: Property Evidence.
Partners: Bureau of Water Works.

Radio communications

Develop an internal audit program to assess radio communication needs; identify existing resources; create a distribution process that satisfies current Bureau objectives; analyze new technologies and participate in funding strategies for emergency communication equipment replacement.
Division: Management Services.
Partners: BGS/Communication, PPA, Bureau of Emergency Communications.

Red light camera program

Develop and implement red light camera program.
Division: Traffic.
Partner agencies: Portland Office of Transportation.

Roll call training

Develop training topics which can be effectively and efficiently offered in roll call training environments; develop and implement technological strategies that support the efficient use of training time such as closed circuit television, Power Point presentations, CD Rom disks and conference calling.
Division: Training.

School Police Dispatch Center

Update equipment; improve our ability to detect and react to problem incidents; allow our dispatch personnel to be multi-task capable by enhancing the equipment that is available to them.
Division: Portland Public School Police.
Partners: Bureau of Emergency Communications.

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

School Police Mobile Digital Computers (MDCs)

Obtain Mobile Digital Computer terminals to improve communication and enhance effective use of our limited resources.

Division: Portland Public School Police.

Partners: BOEC.

Sunshine Division technology development

Modernize the LAN and implement custom software; develop external e-mail access for donors, police bureau members, board members and other supporters; develop a custom website.

Division: Sunshine.

Partners: Local businesses.

Timekeeping/payroll technology

Promote technology options for timekeeping/payroll systems and reporting capabilities; create electronic data imaging system for overtime slip filing and travel documents.

Division: Fiscal Services.

Partners: Portland Water Bureau.

Tri-Met police dispatch system

Collaborate with the Tri-Met Dispatch Center, BOEC and WCCCA to enhance the professionalism of the Tri-Met Security Channel; identify and provide Tri-Met dispatcher training needs.

Division: Tri-Met.

Partners: BOEC.

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.

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

In 1998, the Police Bureau hired consultants from the Institute of Law and Justice (ILJ) and embarked on project, entitled PPB Vision: Taking Community Policing to the Next Level. The result was a report that focused on input from more than 35 focus groups. Many of the strategies from that report are included in this strategic plan. The 2000-2002 Strategic Plan is the sixth Strategic Plan published by the Bureau; the Bureau is committed to continue publishing its Strategic Plan every two years. The Bureau has conducted five employee surveys; surveys are now completed every two years to coincide with the Strategic Plan process, so that this information can be incorporated into the Strategic Plan. Since the 1998-2000 Strategic Plan, the Bureau has hosted two conferences: the National Community Policing Conference and the National Organization of Black Law Enforcement Executives (NOBLE). The Work Improvement Network (WIN) was created with individual work improvement teams focusing on the most critical operational and management needs of the agency.

Challenges

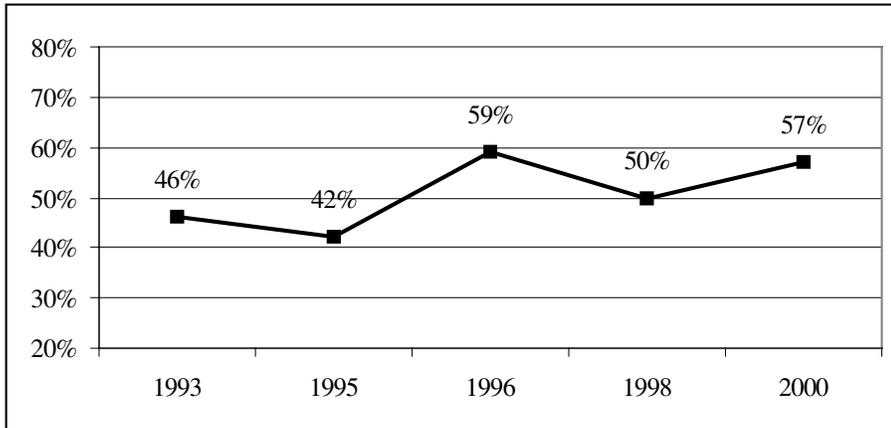
Managing resources within the budget continues to challenge managers. As staffing levels continue to be increased and brought up to authorized strength, training and personnel resources are taxed. By accepting grant funding for numerous positions, the Bureau must also seek stable funding for those positions after the grant period ends. Finally, the Inspections and Control Unit (ICU) will develop and propose an auditing schedule so key functions and procedures are 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

Create and adopt formalized policies and procedures within the Asset Forfeiture Unit.

Division: Drugs and Vice.

Audits and review

Develop audit and review methodologies to identify what policies, procedures, processes and systems will or may be audited or reviewed.

Division: Inspection and Control.

Automated secondhand dealer report entry

Develop an automated system to transfer secondhand dealer reports from the shops to the Portland Police Bureau.

Division: Detective.

Partners: Permitted dealers.

Citizen satisfaction survey

Use the Elder Crime Unit 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 DA 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.

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 work place and more resourceful in times of critical incidents.

Division: TOD/Emergency Operations Coordinator.

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

Evidence fund/informant policy revision

Revise Bureau General Orders on evidence funds and informant application/operation to streamline use and processing and to enhance accountability.

Division: Drugs and Vice.

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 reflect accurate budget and personnel requirements that are currently being used.

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.

Facilities plan

Develop a facilities plan to add office space and allow training.

Division: School Police.

False alarm reduction

Implement an effective false alarm reduction program; develop and implement a revised alarms ordinance for Portland; evaluate alarm permitting and tracking systems and determine whether these functions should be brought in-house for administration.

Division: Data Processing Alarms Unit.

Partners: Oregon Burglar and Fire Alarm Association, Multnomah County Sheriff, Bureau of Emergency Communications, Private Alarm Service Providers, area law enforcement agency alarm coordinators, False Alarm Reduction Association.

Goal 6: Continuously improve work processes

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.

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 G.O. revisions.

Division: Fiscal Services.

Fingerprint electronic transfer

Transmit fingerprints from MCSO custody to Identification Division for rapid identifications.

Division: Identification.

Partners: Multnomah County Sheriff's Office.

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

Standardize the police report form 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.

Inspection and Control manual

Develop the roles and responsibilities for the Inspection and Control Unit, commanding officers, and managers and supervisors for conducting audits and review; provide on-line access to the ICU manual, forms for audits, reports on audits, reviews by unit, division, and branch.

Division: Inspection and Control.

Inventory reduction

Reduce property evidence inventory by one percent; conduct monthly narcotic and gun destructs; trace dated evidence and obtain authorization to process out of Bureau; purge old evidence.

Division: Property Evidence.

Partners: Multnomah County District Attorney.

Goal 6: Continuously improve work processes

Mail out report program

Review the number and kind of reports that remain in the mail out report program; analyze alternatives and recommend how to eliminate this program.

Division: Detective.

Partners: Bureau of Emergency Communications, PPA and DCTU Labor Unions.

Major case management computer program

Design and develop a homicide major case management computer program to complement Portland police policies and procedures.

Division: Detective.

Management certificate program

Conduct a management certificate program for recently promoted/appointed police lieutenants and non-sworn managers focusing on personnel development, civil legal issues, strategic planning, public budgeting, public leadership, managing high performance organizations.

Division: Training.

Partners: DPSST, Portland State University, regional public safety officials/agencies.

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.

Managing patrol performance

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

Division: Data Processing.

Partners: Bureau of Emergency Communications.

Mission of drug and vice investigation/enforcement

Clarify/re-define the mission and responsibilities for drug and vice investigation and enforcement citywide.

Division: Drugs and Vice.

Monthly and trimester reports

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

Division: Planning and Support.

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.

Oregon Police Corps faculty

Place faculty on professional service contracts to reduce overtime and better control the curriculum and instructor development.

Division: Police Corps.

Partners: Department of State Police Criminal Justice Services Division; Office of the Police Corps; Oregon State Attorney General, State Review Team.

Personnel training

Provide appropriate training for the new IAD personnel; restructure the IAD intake process; provide adequate equipment for IAD personnel to perform the work assigned.

Division: Internal Affairs.

Partners: PIIAC, 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.

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.

Partners: Multnomah County District Attorney, complaint signer.

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 non-sworn 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.

Sergeant's training

Provide training to new sergeants on function of ICU and how it relates to their responsibilities as a supervisor.

Division: Inspection and Control

Service improvement initiative

Research and rate the most significant operational problems; form joint union/management committee to develop potential solutions; test and implement proposed solutions; measure results.

Division: Records.

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.

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; conduct an internal and external review process; present the plan to City Council for adoption.

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.

Division: Records.

Partners: BHR, Personnel Division, City Work-Study Coordinator.

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.

Summary for Institute for Law and Justice Report Process

Background

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

Focus Groups

The process for obtaining opinions from people was to use formal focus groups.

During the 90-minute focus group sessions, the chief of police opened with a PowerPoint presentation that discussed the country, Portland and the Portland Police Bureau 20 years ago. The chief then asked participants to envision what the Portland Police Bureau should look like 20 years into the future.

In the meetings, ILJ facilitators asked the following questions:

- What should we look like and how do we get there?
- What can you do to help?

ILJ staff also ensured various issues were covered in the focus groups, including human resources, technology, working with other agencies, community policing, communication, image of the police, external review of the police, crime prevention and other key topics.

From mid-September to mid-December, ILJ staff met with a total of 42 separate focus groups, which included just under 470 participants. These focus groups included Portland Police Bureau members; the Portland Police Bureau Steering Committee (a 16-member task force with representatives of the Bureau and community to serve as an advisory board); community and business leaders, including the media; government agencies; and national experts.

From the focus groups, ILJ issued a report in April 1999. This report divided the content from the focus groups into ten visions, with objectives listed under each vision. The visions listed were:

Vision 1: Enhance the organizational structure. This included objectives on decentralizing the Bureau's organizational structure and improving officer's assignment and deployment to better stabilize district officers in the community.

Vision 2: Increase the number of qualified civilians in the Bureau. This included objectives on increasing civilians in technical and administrative positions as well as creating a community service officer position to relieve work of police officers.

Vision 3: Increase crime prevention emphasis and resources: This included objectives on creating more safety strategies for neighborhoods, such as creating safety plans and developing ways to use technology to ensure timely research and crime analysis.

Vision 4: Take maximum advantage of technology: This included objectives on improving external and internal communication through technology such as the website, email and video. It also contained objectives on using technology to enhance enforcement, such as video surveillance and global positioning technology, and other technology options that could help with traffic enforcement, etc.

Vision 5: Improve the human resources system in the Portland Police Bureau: This included objectives on improving recruiting, expanding and upgrading training and the promotions system and implement a performance evaluation system.

Vision 6: Expand the role of the officer: This included objectives on freeing up officer time by 40 percent for community policing and problem solving and addressing a wider range of problems by working more closely with other city bureaus.

Vision 7: Improve the image of police: This included objectives on increasing efforts to education the public on police procedures and roles and creating a more positive image for police.

Vision 8: Improve police discipline and review: This included objectives on improving the Internal Affairs complaint process and reexamining the Bureau's approach to discipline.

Vision 9: Move the Portland Police Bureau toward restorative community justice: This included an objective on exploring the implementation of a restorative community justice model including the community court system.

Vision 10: Increase collaboration with the private sector: This included objectives on privatizing some Police Bureau activities, obtaining funding for equipment and services and partnering with the public to provide management training to Bureau employees and to teach citizens that they have an obligation toward public safety.

The ILJ report was circulated throughout the Bureau, and presented to the Mayor as well as Bureau advisory groups and community members. The ILJ report was adopted by the Portland City Council in June 1999.

Steering Committee

The Steering Committee was comprised of sworn and nonsworn members of the Portland Police Bureau and community leaders.

Of the ten visions, the Steering Committee agreed that Vision 6: Expand the role of the officer was the highest priority for supporting the Bureau's community policing mission. Other high priority visions were: Vision 5: Improve human resources system; Vision 1: Enhance organizational structure; Vision 3: Increase prevention emphasis; Vision 8: Improve police discipline and review and; Vision 4: Maximize technology.

The primary focus of the Steering Committee deliberations was evaluating the 92 strategies outlined in the ILJ report. The highest priority strategies reflected three key themes:

- **Service to the community:** there was a high emphasis on strategies that facilitate citizen participation with police on public safety issues and support quality-of-life goals that are important to citizens.
- **Focus on problem solving:** the committee emphasized strategies that focus on solving chronic problems, building problem solving skills and supporting and rewarding innovative problem solving approaches.
- **Staffing, infrastructure and organization development:** the committee consistently emphasized that the service enhancements that were recommended in the report could not be implemented without supportive internal policies and practices.

Other specific themes included officer excellence, such as the creation of the “Master Police Officer” position; broader decision-making authority at officer and sergeant levels; an organizational framework that supports innovation and reasonable risk-taking; increased opportunities for officers to interact directly with the community in positive, non-confrontational ways and; improved internal climate in the Bureau.

The Steering Committee issued the report: *Committee Recommendations for Implementation of the ILJ Report* in September 1999 to the Chief of Police.

Chief’s Response

In November 1999, Interim Chief Lynnae C. Berg provided her response to Mayor Vera Katz on the Steering Committee’s recommendations. Because of the timing of a change in leadership for the organization, this response served as a response to the police and community members who served on the Steering Committee and as a briefing for the new chief. Chief Berg limited her response to recommendations that were identified as the highest priority by the Steering Committee.

In May 2000, Chief Mark Kroeker met with the Steering Committee to discuss the 2000-2002 Strategic Plan. Many of the Committee’s recommendations are reflected in this plan, but are not designated as “ILJ strategies.”

Summary of Community Feedback Received

The following is a brief summary of feedback received during the initial input period for the strategic plan. The first part of public review asked recipients to comment on which activities or programs substantially contributed to reducing crime and the fear of crime, and to suggest what areas need more attention or improvement. For the first time, plan comments were gathered both by mail and on the Police Bureau's website. Input was gathered from January 2000 through March 2001. Comments are summarized as follows:

Contributes to reducing crime and fear of crime

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

Bureau-wide programs

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

- Youth intervention programs. A large percentage of the responses emphasized the need to continue youth programs. These programs include: Gang Resistance Education And Training (GREAT), Drug Abuse Resistance Education (DARE) and the Police Activities League (PAL). It was mentioned that DARE and GREAT should be reviewed to ensure that they are still taking the correct approaches.
- Street-level drug interdiction. A successful impact on drug usage and related crimes was attributed to the targeting of street-level drug dealers and users through targeted missions.
- Alternative patrol methods. All comments regarding the bicycle patrols, foot patrols, canine, and horse patrols were positive, and they were seen as successful patrols with positive impact.
- Directed missions. Directed missions for burglary, prostitution, drugs and other crimes are seen as an efficient way of handling a chronic situation.
- Auto Theft Task Force. This unit and any other mission that targets auto theft is seen as needed and valuable especially because of the direct link between auto theft and other crimes, such as drugs.
- Prostitution and drug free zones. Businesses and community members report a positive impact in the community through these two efforts.
- Problem liquor outlets. A continued targeting of problem outlets and a partnership with the Oregon Liquor Control Commission (OLCC) is seen as a step toward crime prevention and reaction.
- Special needs programs. A continuing program that addresses the needs of people with special needs, such as people with disabilities or people with mental illness, is emphasized as having a direct response on crime for a vulnerable community.

- Elder crimes. Easing the fear of crime for elders (by elder visits) and a focus on preventing elder abuse and fraud is seen as a valuable program.
- Precinct detectives. Having the investigative function directly in the precincts for property crimes is seen as effective and successful.
- Graffiti. Any programs that target the cleanup of graffiti, including the graffiti-free zone, are seen as having a positive impact on neighborhood livability.
- Positive media coverage. By telling the positive stories and promoting successful programs of the Bureau, positive media coverage aid is seen as helping strengthen the partnership between the police and the community.
- Basic academy and staffing levels. Focusing on training Police Bureau recruits and bringing the Bureau up to adequate staffing levels is said to be an important step in freeing up officers' time for problem solving.
- Crisis Response Teams. The success of the Crisis Response Teams (CRT) was highlighted as a continued way to involve the community to aid the police in a critical incident.
- Advisory committees. These are seen as an ear to the community and provide invaluable input.
- Community meetings. Special community forums that educate the public on specific issues are seen as an effective tool in community policing.

Precinct or operational unit specific programs

- District officers. There was an overwhelming response that the key to community policing was knowing the district officers and how to contact them. Many said the visible presence of the officer at neighborhood meetings or walking through the neighborhood was a direct response to crime and their fear of crime.
- Neighborhood Liaison Officer/Neighborhood Response Team. There is strong support from within the Bureau and the community to continue, or even enhance these two programs, which are viewed as vital to the tenant of community policing.
- Traffic enforcement. Any tools used to reduce speeding were seen as an effective tool to improve livability in neighborhoods and around schools.
- Citizen foot patrols organized by the Office of Neighborhood Involvement (ONI) crime prevention program and supported by the Police Bureau. The implementation of trained foot patrols by citizens in their own neighborhood is seen to promote a needed sense of ownership and reduce the occurrence of crime.
- Enhanced police visibility at community functions. This was seen as allowing officers and citizens to interact and see each other as real people. This includes precinct advisory committees that meet directly with the commander.
- Defensive tactics/crime prevention programs. Programs, such as WomenStrength, that teach personal safety tips or how not to be victimized are seen as a way to ease the fear of crime as well as prevent victimization.
- Spanish language classes. These are thought to be invaluable and refresher classes or expanded classes were also suggested.
- Minority recruitment. Reaching out to minority communities for officers is seen as a positive step toward building a diverse workforce.

Suggestions for improvement

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

- Place more emphasis on crimes such as graffiti, pedestrian violations, traffic laws, and vandalism.
- Hire up to authorized strength, and maintain adequate staffing levels.
- Concentrate efforts to clean up Pioneer Courthouse Square and work on reducing intimidation by street kids and panhandlers.
- Expand staffing levels at the Traffic Division to continue to meet the growing demands for traffic enforcement and concentrate on pedestrian traffic and traffic safety around schools.
- Convert some sworn “administrative” positions to nonsworn positions, such as background investigators.
- Re-institute the officer friendly program in schools and make the School Police Portland Police Bureau members.
- Give officers back their cellular phones with established usage procedures.
- Provide an adequate facility for training Portland Police Bureau officers.
- Expand NRTs to give more timely crime analysis.
- Provide and educate district officers on how to use Crime Analysis and Mapping Information Network (CAMIN).
- Remove the internal affairs investigative function by the precinct sergeants to free time up to supervise.
- Realign borders between Southeast Precinct and East Precinct to be I-205—82nd Avenue is too dangerous and busy of a border and slows updates between precincts.
- Conduct missions with juvenile probation counselors to serve warrants and have counselors work closer with the Gang Enforcement Team (GET) and the Youth Gun Anti-Violence Task Force (YGAT).
- Re-institute the 4/10 shift for officers to improve morale.
- Reward and commend good behavior.
- Improve training for street officers on child abuse, including how to recognize signs of abuse and neglect and promote removing more children from home after search warrants, etc.
- Focus on impounding vehicles under the new Driving Under the Influence of Intoxicants (DUII) ordinance.
- Re-think the policy of assigning Equal Employment Opportunity Commission (EEOC) investigations to the Detective Division, because it takes the detective away from the detail for an extended period.
- In addition to the Strategic Plan, command should submit a yearly operational plan with attainable goals and predetermined time lines.
- Become more visible downtown and increase foot patrols everywhere.
- Increase partnerships with other agencies and citizens.
- Enforce gang activity in East County.
- Establish a contact office in deep southwest Portland.
- Computerize time cards and the attendance system.

- Establish a performance evaluation system that evaluates officers on community policing efforts.
- Concentrate on telling more positive stories and successes of the Bureau to improve public's perception of police.
- Provide better service to people with disabilities by putting programs in the Family Services Division to share data and work together on chronic problems.
- Find a permanent horse barn for the Bureau's Mounted Patrol Unit.
- Make the Bureau more user friendly to people calling about their crime reports and put missing property, runaway, etc. information on the website, creating a bulletin board for the community.
- Continue the Citizens' Academy and promote involving citizens in public safety efforts, such as neighborhood programs and neighborhood watch.
- Support the community court efforts.
- Re-institute the Community Policing Steering Committee in Old Town.
- Improve the public's access to the Bureau during non-business hours.
- Provide diversity training for officers.
- Make elder crimes a priority.
- Find a way to educate people or refer people to resources to ensure they are not further victimized (e.g. identity theft crimes).
- Work with city bureau to help with abandoned autos.
- Make Adopt a Cop a Bureau-wide program to promote positive police relationships.
- Better track traffic violators by entering Uniform Traffic Citations (UTCs) into the Portland Police Data System (PPDS).
- The Bureau should meet with community at service provider meetings, as well as conduct executive committee meets of all advisory groups on a quarterly basis.
- Conduct ongoing communication/cultural training for officers.
- Identify areas of information that various cultures need, and create an informational brochure that discusses them (e.g. police services, issues, traffic laws, etc).
- Increase language-training classes to connect and build on existing training.
- Identify monies in the budget for translation services for materials to various cultures.
- Plan more activities where police can interact with community members in a social setting, such as National Night Out.

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

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

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

PPS	Portland Public Schools
PPSCC	Port. Police Special Contribution Committee
PROP	Property/Evidence Control
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
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
SCF	State Office for Services to Children and Families
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
TDD	Telecommunications for Deaf (no longer used)
TIC	Traumatic Incident Committee
TIU	Traffic Investigation Unit (formerly H&R)
TOD	Tactical Operations Division
TRU	Telephone Report Unit
TTY	Telephone Typewriter (preferred usage)
UCR	Uniform Crime Report
UPF	Unlawful Possession of a Firearm OR
UPW	Unlawful Possession of a Weapon
UTC	Uniform Traffic Citation
VA	Veteran's Affairs
VBR	Violation of the Basic Rule
VC	Volunteer Chaplains
YCPD	Youth Crime Prevention Division
YGAT	Youth Gun Anti-Violence Task Force
WAN	Wide Area Network
W/NW	Neighbors West/Northwest
WIN	Work Improvement Network
WIT	Work Improvement Team

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

Item	1996	1997	1998	1999	2000
Part I Crimes	51,189	54,000	46,788	42,071	41,047 ²
Part I crimes against people (per 1,000 population)	16	15	13	12	11
Calls for Service					
Incidents Dispatched	247,584	263,175	246,567	228,278	230,740
Self-Initiated Calls	132,396	142,857	154,734	175,459	202,811
Telephone Report Unit	65,336	64,604	54,652	51,981	48,433
Information and Referral Calls	165,175	162,659	146,434	137,187	132,149
Crimes by Category³					
Child Abuse Cases	2,276	2,739	2,517	2,435	2,259
Elder Abuse Cases	374	387	379	405	434
Bias Crimes Cases	133	91	56	87	160
Domestic Violence Cases	6,109	6,616	6,206	6,309	7,400
Auditor's Service Efforts and Accomplishments Report					
Burglary Victimization Rate	5%	4%	5%	5%	4%
Citizens who feel safe walking alone during the day	83%	83%	88%	88%	88%
Citizens who feel safe walking alone at night	43%	45%	49%	48%	51%

² 2000 data are preliminary as of January 18, 2001

³ Data use reported date, derived from Natural program: BEG1

Goal 2: Improve the quality of life in neighborhoods

Performance measurements

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

Item	1996	1997	1998	1999	2000
Auditor’s Service Efforts and Accomplishments Report					
Citizens who know their neighborhood officer	15%	14%	13%	13%	14%

Goal 3: Improve the community and police partnership

Performance measurements

Item	1996	1997	1998	1999	2000
Auditor’s Service Efforts and Accomplishments Report					
Citizens rating police services good or very good	74%	71%	73%	73%	71%
Citizens willingness to work with police to improve neighborhood, willing or very willing	63%	N/A	60%	61%	55%

Goal 4: Develop and encourage personnel

Performance measurements

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

Item	1996	1997	1998	1999	2000
Bureau personnel demographics					
Percentage minority employed	9.9%	12.9%	10.2%	10.3%	10.1%
Percentage women employed	28.0%	29.8%	29.3%	28.6%	28.6%

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

Performance measurements

Item	1996	1997	1998	1999	2000
Management Services Data					
Number of claims of general liability, worker's comp and fleet liability losses	306	277	263	260	267
Number of days absent from work on work-related injuries	481	978	1044	876	916

Goal 6: Continuously improve work processes

Performance measurements

Item	1993	1995	1996	1998	2000
Employee Survey					
Percentage responding to employee survey of job satisfaction	46%	42%	59%	50%	57%

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Regional Organized Crime and Narcotics Task Force (ROCN), Captain Alan Orr
Reserve Unit, Officer Andy Madden
Richmond Neighborhood Association (SEUL), Chair Jean Baker
Rose City Park Neighborhood Association (CNN), Kelly Davis
Rosemary Anderson High School, Dr. Samuel E. Kelly
Roseway Neighborhood Association (CNN), Chair Ted Perkins
Russell Neighborhood Association (EPNO), President Tim Sepich
Sabin Community Association (NECN), Chair Lola Kresin
Sabin Community Association, Virginia Hodgdon
Sellwood-Moreland Improvement League (SMILE) (SEUL), Chair John Frye
Sherwood Police Department, Chief Bill Middleton
South Burlingame Neighborhood Association (SWNI), Chair Gary Lienhard
South Tabor Neighborhood Association (SEUL), President George Brummer
Southeast Precinct Commander Stan Grubs
Southwest Business Association, Co-Presidents Jim Griffith and Jo Barnes

Southwest Hills Residential League (SWHRL) (Unaffiliated), President Knut Eie
St. Johns Business Boosters, President Gary Boehm
St. Johns Neighborhood Association (NPNO), Chair Linda Hval
Sullivan's Gulch Neighborhood Association (NECN), Chair Colin James
Sumner Association of Neighbors (CNN), Chair Mary Larson
Sunderland Neighborhood Association (CNN)
Sunnyside Neighborhood Association (SEUL), President Tom Badrick
Swan Island Business Association, President Wayne Cozad
Sylvan-Highlands Neighborhood Association (W/NW), President Jim Ivancie
Tactical Operations Division (TOD), Captain Larry Ratcliff
The Portland/Metro Crusader, Melissa Levey
Tigard Police Department, Chief Ron Goodpaster
Traffic Division, Captain Michael Bell
Tri-Met Division, Captain Cliff Jensen
Troutdale Police Department, Chief Mark Berrest
Tualatin Police Department, Chief Steve Winegar
U.S. Bank, Richard A. Beyl
University Park Neighborhood Association (NPNO), Chair John Garner
Vernon Neighborhood Association (NECN), Co-chairs Norma Millner, Allison Coe
Victor Rhodes, Bureau of Traffic System Management
Washington County Sheriff Jim Spinden
West Linn Police Department, Chief Terry Hart
West Portland Neighborhood Association (SWNI), President David Gens
Wilkes Community Group (EPNO), Acting Chair Al Panek
Woodland Park Neighborhood Association (Unaffiliated), Chair Rene Mauldin
Woodlawn Neighborhood Association (NECN), Chair Frederick Hayes II
Woodstock Community Business Association, President Janis Wigg
Woodstock Neighborhood Association (SEUL), Chair Elizabeth Ussher Groff

Bureau Divisions

Chief Mark Kroeker
Jane Braaten, Manager Planning and Support Division
Greg Hendricks, Lieutenant, Inspections and Control Unit
Mike Hefley, Lieutenant, Public Information Office
Randy Kane, Lieutenant, Criminal Intelligence Unit

Bruce Prunk, Assistant Chief, Operations Branch
Mike Bell, Captain, Traffic Division
Greg Clark, Commander North Precinct
Larry Findling, Commander Central Precinct
Derrick Foxworth, Commander Northeast Precinct
Stan Grubs, Commander Southeast Precinct
Rick Rictor, Commander East Precinct

Lynnae Berg, Assistant Chief, Investigations Branch
Mike Garvey, Captain, Identification Division

Jim Ferraris, Captain, Drugs and Vice Division
 Tammy Jones, Lieutenant, Property/Evidence Division
 Andrew Kirkland, Captain, Family Services Division
 Alan Orr, Captain, ROCN
 Rosie Sizer, Captain, Detective Division
 Bret Smith, Captain, Internal Affairs Division

Mark Paresi, Assistant Chief, Operations Support Branch
 Dave Benson, Police Corps
 Cliff Jensen, Captain, Tri-Met Division
 Bob Kaufmann, Captain, Training Division
 Wayne Kuechler, Sunshine Division
 Merrilee Laurens, Manager, Youth Crime Prevention Division
 Cliff Madison, Portland School Police
 Larry Ratcliff, Captain, Tactical Operations Division (TOD)
 Darrel Schenck, Western Community Policing Center

Nancy McPherson, Director of Services
 Rita Drake, Manager, Fiscal Services Division
 Debbie Haugen, Manager, Records Division
 Dennis Merrill, Captain, Personnel Division
 Mike Palmer, Management Services Division
 Bill Wesslund, Manager, Data Processing Division

District Coalition/Neighborhood Offices and Neighborhood Crime Prevention Staff

Central Northeast Neighbors (CNN), Chair Bob Ueland; Executive Director Alison Stoll;
 Crime Prevention: Kay Collier
 East Portland Neighborhood Office (EPNO), Manager Richard Bixby;
 Crime Prevention: Katherine Anderson, Rosanne Lee
 Neighbors West/Northwest (W/NW), Chair Frank Bird;
 Executive Director Mark Sieber; Crime Prevention: Preston Wong
 North Portland Neighborhood Office (NPNO), Coordinator Tom Griffin-Valade;
 Crime Prevention: Melissa Delaney
 Northeast Coalition of Neighbors (NECN), President Willie Brown;
 Executive Director John Canda; Crime Prevention: Rebecca Currin, Kenneth Edwards
 Southeast Uplift Neighborhood Program (SEUL), Susan Cox; Executive Director Ken Dale;
 Crime Prevention: Rhetta Deason, Marcia Dennis
 Southwest Neighborhood, Inc (SWNI), Chair Patty Lee; Executive Director Sylvia Bogert;
 Crime Prevention: Paul Dinberg
 Downtown Area Neighborhood Program Association for Portland Progress (APP),
 Public Safety Program, Dave Austin

Neighborhood Associations (Coalition Affiliation)

Alameda Community Association (NECN), Acting Chair Ken Bailey
 Arbor Lodge Neighborhood Association (NPNO), Chair Kent Hoddick
 Ardenwald/Johnson Creek Neighborhood Association (SEUL), Chair Darlene Walsh

Argay Neighborhood Association (EPNO), Vice Chair Nancy Phillips
Arlington Heights Neighborhood Association (W/NW), Chair Frank Yost
Arnold Creek Neighborhood Association (SWNI), President Nancy Hand
Ashcreek Neighborhood Association (SWNI), Co-chairs Dorothy Gage, Mark Sieber
Beaumont-Wilshire Neighborhood Association (CNN), Willie Nolan
Boise Neighborhood Association (NECN), Co-chairs Chris Brown, Perry Gruber
Brentwood/Darlington Neighborhood Association (SEUL), President Ron Summer
Bridgeton Neighborhood Association (NPNO), President Walter Valenta
Bridlemile Neighborhood Association (SWNI)
Brooklyn Action Corps (SEUL), Chair Marie Phillippi
Buckman Community Association (SEUL), Co-chairs Tom Baker, Larry Bissett
Centennial Neighborhood Association (EPNO), Chair Louise Cody
CENTER Neighborhood Association (SEUL), Chair Brian Bainnson
Collins View Neighborhood Association (SWNI), Chair Lynn O'Brien Wolfe
Community Association of Portsmouth (NPNO), Chair Elizabeth Humphrey
Concordia Neighborhood Association (NECN), Chair J.C. Kizak
Corbett/Terwilliger/Lair Hill Neighborhood Association (SWNI), President Kevin Myles
Creston-Kenilworth Neighborhood Association (SEUL), Chair Sue Rubin
Crestwood Neighborhood Association (SWNI), Chair George Marshall
Cully Association of Neighborhoods (CNN), President Linda Hoover
Downtown Community Association (APP), President Alix Nathan
East Columbia Neighborhood Association (CNN), Chair David Delk
Eastmoreland Neighborhood Association (SEUL), President Dave Newton
Eliot Neighborhood Association (NECN), Co-chairs Mary and Greg Dyson
Far Southwest Neighborhood Association (SWNI), Chair Russ Walton
Forest Park Neighborhood Association (W/NW), President Les Blaize
Foster-Powell Neighborhood Association (SEUL), Chair Cynthia Peek
Friends of Cathedral Park Neighborhood Association (NPNO), Chair Jean Estey Hoops
Glenfair Neighborhood Association (EPNO), Chair Stephen Jenkevica
Goose Hollow Foothills League (W/NW), President Patricia Gardner
Grant Park Neighborhood Association (NECN), Chair Katherine Bang
Hayden Island Neighborhood Network (HINOON) (NPNO), Chair Roger De Francisco
Hayhurst Neighborhood Association (SWNI), Chair Susan King
Hazelwood Neighborhood Association (EPNO), Chair Arlene Kimura
Healy Heights Neighborhood Association (Unaffiliated), President Knut Eie
Hillsdale Neighborhood Association (SWNI), President Eamon Molloy
Hillside Neighborhood Association (W/NW), President Gary Berger
Hollywood Neighborhood Association (CNN), President Bob Ueland
Homestead Neighborhood Association (SWNI), Chair David Redlich
Hosford-Abernethy Neighborhood Development (HAND) (SEUL), Chair Susan Pearce
Humboldt Neighborhood Association (NECN), Chair Susan Erickson
Irvington Community Association (NECN), President Kay Pepper
Kenton Neighborhood Association (NPNO), Chair Joseph Ingles
Kerns Neighborhood Association (SEUL), Chair Sharon Ward
King Neighborhood Association (NECN), President Jack Paulson
Laurelhurst Neighborhood Association (SEUL), Chair Chuck Lundeen

Lents Neighborhood Association (SEUL), Chair Judy Welch
Linnton Neighborhood Association (W/NW), President Tom Wilson
Lloyd District Community Association (Unaffiliated), Chair John Lanouette
Madison South Neighborhood Association (CNN), Chair Susan Hamilton
Maplewood Neighborhood Association (SWNI)
Markham Neighborhood Association (SWNI), Co-Chair Bill Chapman, Co-Chair Jim Dietz
Mill Park Neighborhood Association (EPNO), Chair RoseMarie Opp
Montavilla Community Association (SEUL), Chair Joanna Wilson
Mt. Scott-Arleta Neighborhood Association (SEUL), Chair Phyllis Shelton
Mt. Tabor Neighborhood Association (SEUL), President Paul Leistner
Multnomah Neighborhood Association (SWNI), Chair Martie Sucec
Northwest District Association (W/NW), President Martin Birkenthal
Northwest Heights Neighborhood Association (W/NW), Chair Dennis Williams
Northwest Industrial Neighborhood Association (W/NW), President Sandra Gaylord
Old Town/Chinatown Neighborhood Association (APP), Interim President Vasi Vlahakis
Overlook Neighborhood Association (NPNO), Chair Marylou Munroe
Parkrose Heights Association of Neighbors (EPNO), President Carol Williams
Pearl District Neighborhood Association (W/NW), President Neilson Abeel
Piedmont Neighborhood Association (NECN), Chair Betsy Radigan
Pleasant Valley Neighborhood Association (SEUL), Chair Linda Bauer
Powellhurst-Gilbert Neighborhood Association (EPNO), Chair Glenn Taylor
Reed Neighborhood Association (SEUL), Chair Kevin Donegan
Richmond Neighborhood Association (SEUL), Vice-Chair Derek Covey
Rose City Park Neighborhood Association (CNN), Kelly Davis
Roseway Neighborhood Association (CNN), Chair Curtis Waterbury
Russell Neighborhood Association (EPNO), President Tim Sepich
Sabin Community Association (NECN), Chair Fred Smith
Sellwood-Moreland Improvement League (SMILE) (SEUL), Chair Kevin Downing
South Burlingame Neighborhood Association (SWNI), Chair Gary Lienhard
South Tabor Neighborhood Association (SEUL), President George Brummer
St. Johns Neighborhood Association (NPNO), Chair Linda Hval
Southwest Hills Residential League (SWHRL) (Unaffiliated), President Knut Eie
Sullivan's Gulch Neighborhood Association (NECN), Chair Colin James
Sumner Association of Neighbors (CNN), Chair Mary Larson
Sunderland Neighborhood Association (CNN)
Sunnyside Neighborhood Association (SEUL), President Tom Badrick
Sylvan-Highlands Neighborhood Association (W/NW), President Jim Ivancie
University Park Neighborhood Association (NPNO), Chair John Garner
Vernon Neighborhood Association (NECN), Co-chairs Norma Millner, Allison Coe
West Portland Neighborhood Association (SWNI), President David Gens
Wilkes Community Group (EPNO)
Woodland Park Neighborhood Association (Unaffiliated), Contact: Rene Mauldin
Woodlawn Neighborhood Association (NECN), Chair Frederick Hayes II
Woodstock Neighborhood Association (SEUL), Chair Elizabeth Ussher Groff

Business Associations

Alberta Street Business Association, President Eric Wentland
Alliance of Portland Neighborhood Business Associations (APNBA), President Ken Turner
Association for Portland Progress, President Ruth Scott
Beaumont Business Association, President Chris Copp
Belmont Business Association, President John Barker
Central Eastside Industrial Council, President Mike Bolliger
Columbia Corridor Association, President Tim Ramis
Division/Clinton Business Association, President Diane Rulien
Downtown Retail Council, President Becky Flint
East Burnside Business Association, President Judy Craine
Eighty-second Avenue Business Association, Acting President Joel Grayson
Foster Area Business Association, President Ken Turner
Gateway Area Business Association, President Jeffrey Weick
Glisan Area Business Association, President Brenda Casey
Goose Hollow Business Association, President Angela Crawford
Greater Brooklyn Business Association, President David Weislogel
Hawthorne Boulevard Business Association, President Danny Crossman
Hillsdale Business and Professional Association, President Rick Seifert
Historic Old Town, President John Tess
Hollywood Boosters, President Paul M. Clark
John's Landing-Macadam Avenue Business Association, Acting President Cole Chase
Kenton Business Association, Contact Dave Eatwell
Lloyd District Community Association, Acting President John Lanouette
Lower Albina Council, President Kurt Widmer
Macadam Corridor Business Association, President Paul Gassner
Montavilla Business Association, President Diane Dickson Lawrence
Multnomah Village Business Association, President Mark Walsh
Nob Hill Business Association, President Libby Hartung
North Macadam Development Council, President Rick Saito
North Portland Business Association, President Mike Fitz
North-Northeast Business Association, President Larry Hecht
Northeast Broadway Business Association, President Dick Levy
Northwest Industrial Neighborhood Association, President Sandra Gaylord
Parkrose Business Association, President Wayne Stoll
Pearl District Business Association, President Todd Breslau
Raleigh Hills Business Association, President Robert Johnson
Southwest Business Association, Co-Presidents Jim Griffith and Jo Barnes
St. Johns Business Boosters, President Gary Boehm
Swan Island Business Association, President Wayne Cozad
Woodstock Community Business Association, President Janis Wigg