

## Introduction

The Community Policing Transition Plan, adopted in January of 1990, provided a sweeping road map for transforming the Portland Police Bureau to community policing.

In the four years since the plan was introduced much has changed and a great deal has been learned. It is time to update the original road map. With the Community Policing Transition Plan as the starting point, we set out to create an updated version that will shape a new five-year vision and provide in-depth objectives and strategies for the next budget cycle. This document is the result of that process.

Development of the new Strategic Plan was driven by two basic requirements:

1. The plan must respond to the will and needs of the community.
2. The plan must be easy to use.

We began the revision process by reviewing all elements of the original plan and looking for ways to simplify what was already there. Then we reviewed feedback already collected and sought new feedback on the progress the Police Bureau has made. We conducted research and reviewed available data from a range of sources - from formal studies to informal discussions. We gathered information from Bureau members, community leaders, business groups, and concerned citizens. We tallied up what has been accomplished and what has been left undone. Following this research, a new draft plan was written. The draft was extensively reviewed both internally and with the community. As a result of that review process much revision - and many new strategies - were integrated into the plan.

Those who have reviewed the original Transition Plan will find familiar concepts and actions carried over into this plan. However, the format and organization have evolved. We believe that this approach is simpler, easier to use, and will provide an effective model for the Bureau's yearly planning process.

It is also important to keep in mind that this plan is only the first of three elements that, taken together, define the road map for the Bureau's future. The three elements include:

1. This **Strategic Plan**, which outlines the Mission, Values, Goals, Objectives, and key Strategies of the Bureau.
2. The individual **Unit Workplans**, which identify the activities of each unit to move the Bureau toward fulfillment of the Strategic Plan.
3. **The Budget** itself, which prioritizes and tracks resources available for accomplishing these Goals.

More change is likely in the future. As with every aspect of Police Bureau operations, we are applying problem solving and customer service concepts to the planning process. That means a dedication to listening to concerns and new ideas, a willingness to change, and a commitment to implementing the innovations necessary to keep the plan current, practical, and useful.

## Mission and Values

The new plan begins with a revision of the mission statement to clarify that our core purpose is the maintenance and improvement of community livability. The new words are shown in italics:

### **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.

In the previous plan we called these “goals.” We now recognize them as guiding values. They have been updated and clarified for the new plan.

### **Values**

The Portland Police Bureau, which exists to protect and serve the community, must always be guided by the principle that every individual has dignity and worth. In all that we do, we must show respect for the citizens we serve, and for the men and women of the Portland Police Bureau, recognizing and encouraging their individual needs, aspirations, and capabilities.

The mission and goals of the Portland Police Bureau shall be carried out in alignment with the following values:

- **Service Orientation**  
Provide supportive, professional service to the community and to employees by promoting human rights, mutual respect, and courtesy.
- **Partnership**  
Work in partnership with the community, City Council, other bureaus, service agencies, and the criminal justice system.
- **Empowerment**  
Encourage decision making at the most effective level, and promote citizen responsibility and involvement.
- **Problem Solving**  
Use problem solving methods to reduce the incidence and fear of crime and to improve management and operational approaches.
- **Accountability**  
Promote responsibility among Bureau management, employees, the community, the City Council, and other agencies for public safety resources, strategies, and outcomes.

## Goals and Objectives

Four goals are identified from which all objectives and strategies are developed. Two goals address our mission directly. Two goals address the institutional factors that must be in place to achieve the mission.

### Community Livability Goals

The first and second goals address the Portland Police Bureau's approach to reducing the impact of crime on community livability.

1. **Reduce Crime and Fear of Crime.** Identify and implement approaches for addressing crime and fear of crime that can more effectively reduce both reported and non-reported crime of all types. Give priority to addressing those crimes and conditions that most directly impact community livability.
2. **Empower the Community.** Create a more involved, responsible community by building stronger community partnerships, improving customer service, providing more open and responsive communications, and delivering programs that promote involvement in problem solving and crime prevention.

### Institutional Goals

The third and fourth goals address the internal changes we will make to ensure we have the personnel, training, planning, and management practices in place to support the first two goals.

3. **Develop and Empower Personnel.** Implement training, management, and organizational approaches that are consistent with the mission and values of community policing. Strengthen staff skill level and morale. Make sure recruiting, hiring, training, and promotional practices are consistent with community characteristics and needs. Ensure work environments are supportive of customer service, innovation, personal accountability, and team contribution.
4. **Strengthen Planning, Evaluation, and Fiscal Support.** Strengthen planning, evaluation, analysis, and fiscal mechanisms to ensure responsive feedback, practical long-range planning, and effective budgeting and fiscal management.

The objectives that follow are organized according to the four goals outlined on this page. Specific strategies that are linked with the various objectives are shown in the section beginning on page 9.

## Goals and Objectives

### Goal 1: Reduce Crime and Fear of Crime

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

#### Objectives

- 1.1 Improve Crime Response.** Crime response approaches shall give increased priority to those crimes that most directly impact community livability and the fear of crime.
- 1.2 Increase Problem Solving.** Problems that are not effectively resolved through emergency response and criminal investigation shall be addressed through other approaches including working with citizen groups, gaining assistance from other agencies, pursuing civil action, proactive patrol, additional investigative support, and other appropriate steps.
- 1.3 Expand Crime Prevention.** Encourage the creation of a more crime-resistant community by expanding community crime prevention efforts.
- 1.4 Increase Early Intervention.** Develop and implement programs that reduce the likelihood of criminal behavior by at-risk youth and violence in at-risk families.
- 1.5 Strengthen Criminal Justice System Response.** Work with other agencies in the criminal justice system to strengthen enforcement effectiveness and improve joint problem solving ability.

## Goals and Objectives

### Goal 2: Empower the Community

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

#### Objectives

- 2.1 Improve Customer Service Orientation.** Reinforce and encourage citizen participation by providing significantly improved levels of customer service to all citizens.
- 2.2 Strengthen Community Partnerships.** Strengthen communication and coordination with neighborhood and community organizations.
- 2.3 Improve Public Communication Efforts.** Enhance community understanding and confidence in the Police Bureau by strengthening information exchange, outreach by Bureau members, and awareness of community policing.
- 2.4 Enhance Call Referral.** Strengthen citizen problem solving efforts by referring citizens to appropriate agencies when their needs are best served by other agencies.

## Goals and Objectives

### Goal 3: Develop and Empower Personnel

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

#### Objectives

- 3.1 Reinforce Commitment to Employee Needs and Satisfaction.** Improve Bureau responsiveness to employee needs, performance, and participation.
- 3.2 Strengthen Officer Support.** Adopt management guidelines that strengthen the implementation of community policing by officers.
- 3.3 Improve Management Practices.** Strengthen the development of management practices and policies that are consistent with the mission of community policing.
- 3.4 Improve Internal Communication.** Improve internal communication regarding organizational issues and community policing updates, activities, and accomplishments.
- 3.5 Improve Workload Efficiency.** Enhance individual and unit effectiveness by identifying opportunities to improve efficiency and incorporating technology that saves time.
- 3.6 Continue Improving Recruiting and Hiring Practices.** Continue implementation of recruiting and hiring practices that are consistent with community characteristics and needs.
- 3.7 Improve Employee Community Policing Training.** Provide improved training for all Bureau personnel in community policing strategies and techniques.
- 3.8 Enhance System for Employee Performance/Promotional Review.** Evaluate, on a continuing basis, all Portland Police Bureau personnel and ensure that promotional practices are aligned with Bureau mission, values, and goals.
- 3.9 Increase Staffing and Resources.** Increase staffing resources as necessary.

## Goals and Objectives

### Goal 4: Strengthen Planning, Evaluation, and Fiscal Support

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

#### Objectives

- 4.1 Develop More Effective Performance Evaluation and Reporting.** Develop a comprehensive evaluation system that will include the use of community-based performance measures to provide tracking and reporting of community policing outcomes.
- 4.2 Improve Fiscal Practices and Policies.** Ensure that budgeting and other fiscal practices and policies are aligned with Bureau values, goals, and objectives and accurately reflect community needs.
- 4.3 Provide Better Planning.** Improve integration of planning efforts with community needs, Unit workplans, budget development, and performance measures.

### Introduction to the Strategies

The following shows the full plan - from goals to strategies - for the continuing implementation of community policing in the City of Portland. At the beginning of each of the four goals is a brief overview of the status of the goal and a summary of key strategies.

While every strategy has a designated "lead branch," in most cases, more than one branch of the Police Bureau will be involved. Many strategies will also require the involvement of other City bureaus or of agencies outside the City. The purpose of designating a lead branch is to identify primary accountability for coordinating the implementation of the strategy Bureau wide. Since multiple branches will be involved in each strategy, as managers prepare workplans, they should review all strategies listed and not just those assigned to their specific branch.

Within each objective some examples of current activities are listed followed by strategies planned for the 1994-96 fiscal biennium. The strategies are listed in this manner to allow managers making planning and budget decisions to see examples of ongoing projects that must be supported as well as the new tasks coming on line in the next fiscal year.

These strategies represent the recommendations and feedback from Bureau Units and from the community. As managers prepare budgets and workplans, additional strategies that are consistent with the goals and objectives should be recommended and implemented.

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

### **Executive Summary**

#### **Since the Transition Began...**

During the last four years many new strategies have been used to meet the goal of reducing crime and the fear of crime. Neighborhood Response Teams, gang and prostitution enforcement, Problem Solving Guides, foot and bike patrols, and passage of the nuisance, anti-prostitution, and towing ordinances are all excellent examples of innovations in this area. Inter-agency partnerships, both with City bureaus and outside agencies, have succeeded in providing more complete problem solving for a wide range of community problems. There has also been an improved focus on early intervention, as evidenced in the creation of the Family Services Division and Bureau involvement in the Metro Police Activities League.

#### **The Current Challenge**

Feedback from involved community members indicates these activities are making a difference. For example, community members have noted improvements in the Bureau's ability to address drug house and gang activity problems. However, there is also a perception that much more needs to be done overall and that, in specific areas, the Bureau has been unsuccessful - car prowls, car thefts, and traffic problems are examples. Further, a review of the strategies listed in the original Transition Plan reveals that, while improvements in all areas are desirable, particular attention needs to be paid to fulfilling crime prevention and early intervention objectives.

Stronger support is needed for the Neighborhood Liaison Officer program which is the vital link between the Bureau and the community. This NLO-community partnership will help set priorities, determine actions and evaluate outcomes, enhancing the Bureau's ability to address emerging crime and community livability concerns.

Also, more work needs to be done to formalize the use of partnership agreements. This will improve accountability by establishing clear expectation in neighborhood problem identification and resolution.

#### **The Vision**

The vision for the next five years is of a continued transition to a Bureau that responds with increasing effectiveness to the crimes that have the most impact on community livability. Investigation priorities will continue evolving in order to reflect community concerns and desires. Problem solving approaches will become an increasing part of every bureau member's style. More work will be done to develop and strengthen problem solving partnerships with other Bureaus and community agencies. There will be a stronger emphasis on crime prevention and early intervention.

**Goal 1: Reduce Crime and Fear of Crime**

**Objective 1.1: Improve Crime Response**

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

Examples of current activities under this objective from Operations: Maintenance of rapid response time to emergency calls; Police Reserve support for special emergencies; repeat/chronic offenders targeted for arrest and incarceration; expanded enforcement aimed at pimp, prostitute, and prostitute customers; detectives in precincts. From Investigations: Investigation of major crimes; continued development of contacts with diverse communities of interest to enhance the exchange of hate and bias crime information; streamlining of arrest and complaint process for private security. From Management Services: Coordination of new technology applications with the Bureau of Emergency Communications. From the Chief’s Office: Development and implementation of plan to reduce car prowls and car theft.

Examples of outside agencies working in partnership with the Police Bureau on this objective include: Bureau of Emergency Communications (BOEC), Multnomah County District Attorney, Courts, Jails, Multnomah County Sheriff’s Office, Parole and Probation, Private Security, Joint Auto Theft Task Force, Office of Neighborhood Associations (ONA), Neighborhood Crime Prevention Program (NCP), Multnomah County DUII Community Advisory Board (DUII Board), Bureau of Traffic Management, and many others.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
1.1.1 Develop improved methods for identifying and addressing “minor” crimes that have a significant impact on neighborhood livability.	Operations	BOEC, NCP
1.1.2 Develop and implement patrol strategies and Standard Operating Procedures that more clearly align with neighborhood livability concerns.	Operations	NCP
1.1.3 Align police responses with community traffic safety concerns.	Operations	Bureau of Traffic Management, DUII Board, Willamette Pedestrian Coalition, ONA
1.1.4 Improve the working relationship between the Bureau of Emergency Communications and Patrol to ensure better alignment of priorities and services.	Operations	BOEC

## Goal 1: Reduce Crime and Fear of Crime

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
1.1.5 Improve the match between investigative case priorities and community livability considerations, including targeting chronic and habitual offenders whose crimes contribute most to increasing fear and decreasing livability.	Investigations	District Attorney, Courts, ONA, Inter-Bureau Task Force
1.1.6 Implement an Air Support Unit which will provide aerial patrol support, reduce the risks involved in high speed chases, assist with surveillance of drug traffickers and gangs, provide surveillance for major demonstrations and other events, provide aerial support for major man-made and natural disasters, and assist patrol with traffic.	Investigations	Area law enforcement agencies, ONA, community groups
1.1.7 Improve forensic crime scene investigators' response time and investigation.	Investigations	

## Goal 1: Reduce Crime and Fear of Crime

### Objective 1.2: Increase Problem Solving

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

Examples of activities under this objective from Operations: Neighborhood Response Teams target problems that chronically impact community livability; Police Reserves assist in Operation Target and other problem solving efforts; alternative patrol techniques (e.g., foot and bicycle patrol); District Attorney partnership/precinct-based District Attorney program; joint problem solving strategies with the Neighborhood Crime Prevention Program and such bureaus as Parks, Finance, Fire, Buildings, and Transportation. From Investigations: Regional Organized Crime and Narcotics Task Force (ROCN); Inter-Bureau Task Force; partnership with Oregon Liquor Control Commission, Bureau of Licenses. From the Chief's Office: Problem Solving Guide for training and updating employees on problem solving techniques; support for changes in City codes and State law that help address community livability goals and assist community policing approaches.

Examples of outside agencies working in partnership with the Police Bureau on this objective: Multnomah County District Attorney, Neighborhood Crime Prevention Program (NCP), Office of Neighborhood Associations (ONA), Parks, Finance, Fire, Buildings, Transportation, Regional Organized Crime and Narcotics Task Force, Inter-Bureau Task Force, Bureau of Emergency Communications (BOEC), Regional Drug Initiative (RDI), Oregon Liquor Control Commission, Licenses, City Council, State Legislature, Public Safety Action Committees (PSACs), and many others.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
1.2.1 Increase use of alternate patrol techniques to raise officer familiarity with the community and problem solving opportunities.	Operations	
1.2.2 Integrate problem solving approaches into regular patrol work on all shifts.	Operations	NCP, ONA, PSACs, community groups
1.2.3 Enhance use of existing ordinances and statutes (e.g., drug house, nuisance, and insurance/tow ordinances) as appropriate to improve problem solving abilities.	Operations	NCP, ONA, Traffic Management, Buildings

## Goal 1: Reduce Crime and Fear of Crime

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
1.2.4 Maintain a network for communication and feedback between police and Neighborhood Crime Prevention staff at the neighborhood level.	Operations	NCP, ONA, PSACs
1.2.5 Improve partnership with private security and loss prevention associations.	Operations	Private security
1.2.6 Formalize use of Partnership Agreements and Good Neighbor Plans.	Operations	NCP, ONA, community groups
1.2.7 Expand efforts to identify and target chronic call locations.	Operations	BOEC, NCP, ONA
1.2.8 Improve coordination and identification of joint problems and strategies with other City bureaus.	Operations	City Council, other City bureaus
1.2.9 Develop a monitoring and accountability system for neighborhood problem identification and problem solving efforts.	Operations	Other City bureaus, NCP, PSACs, community groups
1.2.10 Analyze and identify emerging patterns of victimization and formulate problem solving and crime prevention strategies to respond.	Investigations	NCP, ONA, community groups
1.2.11 Develop programs designed to minimize under-age drinking and encourage responsible behavior regarding alcohol consumption among adults.	Investigations	RDI, OLCC, Licenses
1.2.12 Expand training for officers in the use of alternative enforcement tools (e.g., trespass agreements, nuisance and drug house warning letters) to solve neighborhood problems.	Services	NCP, ONA, community groups
1.2.13 Improve crime and problem analysis systems/ capability to ensure the flow of data is readily accessible to officers for effective problem solving.	Chief's Office	NCP, ONA, community groups

## Goal 1: Reduce Crime and Fear of Crime

### Objective 1.3: Expand Crime Prevention

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

Examples of current activities under this objective from the Operations Branch: Neighborhood Liaison Officers and Neighborhood Response Teams assisting Neighborhood Crime Prevention Program in increasing numbers of community watches, and other crime prevention efforts; Police Reserves assisting in crime prevention activities. From Investigations: Child Safety Awareness Program. From Management Services: Encouragement of the installation and proper use and maintenance of effective electronic alarm systems. From the Chief's Office: Home Locks and Security Program; WomenStrength; Landlord Training Program; Aging Services Training; Block Home Program; callbacks to seniors who have been victims to offer crime prevention advice.

Examples of outside agencies working in partnership with the Police Bureau on this objective include: Neighborhood Crime Prevention Program (NCP), Office of Neighborhood Associations (ONA), Schools, Bureau of Emergency Communications (BOEC), community groups, and many others.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
1.3.1 Increase awareness of community crime prevention information and programs.	Operations	BOEC, NCP, ONA
1.3.2 Develop and implement a plan to increase traffic safety education/awareness programs.	Operations	Schools, Traffic Management
1.3.3 Ensure that Neighborhood and Business Liaison Officers consistently promote community crime prevention and cooperative problem solving approaches at neighborhood meetings.	Operations	NCP, community groups
1.3.4 Enhance detective/citizen interaction to ensure it consistently includes community crime prevention advice and referrals to the Neighborhood Crime Prevention Program.	Investigations	NCP, ONA
1.3.5 Expand community crime prevention training for all detectives and district officers.	Services	NCP, ONA, Traffic Management
1.3.6 Develop General Order, Standard Operating Procedures, and Partnership Agreements that clarify and formalize the roles, and relationships between the District Coalitions' Neighborhood Crime Prevention Programs and the Portland Police Bureau.	Chief's Office	NCP, ONA

## Goal 1: Reduce Crime and Fear of Crime

### Objective 1.4: Increase Early Intervention

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

Examples of current activities under this objective from the Operations Branch: Metro Police Activities League (PAL); Police Explorer Program. From Investigations: Youth Gangs Task Force; programs for domestic violence reduction, including early intervention and diversion.

Examples of outside agencies working in partnership with the Police Bureau on this objective include: Multnomah County Sheriff's Office, schools, Neighborhood Crime Prevention Program (NCP), Office of Neighborhood Associations, Children's Services Division (CSD), community groups.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
1.4.1 Enhance ability to report and prosecute domestic violence cases.	Investigations	CSD, Child Abuse Team, community groups
1.4.2 Implement approaches to reach school age children to reduce at-risk behavior (examples: crime prevention, drug and alcohol abuse, traffic safety, sex abuse, and gang reduction education and training.)	Investigations	Schools, School Police
1.4.3 Create a youth mentoring program for the Police Bureau, or participate in an established mentoring program (e.g., SMART, or Committed Partners For Youth).	Services	Community groups, schools, NCP, Urban League, Umoja, Mycap, other gang intervention programs

## Goal 1: Reduce Crime and Fear of Crime

### Objective 1.5: Strengthen Criminal Justice System Response

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

Examples of current activities under this objective from Investigations: Development of alternative responses in lieu of prosecution for low-priority cases; detention reform with Juvenile Courts and District Attorney's office. From the Services Branch: Sponsorship of regional community policing trainings. From Management Services: Ongoing improvements in the availability and timeliness of police records information to Portland Police personnel and outside agencies; maximizing the availability and accessibility of the Portland Police Data System to Bureau members and regional criminal justice agencies.

Examples of agencies working in partnership with the Police Bureau on this objective include: Parole and Probation, Multnomah County District Attorney, Juvenile Courts, Board of Public Safety Standards and Training, area law enforcement agencies, including the Multnomah, Clackamas, and Washington County Sheriff's Offices (MSCO, CCSO, and WCSO).

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
1.5.1 Strengthen traffic enforcement effectiveness.	Operations	District Attorney, DUII Board, area law enforcement agencies
1.5.2 Develop and implement joint strategies with criminal justice system to deal with rising problem of juvenile violence.	Investigations	District Attorney, Juvenile and Adult Court, MCSO, Corrections, Parole and Probation
1.5.3 Encourage the creation of diversion programs in prostitution sentencing.	Investigations	District Attorney, Courts
1.5.4 Support approaches for better addressing drug rehabilitation needs in prison populations.	Chief's Office	Corrections, MCSO, State Legislature

## Goal 1: Reduce Crime and Fear of Crime

FY 1994-96 Strategies:	Lead Branch	Impacted Agencies
1.5.5 Develop and implement interagency agreements with other members of the Criminal Justice System to improve overall effectiveness.	Investigations	District Attorney, Juvenile and Adult Court, MCSO, WCSO, CCSO, Gresham Police, State Police, Federal Agencies, others
1.5.6 Improve partnership with federal, state, local, and other related agencies in the exchange of criminal intelligence and coordination of criminal investigations.	Investigations	Federal, State, and Local law enforcement agencies
1.5.7 Improve the sharing of police incident and person information among regional criminal justice agencies.	Management Services	Area law enforcement
1.5.8 Work with justice system to increase influence of community impact on sentencing and actual time served.	Chief's Office	Courts, District Attorney, Parole Boards
1.5.9 Strengthen relationship with both District Attorney's office and City Attorney's office to ensure effective communications and cooperation to meet community policing goals and objectives.	Chief's Office	District Attorney, City Attorney, Courts

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

### **Executive Summary**

#### **Since the Transition Began...**

Feedback from both Bureau members and the community indicates that in the past four years the community has become much more involved - there has been a significant increase in the number of citizens actively working to resolve public safety issues in their neighborhoods. However, both Bureau members and involved community members are frustrated that more citizens are not involved and that more has not been done.

Two of the programs that have contributed most to increasing community empowerment are the District Coalitions' Neighborhood Crime Prevention Programs and the Police Bureau's Neighborhood Liaison Officer program. Also, many District Coalitions now have Public Safety Action (or Advocate) Committees (PSACs) that are engaging more citizens and building stronger ties with law enforcement. In addition, the Chief's Forum has provided an effective avenue for community involvement at the command level. Bureau-sponsored trainings have also contributed - WomenStrength and the Landlord Training Program have both trained thousands of participants in the last four years.

#### **The Current Challenge**

To encourage further growth of community empowerment, two criticisms from the community are particularly important to address:

- There is a strong need for improvements in our quality of service orientation.
- There is a need for officers who meet with citizens to ask for citizen involvement more consistently and to explain better the types of involvement that are possible.

#### **The Vision**

The vision for the next five years includes significant improvement in our quality of service orientation, improvement of the officer/citizen contact points as a means of encouraging empowerment, expansion of the impact of the Neighborhood Liaison Officer program, more training programs offered to promote citizen involvement, more effective communication of community policing approaches and successes, and broader use of Information and Referral capabilities to assist citizens who are trying to help themselves.

## Goal 2: Empower the Community

### Objective 2.1: Improve Customer Service Orientation

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

Examples of current activities under this objective from Operations: East Precinct callback surveys. From the Services Branch: Customer service seminars during in-service training.

Examples of outside agencies working in partnership with the Police Bureau on this objective: Neighborhood Crime Prevention Program (NCP), Police Internal Investigations Auditing Committee (PIIAC), Office of Neighborhood Associations (ONA), many community groups.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
2.1.1 Upgrade quality and consistency of service to citizens by all Operations Branch personnel, with an emphasis on improving such key contact points as desk officers in all precincts and Traffic.	Operations	
2.1.2 Develop management information system to better ensure timeliness of each step of the Internal Investigations Division process.	Services	PIIAC
2.1.3 Increase the ability of Bureau members to provide effective service for, and to develop partnerships with, individuals and communities from a diversity of cultures, religions, and national origins.	Services	Community groups
2.1.4 Develop policies and programs that will result in an increased number of Bureau employees who are proficient in second language.	Services	Bureau of Personnel, local colleges
2.1.5 Expand training for Neighborhood Liaison Officers and other Bureau members who are regularly involved in public meetings.	Services	ONA, NCP
2.1.6 Improve service to external customers requesting records information, with a focus on developing a system to ensure that victims of crimes and traffic accidents can obtain rapid access to police reports and other appropriate records.	Management Services	

## Goal 2: Empower the Community

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
2.1.7 Develop more responsive methods for meeting public information requests, including requests for neighborhood crime statistics, traffic violation statistics, and other information requested by community organizations.	Chief's Office	NCP, ONA, community groups
2.1.8 Ensure that customer service improvements are integrated into the workplans of all Bureau Units.	Chief's Office	

## Goal 2: Empower the Community

### Objective 2.2: Strengthen Community Partnerships

#### **Strengthen communication and coordination with neighborhood and community organizations.**

Examples of current activities under this objective from the Operations Branch: Neighborhood Liaison Officer program; Citizens Academy; Public Safety Action Committees; Police Reserves participating in safety fairs; pager program; continued development of joint strategies with neighborhoods, businesses, and established church/religious-based resources. From the Chief's Office: Chief's Forum; community liaisons; community forums on critical issues (e.g. use of force, Los Angeles officers' verdict).

Examples of outside agencies working in partnership with the Police Bureau on this objective include: Neighborhood Crime Prevention Program (NCP), Office of Neighborhood Associations (ONA), Public Safety Action Committees (PSACs), community groups, church/ religious-based organizations.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
2.2.1 Expand the Neighborhood Liaison Officer program to provide better service to citizens on all shifts.	Operations	NCP, Neighborhood Associations, community groups
2.2.2 Develop options for increasing community involvement in solving chronic problems.	Operations	NCP, ONA
2.2.3 Develop improved methods for tracking citizen involvement in neighborhood problem solving efforts.	Operations	NCP, ONA
2.2.4 Increase cooperative efforts with Neighborhood Crime Prevention staff, coalition public safety committees, other agencies, and neighborhood and business communities.	Operations	NCP, ONA, PSACs, Business Associations, community groups
2.2.5 Improve Police Bureau ability to identify and appropriately manage volunteer resources, including clarification of fiscal policies and program guidelines for volunteers who staff contact offices or take on other tasks.	Services	NCP, ONA, community groups
2.2.6 Develop, test, and refine citizen participation programs.	Services	ONA, NCP, Buildings, Traffic Management, Parks, Fire

## Goal 2: Empower the Community

### Objective 2.3: Improve Public Communication Efforts

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

Examples of current activities under this objective from the Chief's Office: Public Information Officer distributes community policing information; Communications Manager support to Bureau members; implementation of Portland Police Bureau Communications Plan; multi-language versions of brochures; Information and Referral guide; development of a media/information library on community policing.

Examples of outside agencies working in partnership with the Police Bureau on this objective include: Media, Neighborhood Crime Prevention Program (NCP), Office of Neighborhood Associations (ONA), Public Safety Action Committees (PSACs), community groups, and others.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
2.3.1 Continue to support and assist neighborhood public safety efforts in educating, informing, and empowering citizens.	Operations	PSACs, NCP, ONA
2.3.2 Ensure that community policing and community partnership successes are consistently communicated to the media and the community.	Chief's Office	NCP, PSACs, media, community groups
2.3.3 Improve community policing media and education efforts for ethnic groups.	Chief's Office	Ethnic and minority communities
2.3.4 Develop and implement methods to communicate with the public about police services and how to access them.	Chief's Office	Community groups
2.3.5 Enhance public understanding of community policing and the public's role in it.	Chief's Office	Media, ONA, NCP

## Goal 2: Empower the Community

### Objective 2.4: Enhance Call Referral

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

Examples of current activities under this objective from Management Services: Training of 9-1-1 operators for improved screening of police service calls; Information and Referral Unit handling non-emergency calls. From the Chief's Office: Maintenance/updating of Information and Referral Guide; full-time Information and Referral Specialist.

Examples of outside agencies working in partnership with the Police Bureau on this objective include the Bureau of Emergency Communications (BOEC) and many different agencies to which callers are referred.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
2.4.1 Increase rate of referral to Information and Referral system.	Management Services	BOEC, referral agencies
2.4.2 Integrate Information and Referral capability into Computer Aided Dispatch (CAD) system.	Management Services	BOEC
2.4.3 Develop marketing program for non-emergency differential response system.	Management Services	BOEC

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

### **Executive Summary**

#### **Since the Transition Began...**

Many activities have contributed to the ongoing work of developing and empowering Bureau members. In the last four years, the Bureau has added over 150 officers and more than 50 new nonsworn employees. Although some of this increase is offset by added work due to annexation, this still represents an important expansion of Bureau resources.

Of course, increasing personnel numbers is only one part of developing the team necessary to succeed. Many other factors are involved. For example, in the past four years, use of community policing strategies on the job have become a key component in promotion and evaluation practices. All new General Orders have been developed to reflect community policing goals. Since the transition began, In-service, Field Training Officer, and Advanced Academy trainings have all integrated community policing into the curricula. Efforts towards personnel empowerment and decentralization are evident in the development of the Neighborhood Response Teams, the Neighborhood Liaison Officer program, the Gang Enforcement Team, and the assignment of detectives to precincts. The new alarm ordinance and the non-emergency telephone number have contributed to workload efficiency. Opportunities for feedback from personnel have increased through the Chief's Advisory Committees. Multicultural training has been a component of the yearly in-service training for the past four years. Recruitment and hiring practices have been enhanced to attract a larger pool of women and minority applicants.

#### **The Current Challenge**

While much has been done, it is clear that more and better efforts are required. Key examples include:

- There is a need for better role clarification for command, supervisors, and officers.
- Improvements are needed in the quality of community policing training provided to Bureau members.
- Assignment stabilization objectives have not been addressed.
- Frustration among Bureau members - sworn and nonsworn - remains high over issues of empowerment, decision making, and the opportunity to give feedback that is heard.

- Many district officers - the foundation of the Bureau's contact with the community - are frustrated with assignment practices, feel a lack of support from management, and are concerned about weak communication among patrol shifts and between patrol and specialty units.

**The Vision**

The vision for the next five years includes a rededication to district officer support, with increased assignment stabilization where appropriate and the application of community empowerment and problem solving tools by all officers on every shift. Roles in community policing will be further clarified, both by rank and by unit. Patrol redeployment plans will be completed, ensuring that districts closely match the boundaries of neighborhood associations. New technology in the form of Computer Aided Dispatch (CAD) and Mobile Digital Terminals (MDTs) will facilitate both effectiveness and efficiencies on the street. We will continue to find new and better ways to increase diversity in our recruitment and hiring process. Improvements in community policing training will take place, and command/supervisory training and role clarification will assist in helping to achieve the full transition. We will continue to decentralize decision making and to promote innovation, problem solving, and the empowerment of all employees to serve the community better.

## Goal 3: Develop and Empower Personnel

### Objective 3.1: Reinforce Commitment to Employee Needs and Satisfaction

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

Examples of current activities under this objective from the Services Branch: Employee Assistance Program for reducing stress and increasing job satisfaction; improvements to employee recognition and reward program in ways that are meaningful to employees; supervisory training on substance abuse and recognizing and helping chemically dependent employees. From the Chief's Office: Chief's Advisory Committees; support for officers involved in sensitive incidents when the officer's actions are appropriate; involvement of employees in setting of Precinct/Bureau goals and objectives; use of The Bulletin to inform employees about City programs and benefits. Other possible impacted agencies: Office of Fiscal Administration (OFA), and Bureau of Personnel Services (BOPS).

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
3.1.1 Develop and implement methods to ensure that decisions about payroll, contract interpretations, and personnel issues are made in a more consistent manner throughout the Bureau	Services	OFA, BOPS
3.1.2 Examine and evaluate trends in Bureau auto accidents, officer injuries, general liability losses, and Internal Investigations Division complaints, and develop approaches to further reduce such incidents.	Services	City Attorney
3.1.3 Develop preventive mental health and wellness programs.	Services	
3.1.4 Strengthen understanding and working relationships between sworn and nonsworn employees.	Chief's Office	

## Goal 3: Develop and Empower Personnel

### Objective 3.2: Strengthen Officer Support

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

Examples of outside agencies working in partnership with the Police Bureau are: Office of Neighborhood Associations (ONA), Neighborhood Crime Prevention (NCP), Bureau of Emergency Communications (BOEC), and others.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
3.2.1 Develop and implement procedures to ensure that district officers are well informed of activity within their patrol districts - including activity undertaken by specialty units and activity occurring on other patrol shifts.	Operations	ONA, NCP
3.2.2 Increase opportunities for new officers to be involved in community-policing-intensive projects and programs.	Operations	NCP, Community Groups
3.2.3 Develop approaches that recognize line officers' work efforts in addition to promotions.	Services	
3.2.4 Implement policies that will ensure stabilization of assignments where long-term community relationships are of primary importance.	Chief's Office	Neighborhood Associations
3.2.5 Develop rotation policies between specialty units and patrol that consider stabilization of key community contact assignments.	Chief's Office	Neighborhood Associations
3.2.6 Develop policies that give district officers more discretion in handling calls.	Chief's Office	BOEC

## Goal 3: Develop and Empower Personnel

### Objective 3.3: Improve Management Practices

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

Examples of current activities under this objective from Operations: Configuration of patrol areas and precincts to facilitate community policing and, to the extent feasible, conform police districts to neighborhood boundaries; establishment and maintenance of police contact centers. From the Chief's Office: Review of personnel deployment to ensure consistency with community policing Values, Goals, and Objectives; review of General Orders to simplify and give police officers greater latitude, discretion, and authority in decision making, communication of management philosophy for community policing; in-service "Chief's Hour."

Examples of outside agencies working in partnership with the Police Bureau on this objective include: Office of Neighborhood Associations (ONA), Neighborhood Crime Prevention Program (NCP), Neighborhood Associations, Board of Public Safety Standards and Training (BPSST), and others.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
3.3.1 Develop and provide leadership training for management and supervisors that is consistent with community policing Goals and assures that management and supervisors are clear on their roles and skilled at applying community policing techniques.	Services	ONA, BPSST
3.3.2 Develop and implement a command skills training for prospective sergeants, lieutenants, and nonsworn supervisors.	Services	BPSST
3.3.3 Develop and implement a post-promotion supervisor program to assist supervisors in developing their skills during the initial year after promotion.	Services	
3.3.4 Implement strategies to shift from a process-based management structure to an outcomes-based management structure.	Chief's Office	City Council, ONA
3.3.5 Evaluate and enhance the Bureau's organizational alignment to support Operations' effort to impact community livability.	Chief's Office	Auditor's Office
3.3.6 Evaluate the Portland Police Bureau's organization and decision-making structure for appropriate ways to increase decentralization.	Chief's Office	ONA, Community Policing Contact Offices

## Goal 3: Develop and Empower Personnel

### Objective 3.4: Improve Internal Communication

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

Examples of current activities under this objective from the Services Branch: Maintain contact with employees on leave of service and promote early return to work. From the Chief's Office: The Bulletin; Managers' Forum. Examples of outside agencies: Bureau of Personnel Services (BOPS), and the media.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
3.4.1 Improve employee effectiveness in meetings, committees, and written communications.	Services	BOPS
3.4.2 Develop employee effectiveness in media relations and public speaking.	Services	Media
3.4.3 Facilitate intra-Bureau communication and coordination.	Management Services	
3.4.4 Improve the computer literacy and skills of Police Bureau personnel.	Management Services	BOPS
3.4.5 Develop more effective and more timely methods to communicate pertinent Bureau information, feedback and response among shifts, ranks, and divisions.	Chief's Office	

## Goal 3: Develop and Empower Personnel

### Objective 3.5: Improve Workload Efficiency

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

Examples of current activities under this objective from the Services Branch: Ensure maximization of Bureau resources for accomplishment of Bureau Goals through effective loss control measures. From Management Services: Alarm Officer (prevention of false alarms); new computer aided dispatch (CAD) system and Mobile Digital Terminals (MDTs) to go on-line in January 1994; non-emergency telephone number for non-life-threatening situations.

Examples of outside agencies working in partnership with the Police Bureau on this objective include: the Alarm Industry, the Bureau of Emergency Communications, Risk Management and the City Attorney's Office.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
3.5.1 Incorporate additional technology that saves officer time.	Management Services	Traffic Management
3.5.2 Develop and implement expanded efforts to reduce the incidence of, and time spent on, false alarms.	Management Services	Alarm Industry
3.5.3 Allocate and deploy personnel to improve efficiency in attaining Bureau goals.	Chief's Office	

## Goal 3: Develop and Empower Personnel

### Objective 3.6: Continue Improving Recruiting and Hiring Practices

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

Examples of current activities under this objective from the Services Branch: Law Enforcement Training (LET) program to facilitate recruitment and hiring of qualified candidates; increasing availability of application forms, including making forms available at Urban League, patrol precincts, and Neighborhood Coalition Offices; multi-media campaign for recruitment of qualified applicants representing the community's diversity; out-of-state recruiting, ongoing personnel operation and testing to have qualified applicants available to fill vacancies.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
3.6.1 Create and maintain a mentoring program to enhance recruitment and preparation of minority and female candidates.	Services	Portland Public Schools
3.6.2 Improve partnership with Bureau of Personnel Services to enhance hiring and testing procedures.	Services	BOPS

## Goal 3: Develop and Empower Personnel

### Objective 3.7: Improve Employee Community Policing Training

**Provide improved training for all Bureau personnel in community policing strategies and techniques.** *(Note: Training activities that are specific to other, individual objectives are listed elsewhere. For example, the training of officers in community crime prevention is listed under the crime prevention objective.)*

Examples of current activities under this objective from the Operations Branch: Training for Neighborhood Liaison Officers and Neighborhood Response Teams. From Services: In-service training; Advance Academy; firearms training and qualification; ongoing work with Board of Public Safety Standards and Training to integrate community policing training; diversity/multi-cultural training; specialized “train-the-trainer” seminars for supervisors and Field Training Officers; training of all newly hired employees in community policing.

Examples of outside agencies working in partnership with the Police Bureau on this objective include: Neighborhood Crime Prevention Program, Board of Public Safety Standards and Training (BPSST), Bureau of Personnel Services (BOPS).

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
3.7.1 Expand specialized training for line, supervisory, management, investigative, and nonsworn personnel. Include training for investigators in annual in-service training sessions.	Services	BOPS, BPSST
3.7.2 Develop training curriculum performance measures and improve training evaluation process to ensure continual feedback and improvement of training content, techniques, and procedures.	Services	BOPS
3.7.3 Increase opportunities for professional career development training for employees that enhances proficiency and promotes future career development consistent with the Bureau’s needs.	Services	BOPS, local schools/ universities
3.7.4 Integrate loss control strategies into training programs.	Services	City Attorney

## Goal 3: Develop and Empower Personnel

### Objective 3.8: Enhance System for Employee Performance/Promotional Review

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

Examples of current activities under this objective from the Services Branch: Institutionalizing promotional practices based on demonstrated performance and testing measures which embody community policing philosophy; creation of job-related management evaluation and performance review system consistent with Bureau Goals for all positions within the Police Bureau; evaluation of Field Training Officers by recruits.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
3.8.1 Train all employees in the new personnel evaluation system.	Services	
3.8.2 Train and support supervisors and managers to detect performance deficiencies and intervene early.	Services	

## Goal 3: Develop and Empower Personnel

### Objective 3.9: Increase Staffing Resources

#### Increase staffing resources as necessary.

Examples of current activities under this objective from the Services Branch: New hires planned for 1994-95 fiscal year; review of areas within Bureau where civilians can be employed to replace sworn officers. From the Chief's Office: Continue emphasis on maximizing personnel available for street duty.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
3.9.1 Evaluate and recommend new staffing needs that support community policing and address new annexation issues.	Chief's Office	Auditor's Office
3.9.2 Design a staffing deployment plan that will ensure personnel and resources are targeted to maximize community livability objectives.	Chief's Office	Auditor's Office

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

### **Executive Summary**

#### **Since the Transition Began...**

Over the last four years, budget priorities have flexed to reflect community policing requirements. The budget process now involves more community participation through a rejuvenated Budget Advisory Committee. There have also been significant improvements in both planning and reporting of activities and accomplishments through work plans and quarterly reports.

#### **The Current Challenge**

The weakest link under this objective is that outcome-based evaluations - the core measurements of community policing implementation - have not been developed. Work now being developed through a program funded by a two-year, \$366,000 grant from the National Institute of Justice is providing the basis for long-term benchmark studies of both community impact and internal changes brought about by community policing. A second shortfall has been the creation of a yearly planning cycle, which did not get underway until the third year of the transition.

#### **The Vision**

The vision for the next five years includes continued improvements in evaluation, budgeting, and fiscal management to facilitate the transition to community policing. Scientific community and internal benchmark surveys will be created to measure outcomes. A yearly strategic planning process will be utilized that has a stronger foundation in empirical outcome-based measurements, is responsive to community and Bureau member needs, and is practical enough to be used, understood, and valued by command staff, officers, nonsworn personnel, and the community-at-large.

## Goal 4: Strengthen Planning, Evaluation, and Fiscal Support

### Objective 4.1: Develop More Effective Performance Evaluation and Reporting

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

Examples of current activities under this objective from the Chief’s Office: Development of outcome measurements that are aligned with the Goals of the Strategic Plan and the Public Safety Benchmarks defined by the Progress Board; development of a community survey for benchmark measurements of community policing goals and objectives; community feedback gained through Chief’s Forum, Public Safety Action Committees, and Budget Advisory Committees; annual internal review process, including Chief’s Office, command staff, police officers, and the Bureau Advisory Committees to assess Bureau’s implementation of community policing; analysis of recommendations from City Auditor and other external auditing agencies for possible implementation; annual reports to City Council.

Examples of outside agencies working in partnership with the Police Bureau on this objective include: Council of Law Enforcement Officials (CLEO), City Council, National Institute of Justice (NIJ), Portland State University (PSU), University of Oregon (U of O), City Auditor, Progress Board, City Council, Citizens Crime Commission, Neighborhood Crime Prevention Program, Public Safety Action Committees, Bureau Advisory Committee, Police Internal Investigations Audit Committee (PIIAC).

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
4.1.1 Develop measurements for citizen satisfaction with the Internal Investigations Division process.	Services	PIIAC
4.1.2 Design and implement trimester-based report process.	Management Services	City Council
4.1.3 Develop the Bureau’s Management Information System (MIS) to increase access to meaningful program performance data.	Management Services	
4.1.4 Develop annual benchmark community surveys.	Chief’s Office	NIJ, PSU, U of O, CLEO, Progress Board, Auditor
4.1.5 Consolidate community policing accomplishments and outcomes into the Annual Report.	Chief’s Office	
4.1.6 Continue to refine and align outcome measurements and tools with budget and planning processes.	Chief’s Office	Progress Board, City Council

## Goal 4: Strengthen Planning, Evaluation, and Fiscal Support

### Objective 4.2: Improve Fiscal Practices and Policies

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

Examples of current activities under this objective from Management Services: Strengthening of annual community-driven budget process by educating the community and encouraging greater involvement and partnership with the community for budget development.

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
4.2.1 Design and implement budget process training for supervisory and command personnel to develop greater internal involvement in budget process.	Management Services	
4.2.2 Integrate yearly budget preparation with internal planning process and the City's Strategic Plan.	Management Services	City Council, other bureaus
4.2.3 Investigate the availability of external funding sources to address traffic and other neighborhood livability issues.	Management Services	
4.2.4 Improve budgeting at the Bureau unit level to foster greater accountability.	Chief's Office	
4.2.5 Identify and pursue available sources of grant funding.	Chief's Office	

## Goal 4: Strengthen Planning, Evaluation, and Fiscal Support

### Objective 4.3: Provide Better Planning

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

Examples of current activities under this objective from the Chief's Office: Institutionalizing planning process; yearly strategic planning; integration of internal planning process with City Strategic Plan.

Examples of outside agencies working in partnership with the Police Bureau on this objective include: City Council, Planning, Bureau of Emergency Communications (BOEC), and all other agencies participating in the planning process (see *Acknowledgments*).

<b>FY 1994-96 Strategies:</b>	<b>Lead Branch</b>	<b>Impacted Agencies</b>
4.3.1 Continue discussion of integrated service districts with other agencies.	Chief's Office	Other law enforcement agencies
4.3.2 Improve coordination of planning efforts with other City and County community planning projects.	Chief's Office	Other City and County agencies
4.3.3 Strengthen emergency preparedness through cooperation with the Citywide Portland Office of Emergency Management to coordinate emergency exercises and implementation of a training program for the City.	Chief's Office	Fire Bureau, BOEC, City Council

## Performance Measurements

The following outline of our community policing performance measurement plan is based on research conducted through a cooperative agreement with the University of Oregon, Portland State University, and the Portland Police Bureau. The cooperative agreement was funded by a two-year grant from the National Institute of Justice to develop a model of community policing assessment. This performance assessment model identifies the outcomes we want to measure which are consistent with the Values and Goals of the Police Bureau Strategic Plan and the Portland-Multnomah County Benchmarks.

### Assessment Overview

The nature of assessing police performance is changing. As with many public bureaucracies, little systematic assessment of the results of police work has been attempted. Measurement of police performance has been limited largely to a few selected law enforcement indicators (e.g., number of cases, arrests, cases successfully prosecuted, letters of appreciation, response time, etc.).

Significant changes in what police are expected to do and how they accomplish their work necessitates a more complex approach to performance assessment. Police employees within a community policing department, such as the Portland Police Bureau, recognize that crime and safety are community problems that must be addressed cooperatively by sharing the responsibility for problem solving with individuals, groups, and organizations throughout the community.

A comprehensive assessment of police performance must be routinely accomplished. It should respond to the effects of continual change and be improvement oriented. It should serve the legitimate needs of a variety of community interests as well as all levels of the police agency. In addition to traditional indicators such as emergency response, arrests, and criminal investigation, there must be a major new emphasis on non-traditional measures, e.g., citizen satisfaction with police operations, neighborhood livability, success in solving problems, and employee satisfaction.

### Key Indicators

Community policing efforts will impact the following major areas and provide a fundamental base for results-oriented performance assessment, which is the goal of our assessment plan:

- I. Community Livability Goals: 1) Reduce Crime and Fear of Crime, and 2) Empower the Community.**
  - A. Neighborhood livability (quality of life) is improved.** Incidence of crime; victimization rates; neighborhood nuisance issues; fear of crime; community stability.
  - B. Neighborhood/community problems are being cooperatively identified, addressed, and resolved.** Percentage of officer time spent on problem solving; response time; citizen/Police Bureau involvement.
  - C. Neighborhood/community participation in crime and disorder prevention activities is increased.** Citizen/community involvement; citizen satisfaction with the Bureau; citizen awareness of community policing and crime prevention activities; applied crime prevention.

## Performance Measurements, cont.

- D. **Service to neighborhoods/communities is increased as a result of inter-organizational teamwork.** City bureau and other agency partnerships; interagency coordination.
- II. Institutional Goals: 3) Develop and Empower Personnel, and 4) Strengthen Planning, Evaluation, and Fiscal Support.**
- A. **Police Bureau operations are open and democratic, both internally and externally.** Job satisfaction; diversity and multicultural sensitivity; internal communications; timeliness of performance measurement results; use of and satisfaction with performance measures.
  - B. **Police training and operational style support the central values of community policing.** Employee empowerment; officer safety; assignment stability; training effectiveness; internal culture.

### Sources of Assessment

To measure the Police Bureau's success in achieving these results, we are developing an assessment model that focuses on four perspectives which will provide the widest viewpoint possible for accurate feedback on each of the areas we want to measure. Each perspective, or source of data, will be addressed by sets of survey or assessment tools developed through the National Institute of Justice Grant, coupled with any other survey instruments - e.g., City Auditor's Services, Efforts and Accomplishments annual survey - that form an integrated program measuring performance based on the six outcomes above.

The four basic sources of performance assessment for a community policing agency come from: (a) community-wide assessment, (b) assessment by the various clients/citizens who have interacted with the police, (c) performance assessments by organizations/agencies who cooperated with community police delivering service, and (d) outcomes assessments by the police organization itself.

### Judgments from a community-wide perspective

The Portland Police Bureau will field an annual community survey which will provide benchmarks for all the appropriate community policing goals. This survey should ask citizens about living conditions in their neighborhoods, crime or other problems in their area, and finally, about service from the Police Bureau. This should also include a survey of youth, in school and out of school. It may, as the process improves, include homeless persons and others who are not normally reached by survey methods. Results from the Auditor's SEA Report will provide an additional source of data.

### Experiences from citizens who have interacted with the police

Experience by citizens who have been in contact with police is for many reasons more on target for assessing police performance. It's more personally informed and frequently takes precedence over other sources of information, e.g., newspapers and television. There are a great variety of citizen contacts, or "clients." Some are victims, some are suspects, some are information sources, etc. A comprehensive assessment program would tap many types of clients. Appraisals by the general public are very important; learning how community police work with citizens is critical.

## **Performance Measurements, cont.**

A variety of community policing clients will be systematically interviewed/surveyed to assess the quality of interaction between citizens and police. One basic instrument can be an extension of the community survey constructed to serve both the community-wide and client assessment functions. Other tools being developed are the victim callback survey and a follow-up assessment of domestic violence cases. Also, a set of focus group questions has been developed and field tested with street shelter juveniles who are frequent clients of the police; their perspectives on community policing accomplishments are noticeably different from those of in-school youths.

Major community policing projects - e.g., Target Operations - should provide for an assessment of the project's impact. The before/after design of this survey tool being developed to assess project outcomes can serve as a model for tailoring assessment instruments for a range of community policing projects. Also, an instrument designed to assess outcomes of partnership agreements of which the Police Bureau has been a partner is available for general use with citizens in those special projects.

### **Appraisals by organizations/agencies that cooperate with police in delivering service to neighborhoods**

Great emphasis is now placed by many upon the necessity of public and private agencies working cooperatively in order to provide service to neighborhoods and communities. Community policing leaders, officers, and civilians recognize that an important part of their job is to enlist the efforts of numerous agencies in order to address problem-solving tasks. A systematic assessment of police operations that involves other community organizations shall be made periodically. This will be administered to both management level and line level representatives of other bureaus and agencies to measure how a community police department works with or impacts other organizations.

### **Assessment by Police Bureau members**

The community policing philosophy wisely recognizes that important changes in what police do and how they do it requires significant changes in the police organization itself. Most often mentioned are shifts from a hierarchical/paramilitary posture to an open, team-oriented, less centralized style. An internal survey of all Police Bureau members has been developed and administered. Its periodic use can become an important assessment of the manner in which the police agency has, or has not, incorporated important aspects of community policing throughout the organization.

Other information collected by police departments is also helpful in assessing the impact of the community policing goals. Anticipated data from the new Computer Aided Dispatch (CAD) system will provide feedback on the outcomes of community policing action, e.g., teamwork involving other agencies, neighborhood problems cooperatively identified, etc.

Another instrument available will cover a broad perspective of the Bureau, designed to be used by top police managers. It will measure various changes in the degree that the implementation of community policing has been achieved.

We believe that performance on the basic components of community policing can be assessed. The fundamental sources for assessment data should develop from the general community, clients of the police, other cooperating organizations, and the police organization itself. And, finally, efficiency can be achieved through the development of an assessment program that serves both public information needs and police needs from the neighborhood level to top management.

### **1994-96 Strategies Grouped by Lead Branch**

The following section shows the same strategies displayed previously, but organized by branch assignment instead of by objective. There is no difference between the strategies on the two lists - this is simply a different format to enhance internal understanding. The purpose of displaying the strategies in this second format is to make it simpler for Bureau members to review the strategies on which a given branch is taking the lead. However, for a complete understanding, a review of all strategies is important - although a single branch is given the lead accountability, in most cases other branches will also be involved.

While the following pages show many specific strategies, these strategies are only a starting place. The complete plan depends on the involvement of all Bureau members to carry it out. Successful, long term implementation of community policing depends on the Bureau's ability to align the organization with the community livability objectives of the Strategic Plan: Reduce Crime and Fear of Crime and Empower the Community. As managers prepare budgets and workplans, additional strategies that are consistent with the goals and objectives should be recommended and implemented.

**Lead Branch: Operations**

Operations is the largest branch of the Portland Police Bureau. As first responders, precinct command, supervisory staff, and officers are in the community 24-hours a day, 365 days a year. It is the responsibility of every sworn and nonsworn precinct member to integrate community policing strategies and approaches into every citizen contact and into every choice made about work priorities, problems to be solved, and community relationships to be built. It is the job of all precinct personnel - from command to officers - to know and understand the issues that impact the livability of a district and to take the initiative to identify and request the necessary partnerships and support - both internally and externally - that are necessary to reduce crime and the fear of crime. The primary charge for the Operations branch called for in this plan is the full implementation of community policing style and approaches by all precinct staff on all shifts.

**Goal 1: Reduce Crime and Fear of Crime****FY 1994-96 Strategies:**

- 1.1.1 Develop improved methods for identifying and addressing “minor” crimes that have a significant impact on neighborhood livability.
- 1.1.2 Develop and implement patrol strategies and Standard Operating Procedures that more clearly align with neighborhood livability concerns.
- 1.1.3 Align police responses with community traffic safety concerns.
- 1.1.4 Improve the working relationship between the Bureau of Emergency Communications and Patrol to ensure better alignment of priorities and services.
- 1.2.1 Increase use of alternate patrol techniques to raise officer familiarity with the community and problem solving opportunities.
- 1.2.2 Integrate problem solving approaches into regular patrol work on all shifts.
- 1.2.3 Enhance use of existing ordinances and statutes (e.g., drug house, nuisance, and insurance/tow ordinances) as appropriate to improve problem solving abilities.
- 1.2.4 Maintain a network for communication and feedback between police and Neighborhood Crime Prevention staff at the neighborhood level.
- 1.2.5 Improve partnership with private security and loss prevention associations.
- 1.2.6 Formalize use of Partnership Agreements and Good Neighbor Plans.
- 1.2.7 Expand efforts to identify and target chronic call locations.
- 1.2.8 Improve coordination and identification of joint problems and strategies with other City bureaus.
- 1.2.9 Develop a monitoring and accountability system for neighborhood problem identification and problem solving efforts.

- 1.3.1 Increase awareness of community crime prevention information and programs.
- 1.3.2 Develop and implement a plan to increase traffic safety education/awareness programs.
- 1.3.3 Ensure that Neighborhood and Business Liaison Officers consistently promote community crime prevention and cooperative problem solving approaches at neighborhood meetings.
- 1.5.1 Strengthen traffic enforcement effectiveness.

## **Goal 2: Empower the Community**

### **FY 1994-96 Strategies:**

- 2.1.1 Upgrade quality and consistency of service to citizens by all Operations Branch personnel, with an emphasis on improving such key contact points as desk officers in all precincts and Traffic.
- 2.2.1 Expand the Neighborhood Liaison Officer program to provide better service to citizens on all shifts.
- 2.2.2 Develop options for increasing community involvement in solving chronic problems.
- 2.2.3 Develop improved methods for tracking citizen involvement in neighborhood problem solving efforts.
- 2.2.4 Increase cooperative efforts with Neighborhood Crime Prevention staff, coalition public safety committees, other agencies, and neighborhood and business communities.
- 2.3.1 Continue to support and assist neighborhood public safety efforts in educating, informing, and empowering citizens.

## **Goal 3: Develop and Empower Personnel**

### **FY 1994-96 Strategies:**

- 3.2.1 Develop and implement procedures to ensure that district officers are well informed of activity within their patrol districts - including activity undertaken by specialty units and activity occurring on other patrol shifts.
- 3.2.2 Increase opportunities for new officers to be involved in community-policing-intensive projects and programs.

**Lead Branch: Investigations**

Investigation's role in community policing is accomplished through the alignment of investigative priorities with the livability issues identified by Operations and the community. Investigations will look beyond individual cases to evaluate trends and develop and implement both preventive and interventive responses to crime and its impact on the community. Case selection will consider solvability less and livability more. As the branch that spends the most in-depth time with crime victims, Investigations will fully seize this substantial opportunity to offer citizens guidance on problem solving, crime prevention, and empowerment and to work with citizens, Operations, and others on specific problems.

**Goal 1: Reduce Crime and Fear of Crime****FY 1994-96 Strategies:**

- 1.1.5 Improve the match between investigative case priorities and community livability considerations, including targeting chronic and habitual offenders whose crimes contribute most to increasing fear and decreasing livability.
- 1.1.6 Implement an Air Support Unit which will provide aerial patrol support, reduce the risks involved in high speed chases, assist with surveillance of drug traffickers and gangs, provide surveillance for major demonstrations and other events, provide aerial support for major man-made and natural disasters, and assist patrol with traffic.
- 1.1.7 Improve forensic crime scene investigators' response time and investigation.
- 1.2.10 Analyze and identify emerging patterns of victimization and formulate problem solving and crime prevention strategies to respond.
- 1.2.11 Develop programs designed to minimize under-age drinking and encourage responsible behavior regarding alcohol consumption among adults.
- 1.3.4 Enhance detective/citizen interaction to ensure it consistently includes community crime prevention advice and referrals to the Neighborhood Crime Prevention Program.
- 1.4.1 Enhance ability to report and prosecute domestic violence cases.
- 1.4.2 Implement approaches to reach school age children to reduce at-risk behavior (examples: crime prevention, drug and alcohol abuse, traffic safety, sex abuse, and gang reduction education and training.)
- 1.5.2 Develop and implement joint strategies with criminal justice system to deal with rising problem of juvenile violence.
- 1.5.3 Encourage the creation of diversion programs in prostitution sentencing.
- 1.5.5 Develop and implement interagency agreements with other members of the Criminal Justice System to improve overall effectiveness.
- 1.5.6 Improve partnership with federal, state, local, and other related agencies in the exchange of criminal intelligence and coordination of criminal investigations.

**Lead Branch: Services**

The Services Branch role in community policing is accomplished by providing services that support and enhance the ability of Operations and Investigations to reduce crime and improve community livability. Services must ensure effective recruiting, hiring, training, and promotion of employees qualified to meet the demands of this new policing approach. The Services Branch will continue and renew efforts to ensure that personnel hired reflect the community we serve, to ensure that Bureau members receive the training they need to improve community livability, to assist in the development of trainings for the community, and to ensure that loss control, risk management, and all services are tailored to providing the necessary support to ensure that every Bureau member working directly with the community can most effectively reduce crime, increase community empowerment, and enhance community livability.

**Goal 1: Reduce Crime and Fear of Crime****FY 1994-96 Strategies:**

- 1.2.12 Expand training for officers in the use of alternative enforcement tools (e.g., trespass agreements, nuisance and drug house warning letters) to solve neighborhood problems.
- 1.3.5 Expand community crime prevention training for all detectives and district officers.
- 1.4.3 Create a youth mentoring program for the Police Bureau, or participate in an established mentoring program (e.g., SMART, or Committed Partners For Youth).

**Goal 2: Empower the Community****FY 1994-96 Strategies:**

- 2.1.2 Develop management information system to better ensure timeliness of each step of the Internal Investigations Division process.
- 2.1.3 Increase the ability of Bureau members to provide effective service for, and to develop partnerships with, individuals and communities from a diversity of cultures, religions, and national origins.
- 2.1.4 Develop policies and programs that will result in an increased number of Bureau employees who are proficient in second language.
- 2.1.5 Expand training for Neighborhood Liaison Officers and other Bureau members who are regularly involved in public meetings.
- 2.2.5 Improve Police Bureau ability to identify and appropriately manage volunteer resources, including clarification of fiscal policies and program guidelines for volunteers who staff contact offices or take on other tasks.
- 2.2.6 Develop, test, and refine citizen participation programs.

**Goal 3: Develop and Empower Personnel****FY 1994-96 Strategies:**

- 3.1.1 Develop and implement methods to ensure that decisions about payroll, contract interpretations, and personnel issues are made in a more consistent manner throughout the Bureau
- 3.1.2 Examine and evaluate trends in Bureau auto accidents, officer injuries, general liability losses, and Internal Investigations Division complaints, and develop approaches to further reduce such incidents.
- 3.1.3 Develop preventive mental health and wellness programs.
- 3.2.3 Develop approaches that recognize line officers' work efforts in addition to promotions.
- 3.3.1 Develop and provide leadership training for management and supervisors that is consistent with community policing Goals and assures that management and supervisors are clear on their roles and skilled at applying community policing techniques.
- 3.3.2 Develop and implement a command skills training for prospective sergeants, lieutenants, and nonsworn supervisors.
- 3.3.3 Develop and implement a post-promotion supervisor program to assist supervisors in developing their skills during the initial year after promotion.
- 3.4.1 Improve employee effectiveness in meetings, committees, and written communications.
- 3.4.2 Develop employee effectiveness in media relations and public speaking.
- 3.6.1 Create and maintain a mentoring program to enhance recruitment and preparation of minority and female candidates.
- 3.6.2 Improve partnership with Bureau of Personnel Services to enhance hiring and testing procedures.
- 3.7.1 Expand specialized training for line, supervisory, management, investigative, and nonsworn personnel. Include training for investigators in annual in-service training sessions.
- 3.7.2 Develop training curriculum performance measures and improve training evaluation process to ensure continual feedback and improvement of training content, techniques, and procedures.
- 3.7.3 Increase opportunities for professional career development training for employees that enhances proficiency and promotes future career development consistent with the Bureau's needs.

- 3.7.4 Integrate loss control strategies into training programs.
- 3.8.1 Train all employees in the new personnel evaluation system.
- 3.8.2 Train and support supervisors and managers to detect performance deficiencies and intervene early.

#### **Goal 4: Strengthen Planning, Evaluation, and Fiscal Support**

##### **FY 1994-96 Strategies:**

- 4.1.1 Develop measurements for citizen satisfaction with the Internal Investigations Division process.

**Lead Branch: Management Services**

Management Services supports the priorities of community policing by ensuring that all budgeting, recording keeping, telephone reporting, data processing, property evidence, and other branch activities continually improve in design and function to support the community livability priorities set by Operations and supported by the Investigations and Services Branches. Management Services will continue and renew efforts to align services with community livability objectives in all contacts with citizens (e.g. through the Telephone Reporting Unit, over the counter at the Records Division, and other direct contacts with citizens). The budget process will become fully integrated with the strategic planning process, ensuring that budgets clearly and consistently reflect the priorities of the Bureau's Strategic Plan and are based on community input and community needs.

**Goal 1: Reduce Crime and Fear of Crime****FY 1994-96 Strategies:**

- 1.5.7 Improve the sharing of police incident and person information among regional criminal justice agencies.

**Goal 2: Empower the Community****FY 1994-96 Strategies:**

- 2.1.6 Improve service to external customers requesting records information, with a focus on developing a system to ensure that victims of crimes and traffic accidents can obtain rapid access to police reports and other appropriate records.
- 2.4.1 Increase rate of referral to Information and Referral system.
- 2.4.2 Integrate Information and Referral capability into Computer Aided Dispatch (CAD) system.
- 2.4.3 Develop marketing program for non-emergency differential response system.

**Goal 3: Develop and Empower Personnel****FY 1994-96 Strategies:**

- 3.4.3 Facilitate intra-Bureau communication and coordination.
- 3.4.4 Improve the computer literacy and skills of Police Bureau personnel.
- 3.5.1 Incorporate additional technology that saves officer time.
- 3.5.2 Develop and implement expanded efforts to reduce the incidence of, and time spent on, false alarms.

**Goal 4: Strengthen Planning, Evaluation, and Fiscal Support****FY 1994-96 Strategies:**

- 4.1.2 Design and implement trimester-based report process.
- 4.1.3 Develop the Bureau's Management Information System (MIS) to increase access to meaningful program performance data.
- 4.2.1 Design and implement budget process training for supervisory and command personnel to develop greater internal involvement in budget process.
- 4.2.2 Integrate yearly budget preparation with internal planning process and the City's Strategic Plan.
- 4.2.3 Investigate the availability of external funding sources to address traffic and other neighborhood livability issues.

**Lead: Chief's Office**

The Chief's Office clarifies and communicates the vision for community policing. It is the job of the Chief's Office to monitor and encourage the continuous improvement of all Bureau procedures and approaches and ensure effective inter-branch coordination. The Chief's Office manages all Planning and Support activities to make sure that statistical analysis, communications, strategic planning and general orders reflect community and Bureau needs. It is the job of the Chief's Office to ensure full and appropriate public involvement with the Bureau, as well as to maintain a full understanding of the successes, failures, concerns, and recommendations of members throughout the Bureau.

**Goal 1: Reduce Crime and Fear of Crime****FY 1994-96 Strategies:**

- 1.2.13 Improve crime and problem analysis systems/capability to ensure the flow of data is readily accessible to officers for effective problem solving.
- 1.3.6 Develop General Order, Standard Operating Procedures, and Partnership Agreements that clarify and formalize the roles, and relationships between the District Coalitions' Neighborhood Crime Prevention Programs and the Portland Police Bureau.
- 1.5.4 Support approaches for better addressing drug rehabilitation needs in prison populations.
- 1.5.8 Work with justice system to increase influence of community impact on sentencing and actual time served.
- 1.5.9 Strengthen relationship with both District Attorney's office and City Attorney's office to ensure effective communications and cooperation to meet community policing goals and objectives.

**Goal 2: Empower the Community****FY 1994-96 Strategies:**

- 2.1.7 Develop more responsive methods for meeting public information requests, including requests for neighborhood crime statistics, traffic violation statistics, and other information requested by community organizations.
- 2.1.8 Ensure that customer service improvements are integrated into the workplans of all Bureau Units.
- 2.3.2 Ensure that community policing and community partnership successes are consistently communicated to the media and the community.
- 2.3.3 Improve community policing media and education efforts for ethnic groups.
- 2.3.4 Develop and implement methods to communicate with the public about police services and how to access them.

2.3.5 Enhance public understanding of community policing and the public's role in it.

### **Goal 3: Develop and Empower Personnel**

#### **FY 1994-96 Strategies:**

- 3.1.4 Strengthen understanding and working relationships between sworn and nonsworn employees.
- 3.2.4 Implement policies that will ensure stabilization of assignments where long-term community relationships are of primary importance.
- 3.2.5 Develop rotation policies between specialty units and patrol that consider stabilization of key community contact assignments.
- 3.2.6 Develop policies that give district officers more discretion in handling calls.
- 3.3.4 Implement strategies to shift from a process-based management structure to an outcomes-based management structure.
- 3.3.5 Evaluate and enhance the Bureau's organizational alignment to support Operations' effort to impact community livability.
- 3.3.6 Evaluate the Portland Police Bureau's organization and decision-making structure for appropriate ways to increase decentralization.
- 3.4.5 Develop more effective and more timely methods to communicate pertinent Bureau information, feedback and response among shifts, ranks, and divisions.
- 3.5.3 Allocate and deploy personnel to improve efficiency in attaining Bureau goals.
- 3.9.1 Evaluate and recommend new staffing needs that support community policing and address new annexation issues.
- 3.9.2 Design a staffing deployment plan that will ensure personnel and resources are targeted to maximize community livability objectives.

### **Goal 4: Strengthen Planning, Evaluation, and Fiscal Support**

#### **FY 1994-96 Strategies:**

- 4.1.4 Develop annual benchmark community surveys.
- 4.1.5 Consolidate community policing accomplishments and outcomes into the Annual Report.
- 4.1.6 Continue to refine and align outcome measurements and tools with budget and planning processes.

- 4.2.4 Improve budgeting at the Bureau unit level to foster greater accountability.
- 4.2.5 Identify and pursue available sources of grant funding.
- 4.3.1 Continue discussion of integrated service districts with other agencies.
- 4.3.2 Improve coordination of planning efforts with other City and County community planning projects.
- 4.3.3 Strengthen emergency preparedness through cooperation with the Citywide Portland Office of Emergency Management to coordinate emergency exercises and implementation of a training program for the City.

For those who wish to obtain additional information about the Portland Police Bureau's implementation of community policing, the following references will be of use. All materials are available through the Planning and Support Division (503) 823-0283.

**Community Policing Transition Plan.** The original plan, adopted in January 1990.

**Community Policing Transition Plan - Mid-Course Review.** Two documents provide analysis of results from research with Bureau members and with members of the community:

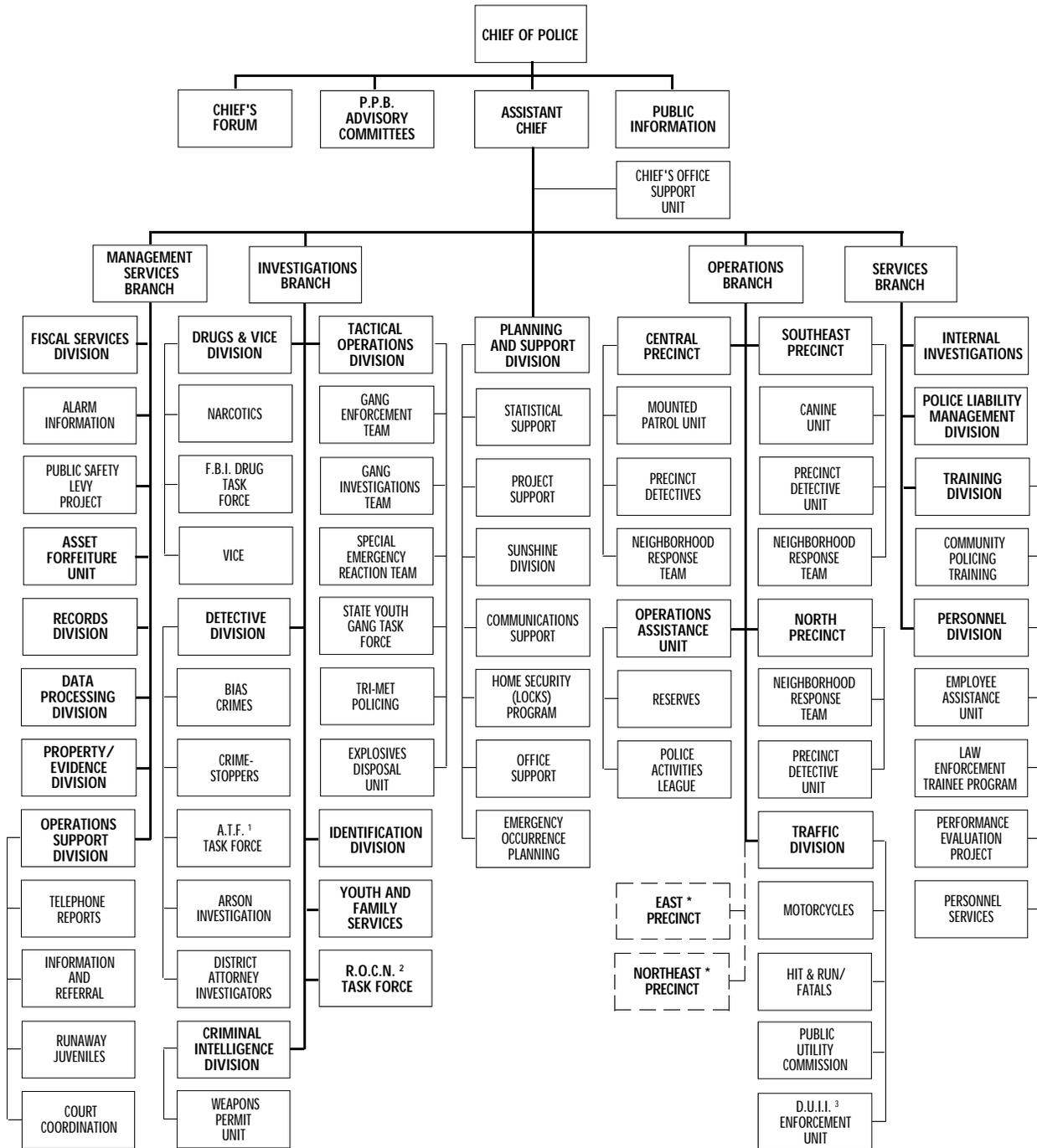
**Results of Internal Interviews.** Summarizes findings from interviews and groups discussions with 167 Bureau members from 23 units, divisions, or precinct shifts. Includes Bureau member perspectives what has worked and what hasn't work in the transition so far.

**"External" Research Report: Interviews with Opinion Leaders and Focus Groups with Involved Neighbors.** Part of the Mid-Course Review of the Community Transition Plan. This report summarizes results of qualitative research conducted for the Portland Police Bureau. Interviews were conducted with selected Opinion Leaders and focus groups were conducted with citizens involved in public safety issues in their own neighborhoods.

**Community Policing Information Packet.** Provides milestones, history of the planning process, and a variety of more detailed information about community policing activities since the transition to community policing began.

**Partnership Agreement Catalogue.** An indexed catalogue of all partnership agreements that have been turned in for record keeping to the Planning and Support Division.

**City of Portland Problem Solving Workbook.** A guide to problem solving with public safety issues.



- 1. Alcohol, Tobacco and Firearms
- 2. Regional Organized Crime and Narcotics Task Force
- 3. Driving Under the Influence of Intoxicants

\* New precincts projected for implementation June 1994.

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East Precinct  
Family Services Division  
Fiscal Services Division

Gang Enforcement Team  
Identification Division  
Information and Referral Unit  
Internal Investigations Division  
K-9 Unit  
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Rob DeGraff, Director of Public Safety, Association for Portland Progress  
Pat Donaldson, Executive Director, Citizens’ Crime Commission  
Paul Duong, Refugee Coordinator, Office of Neighborhood Associations  
Avel Gordly, State Representative (former chair of the Chief’s Forum)  
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Pearl District Neighborhood Association (W/NW), President, Jane Gayer  
Piedmont Neighborhood Association (NECN), Chair, Tom Markgraf  
Pleasant Valley Neighborhood Association (SEUL), Chair, Anita Finn  
Portsmouth Neighborhood Association (NPNO), Chairperson, Lee Poe  
Powellhurst-Gilbert Neighborhood Association (EPDC), Contact, Loren Anderson  
Reed Neighborhood Association (SEUL), President, Ginny Baldino  
Richmond Neighborhood Association (SEUL), Chair, Bill Boyd  
Rose City Park Neighborhood Association (CNN), President, George Walker  
Roseway Neighborhood Association (Formerly Madison North Neighborhood Association)  
(CNN), Chair, Phill Colombo  
Sabin Community Association (NECN), Chair, George Karlson  
St. Johns Neighborhood Association (NPNO), Chairperson, Leora Mahoney  
Sellwood-Moreland Improvement League (SMILE) (SEUL), Chair, Leonard Gard  
South Burlingame Neighborhood Association (SWNI), President, Betty Hedberg  
South Tabor Neighborhood Association (SEUL), Chair, Dan Small  
Southwest Hills Residential League (SWHRL) (unaffiliated), President, Lee Smith  
Sullivan's Gulch Neighborhood Association (NECN), Chairperson, Steve Larson  
Sunderland Neighborhood Association (CNN), (no representatives designated at this time.)  
Sunnyside Neighborhood Association (SEUL), Chairperson, Vern Weiss  
Sylvan-Highlands Neighborhood Association (W/NW), President, Arlen Sheldrake  
University Park Neighborhood Association (NPNO), President, Dick Wisher  
Vernon Neighborhood Association (NECN), Chair, Joyce Harris  
West Portland Park Neighborhood Association (SWNI), President, David Gens  
Wilkes Community Group (EPDC), Chairperson, Alice Blatt  
Wilson Neighborhood Association (SWNI), Chair, Wes Risher  
Woodland Park Neighborhood Association (unaffiliated), Chair, Rena Mauldin  
Woodlawn Neighborhood Association (NECN), Chairperson, Bill Weismann  
Woodstock Neighborhood Association (SEUL), Chair, Terri Griffiths

**Business Associations:**

Alliance Of Portland Neighborhood Business Association (APNBA), Mathias Kemeny, President  
Association For Portland Progress, Ruth Scott, Director  
Beaumont Business Association, Lenore Latour, President  
Belmont Business Association, Chris Brandt, President  
Brooklyn Business Association, Joe Cimino, President  
Central Eastside Industrial Council, Bill Elliott, President  
Columbia Corridor Association, Anne Nickle, Executive Director  
Commercial Corridor Committee, c/o CEIC  
Division Street Merchants, O.B. O'Brien, President  
Downtown Retail Council, Ted Slenning, President  
Eighty-Second Avenue Business Association, Jim Losk, President  
Forty-Second Avenue and K Business Association, Jerry Kelly, President  
Foster Area Business Association, Bob Head, President  
Gateway Area Business Association, Lettie Hicks, President  
Hawthorne Blvd Business Association, Bruce Chaser, Vice-President  
Hillsdale Business and Professional Association, Dr. Jed Wells, President  
Historic Old Town, Phyllis Brown, President  
Hollywood Boosters, Michael Nelson, President  
Interstate Avenue Business Association, Michael Nelson, President  
Kelly Point Industrial Association, Ed Sammons, President  
Kenton Business Association, Garland Horner  
Lloyd District Association, Alan Peters, President  
Lombard North Business Association, Larry Scruggs, President  
Lower Albina Council, Gary Madson, President  
Lower East Burnside Boosters, Margaret Moreland, President  
Macadam Corridor Business Association, Paul B. Gassner, Vice President  
Montavilla Business Association, Bill Van, President  
Moreland Sellwood Boosters, Tom Brown  
Multnomah Village Association, Shelly Shultz, President  
Nob Hill Business Association, Mary D. Phillips, President  
North By Northwest Business Association, Laura Martinez, President  
North Macadam Development Council, Steven Shain  
North-Northeast Business Association, Cindy Summers, President  
Northeast Broadway Business Association, Tamara Patrick, President  
Northwest Industrial Neighborhood Association and Northwest Triangle Business Association,  
Roger G. Paul, President  
Parkrose Business Association, D. Patricia Sandoval, President  
Sandy Business District Association, Bob Brown, President  
Southwest Business Association, Marilyn J. Winn  
St. Johns Boosters, Marcia Pry, President  
Upper Sandy Business District Association, Addie Lindstrom, President  
Yamhill Historic District, Lou Elliott, President