

Portland Police Bureau

2004-06 Community Policing Strategic Plan

Strategies for Implementation for 2004-06



November 2004



Vera Katz, Mayor
Derrick Foxworth, Chief of Police

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Office of Mayor Vera Katz
City of Portland

November 24, 2004

As Mayor and Police Commissioner, I am proud to forward the Portland Police Bureau's 2004-06 Community Policing Strategic Plan to the community and to the City Council for adoption.

This plan recommits the Bureau to community policing activities. As this plan demonstrates, citizens will now be able to track the Bureau's progress and achievements through its strategies, milestones and results.

The 2004-06 plan was developed over many months with feedback from the community. Draft plans were distributed to neighborhoods, businesses, civic organizations and police advisory committees. And, for the first time, a sounding board of community members met with every division manager to provide input on their strategies before they were included in the draft plan. This approach helps the Bureau to be responsive to shifts in community priorities, while keeping a clear focus on the number one goal of the Bureau: the reduction of crime and the fear of crime.

As my twelve years as the Mayor of the City of Portland comes to a close, my emphasis remains the same: every bureau should be accountable to the public, every bureau should initiate partnerships and work collaboratively with the community. I believe the Police Bureau has put into place accountability measures and collaborations that enhance community policing efforts.

To succeed in moving these strategies forward, this plan will require the participation of all of us. I urge the city council to be vigilant and actively involved in helping the Police Bureau achieve its goals. I encourage community members to work with the police – form partnerships, be proactive, and problem solve together.

With warm regards,

Vera Katz
Mayor



CITY OF
PORTLAND, OREGON
BUREAU OF POLICE

VERA KATZ, MAYOR
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Service Compassion Integrity Excellence Respect

November 2004

A Message From the Chief of Police

One year ago, I became the Chief of Police for the City of Portland. At that time, I made a promise to the citizens of Portland and to Bureau members to enhance our community policing services. After 15 years, Portland has incorporated the community policing philosophy into our everyday practices. We have partnered with our diverse communities on a wide range of issues, which you will see reflected in this 2004-06 strategic plan. We must continue to work together to ensure crime remains low and our communities remain safe.

Our new goal of accountability was added in response to community and internal feedback. The vision statement for Goal 5: Improve accountability says that budgets, strategies, activities, policies and procedures fully reflect community priorities and concerns. It is important to me that the community and our employees see this plan as being responsive, responsible, and meeting their needs.

I am working with the Bureau of Human Resources to implement a joint minority recruitment plan along with several strategies to improve diversity in recruitment, hiring, selection and retention. We will need to fill officer positions vacated due to retirement and attrition with a focus on recruiting diverse candidates from our local communities.

Officer training is a priority for me. I have re-instituted 40 hours of in-service for all sworn members. It is critical that we respond to ever changing community needs and this training will focus on communication skills, crisis intervention, cultural competency and de-escalation training. I am committed to making sure that this Bureau meets or exceeds current professional standards for officers.

In the past year, the Bureau has been involved in two officer involved shootings. I spent many hours meeting and listening to Bureau members and several community organizations on how to improve our organization. I have created a Use of Force Review Board and a Performance Review Board, which includes citizen members representing the diversity of our community and peer members. We have also revised our discipline policies to include communicating clear expectations and monitoring performance. Our deadly force policies have been revised, creating a multi-disciplinary review of our deadly force investigations. I have set expectations that each policy and training will be researched for best practices and improved technology implemented to reduce the number of deadly force incidents.

Reducing crime and the fear of crime remain our number one goal. When comparing 2002 Part 1 crimes with 2003, there was a 7 percent increase. When comparing 2003 with 2004 data, it shows that Part 1 crimes have decreased by 5 percent for the first nine months of the year. All Part 1 crime categories show a decrease in reported crime from 2003 to 2004 with the exception of the categories of murder and residential burglary. For the five year period (1999-2003), Part 1 person crimes decreased from 12 per 1,000 population to 8 per 1,000 population. By contrast, Part 1 property crimes increased from 70 per 1,000 population to 78 per 1,000 population.

New technological tools are at our disposal. Soon, officers will be able to write reports from the field and relay that vital information back to the precinct. The Police Bureau website includes the latest information on news releases, Crimestopper alerts, neighborhood crimemapping, employment information and resources for community involvement. There is also a number of Police Bureau produced publications, including the Manual of Policy and Procedure.

We have improved and enhanced programs that work closely with residents and businesses, like the reinstated Neighborhood Response Teams. These teams are working closely with neighbors, crime prevention coordinators, and city bureaus in developing local problem solving efforts to improve the safety and quality of life in the neighborhoods they serve.

To the Men and Women of the Portland Police Bureau

To ensure that crime and the fear of crime decreases while neighborhood livability increases, I ask that you:

1. **Recommit yourself to community policing.** This means problem solving and partnerships. Look at the big picture and be proactive. Be aware of crime trends for problem solving activities. Ask yourself who is missing from the table and invite them to participate in your problem solving efforts.
2. **Improve communication.** Solicit feedback from your talks with community members. Find ways to get more involved in the neighborhoods you serve. Are we meeting the needs of our communities?
3. **Build partnerships.** The strategies in this plan rely on partnerships. Working together is the best way to reduce crime and the fear of crime.
4. **Familiarize yourself with this plan.** Look for strategies that affect you and what you do. Look for ways to meet the goals and strategies that are outlined in this plan.
5. **Be accountable.** Look for new ways to do our jobs better and more cost effective. Make sure what you are doing reflects the goals and strategies laid out in this plan.

To our Community Members

Community policing relies on community members being an integral component. I ask that you embrace this philosophy and help the Police Bureau meet our goals.

1. **Be involved.** Attend your local precinct advisory council meetings to find out about neighborhood crime. Take time to meet your neighbors and work together on livability issues.

2. **Get to know your Neighborhood Response Team.** Ask questions and talk with the officer about what is happening in your community.
3. **Report crimes.** Work with your district officers to identify, report all crimes.
4. **Be accountable, and hold us accountable.** Maintaining partnerships requires as much commitment as building them. Please continue to work with police to help improve our community.
5. **Review the plan and provide feedback.** Look for strategies that affect you. Look beyond our mission statement and help us to refine our work. Let us know what community needs are not met and how police and community can work together to enhance and improve on what we do.

With this community policing plan, we are focusing our resources to ensure that livability and neighborhoods that are crime resistant are at a high. Your efforts will result in a positive investment with measurable returns.

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

DERRICK FOXWORTH
Chief of Police

What's new in this plan

Improved integration of goals, measures and strategies

The 2004-06 Community Policing Strategic Plan marks the 14th year of community policing since the Community Policing Transition Plan was adopted by the City Council in 1990. With each update since the first plan, we have worked to improve our approach to guiding strategic change and describing those changes in the plan. As with previous plans, we strive to maintain our commitment to our mission, while improving how we can best express our goals so that they are meaningful to the community we serve and to the employees who are doing the work.

What stayed the same

- **The same mission and basic structure.** The five goals remain divided into community goals (the first three) and organizational goals (the second two). The number one goal remains the same since 1994: Reduce crime and the fear of crime.
- **Many of the performance measures.** While we grouped them together and added additional measures, many of the fundamental measures of our work have remained the same since 1998.
- **Commitment to extensive community and internal feedback.** While we have used different tools to obtain this feedback over the years, the commitment to have the plan fully reviewed by the community and the employees remains the same.
- **An emphasis on strategic change.** This strategic plan remains a compilation of key changes the agency is making to fulfill its mission and goals. It is not a complete listing of every activity in the agency.

What changed in this plan

- **The goal of accountability has been added; two other goals were deleted.** Two previous goals – added in 2000 – to obtain and make effective use of equipment and improve work processes were deleted because they were emphasized in strategies of all the other goals. The goal of accountability – which the Bureau had until 1994 – was added back in response to community and internal feedback.
- **The value of accountability has been added.** Community and internal feedback was so strong to improve accountability that it has been added not only as a goal with specific action items, but also as a value that overrides all of our work.
- **Each goal is shown with results statements with accompanying measures for that desired result.** We received feedback that while publishing the volume of measurement data was helpful, it could be more useful to see measures grouped in categories to more quickly determine if trends were in a positive or negative direction.
- **Strategies include a statement on priority and challenges.** We also received feedback that it could be difficult to see a connection between a goal statement, the measures and individual strategies. In this plan, all readers can view the priorities that managers were given to develop strategies to address not only the goal but also the measures.
- **Strategy language is condensed.** We did not want to lose specific content for the reader, but we did want to respond to feedback that it could be difficult to gain an overall sense of agency efforts when the strategy listings went on for pages and pages. The condensed language and format allows for an easier review.

- **Accomplishments from the previous plan adoption are included.** Many readers commented that it would be very useful to know how well the agency performed in completing its strategies in the previous plan, while considering the new one. A brief summary of major accomplishments is now included.
- **Increased publishing formats.** With the increase in documents available on the Bureau website at www.portlandpolicebureau.com and the positive feedback we have received on making the documents easy to retrieve, we are publishing the plan and strategies in two different formats. One will be the complete plan as published; the other will be an optional listing of strategies sorted by division.
- **Formal participation by advisory group representatives.** For this first time, the Bureau convened a group of representatives from advisory groups, as well as from a civic agency studying community policing, to review each division's strategies in draft form and provide feedback. These sounding boards provided feedback for both content and format.
- **Strategic plan training day.** In order to improve internal participation in developing strategies and bring more employees to the table in brainstorming, the agency conducted an all-day strategic plan training day. Employees from all divisions, and bargaining units were able to share ideas on strategies to help the Bureau reach its goals.

Elements of the plan

Vision

The vision statement for the Bureau was adopted as a definition for community policing in 1989. The vision statement is a reflection of an ideal the Bureau and community strive for:

Community policing recognizes a shared responsibility and connection between the police and community in making Portland a safer, more livable city. Community policing encourages a problem solving partnership between citizens and police. This partnership jointly identifies community safety issues, determines resources, and applies innovative strategies designed to create and sustain healthy, vital neighborhoods.

Bureau mission

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

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.

Values

The values of the Portland Police Bureau, adopted in 2001, are commitments to the community that are rooted in the cornerstones of the Bureau and reflect the mission statement. The value of accountability was added in 2004.

- Service
- Compassion
- Accountability
- Integrity
- Excellence
- Respect

Cornerstones

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

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

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

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

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

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

Goals

The first and fourth goals were adopted in 1994, the second and third goals were divided from one goal into two goals in 2001. The Bureau pursues the following goals:

Community goals

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

Organizational goals

4. Develop and encourage personnel.
5. Improve accountability.

Results and measures

The Bureau's cornerstone principle of accountability is reflected in the display of performance measurements tied to strategic plan goals. Tracking the data from these performance measures allows the Bureau to gauge what worked and where enhancements need to be made.

Performance measurements came primarily from the following sources:

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

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

Strategies

Each strategy is listed under a primary goal. However, many strategies support more than one goal. The reader should keep this in mind while reviewing the strategies.

This structure of this strategic plan is intended to ensure that the 2004-06 Strategic Plan is simple to implement, easy to update and able to flex with the reality of day-to-day police work in Portland.

Goal 1: Reduce crime and the fear of crime

Goal 1 Reduce crime and the fear of crime

Vision

Responding to crimes, investigating crimes, apprehending criminals and initiating problem solving strategies to reduce chronic problems remain the number one goal for the Portland Police Bureau. The agency will prioritize enforcement efforts that target crimes that most affect community livability, such as drug and gang-related crimes, and crimes that begin a cycle of violence, such as violence in the home. These efforts will not only reduce the overall incidence of crime, but will also reduce the fear of crime in communities and promote a sense of neighborhood and personal safety.

Summary of key accomplishments from 2002-04 Plan

- **Car theft education** - Targeted public information campaign; crime prevention posters were distributed to businesses where thefts most frequently occur.
- **Citizen satisfaction survey** - Elder Crime Response Team volunteers were used to conduct on-going citizen satisfaction surveys of crime victims.
- **Emergency Management Communications Plan** - Updated Emergency Management Communications Plan using upgraded technology.
- **ePPDS and mug shots in patrol cars** - Testing on a single Mobile Digital Computer (MDC) was completed in October, and in November three vehicles began testing the system.
- **Expansion of Taser program** - Purchased 50 additional Tasers to distribute to patrol and transit police divisions; conducted training.
- **Gang violence missions** - Conducted sweeps to enforce local traffic laws, federal and state laws and city ordinances; added a deputy district attorney to prosecute gang related shooting and chronic nuisances.
- **Identity theft investigative program** - Developed an investigative approach to enhancing arrest and prosecution of identity theft subjects involved in methamphetamine and other controlled narcotics possession and distribution crimes.
- **Integrated Biometric Identification System (IBIS)** - Implemented a pilot project that allows in-the-field identification verification of individuals legally detained by the Police Bureau by use of a handheld fingerprint device.
- **Inter-branch problem solving meetings** - Increased efforts in auto theft apprehension and stolen vehicle recovery.
- **Internet mapping** - Enhanced interactive crime analysis mapping capabilities available through CrimeMapper.
- **Methamphetamine interdiction initiative** - Increased investigation and enforcement of methamphetamine producers, distributors and precursor chemical suppliers; develop internal training and public education plan.
- **Misdemeanor follow-up investigations** - Assigned limited duty or other officers to the Special Crimes Team to investigate and clear identity theft, fraud and forgery cases.
- **Operation Monte Hall** - Arrested suspects on stolen identification, financial records, firearms, narcotics, credit cards and checks, vehicle records, counterfeit currency and financial dossiers on 3,274 individuals.

Goal 1: Reduce crime and the fear of crime

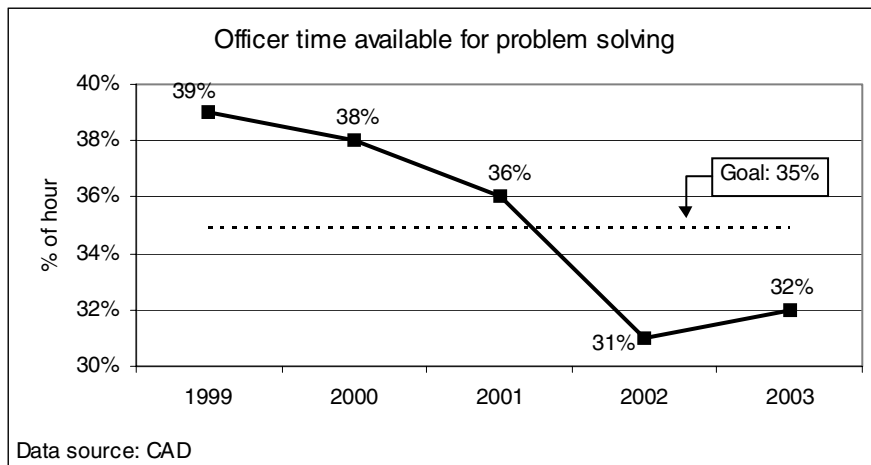
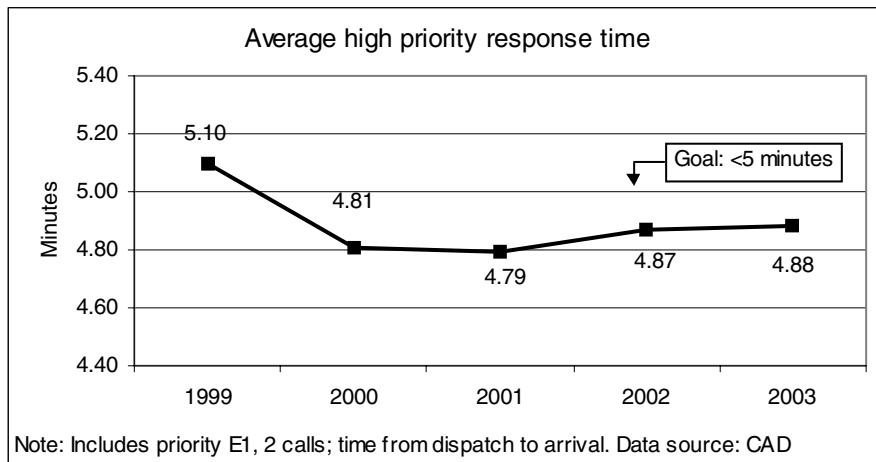
- **Overtime grant for homeland security** - Awarded a \$1.3 million grant from the U.S. Department of Justice, Office of Community Oriented Policing Services for overtime primarily associated with homeland security and violent crime.
- **Roundtable on gang violence** - Participated in panel of public and private agencies on gang violence held November 21.
- **Senior Neighborhood Officer program expansion** - Added three new Senior Neighborhood Officers for a total of 26 SNOs for 2003.

Results statements and performance measures

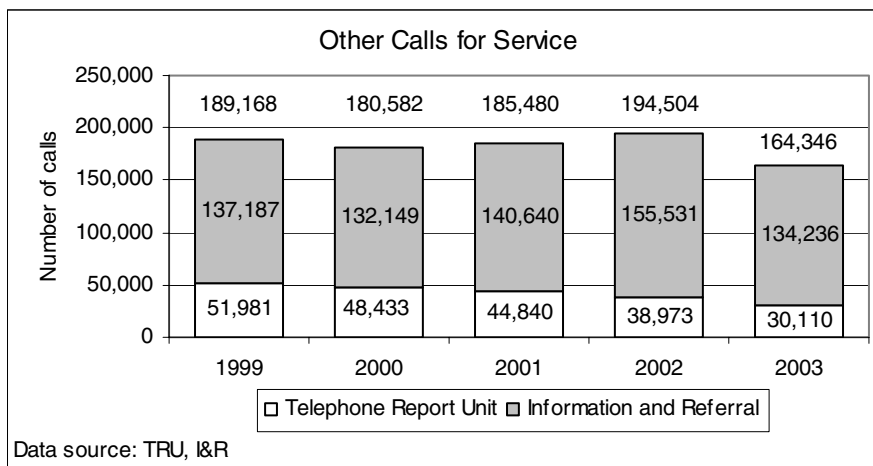
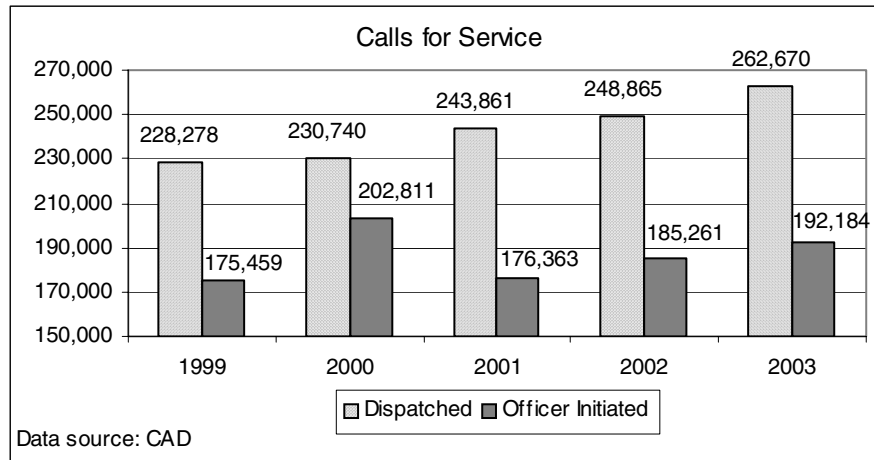
Performance measures are grouped under the following results statements for Goal 1:

- Meet emergency response time and problem solving goals.
- Reduce the incidence of major crimes.
- Improve the ability to identify, investigate and apprehend serious offenders.
- Reduce the community’s fear of crime.

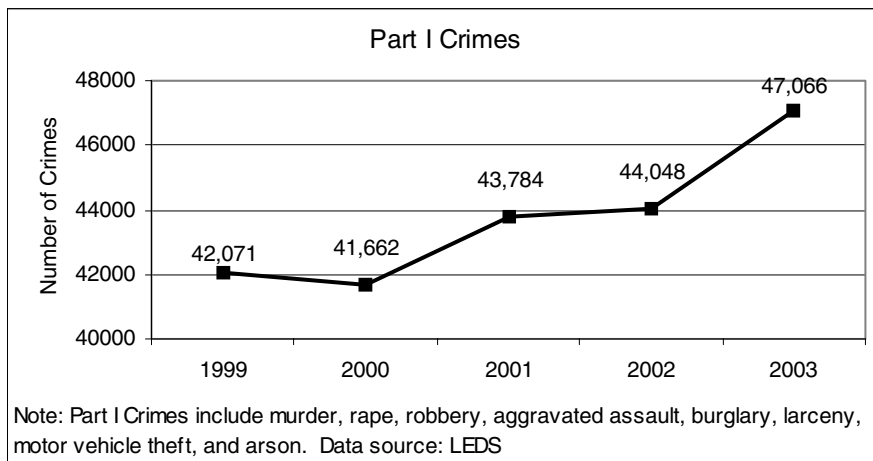
Meet emergency response time and problem solving time goals.



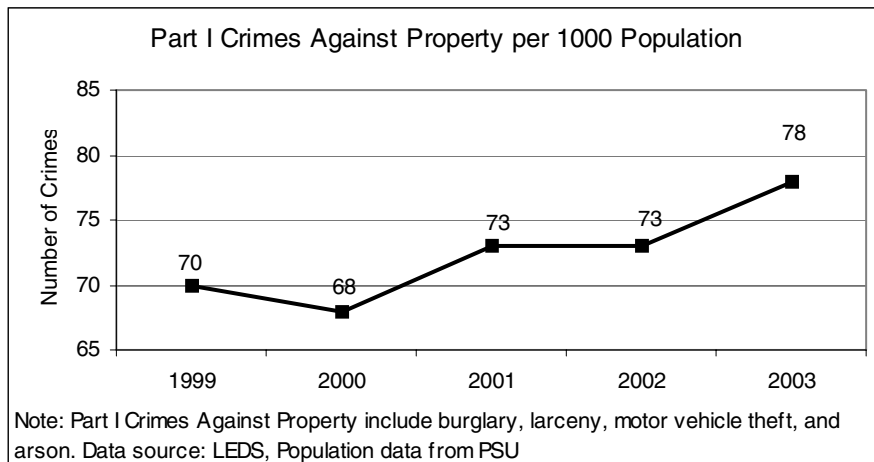
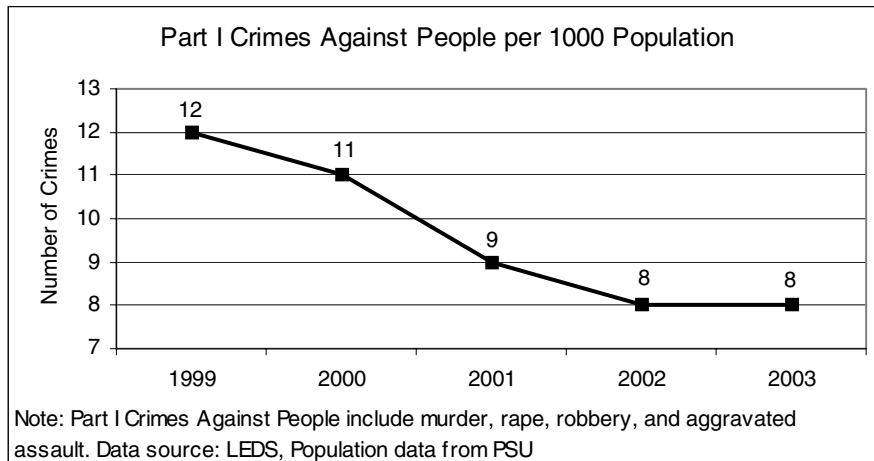
Goal 1: Reduce crime and the fear of crime



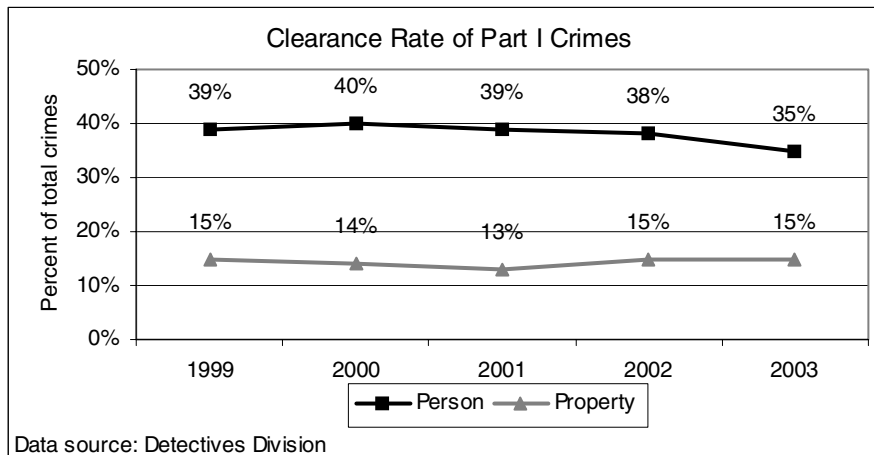
Reduce the incidence of major crimes.



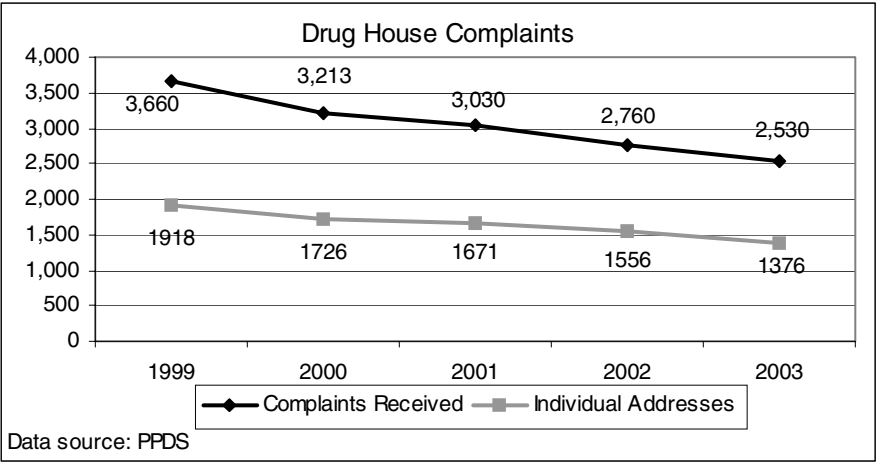
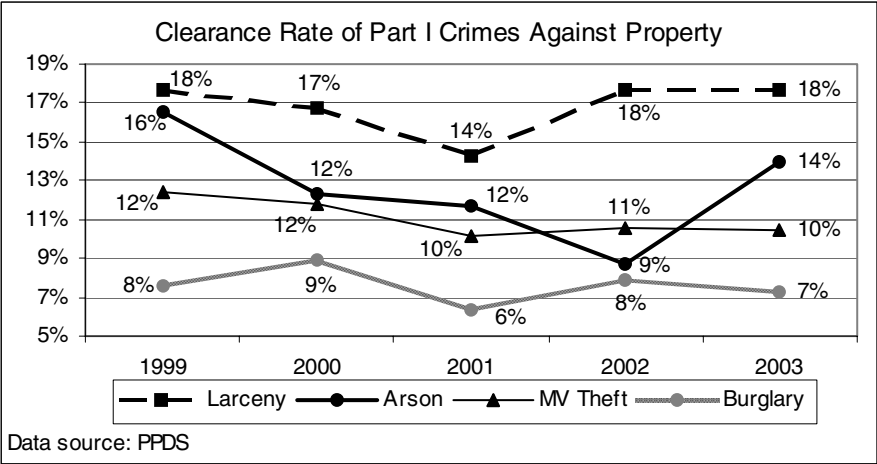
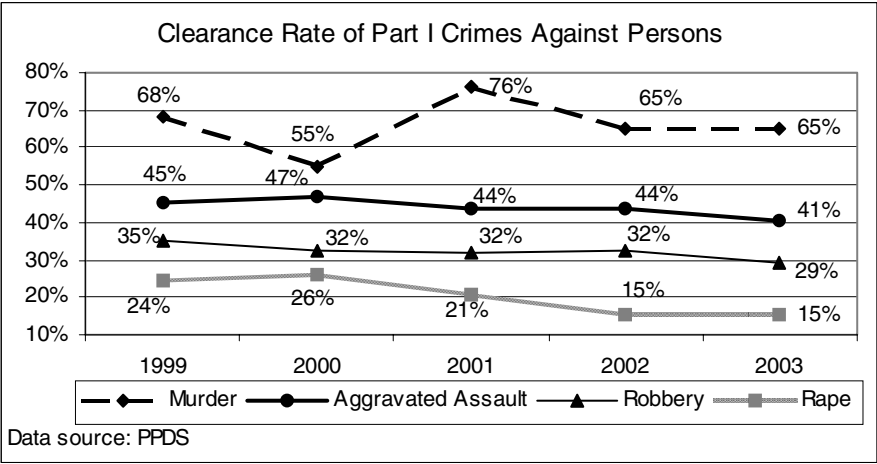
Goal 1: Reduce crime and the fear of crime



Improve the ability to identify, investigate and apprehend serious offenders.

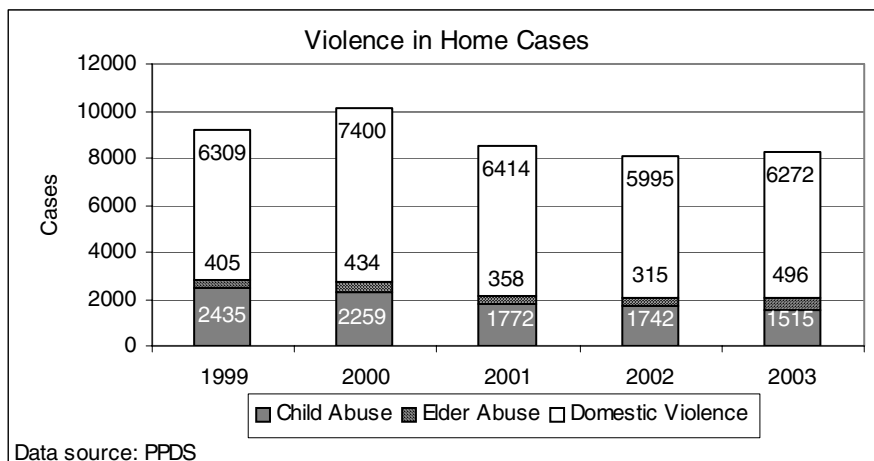
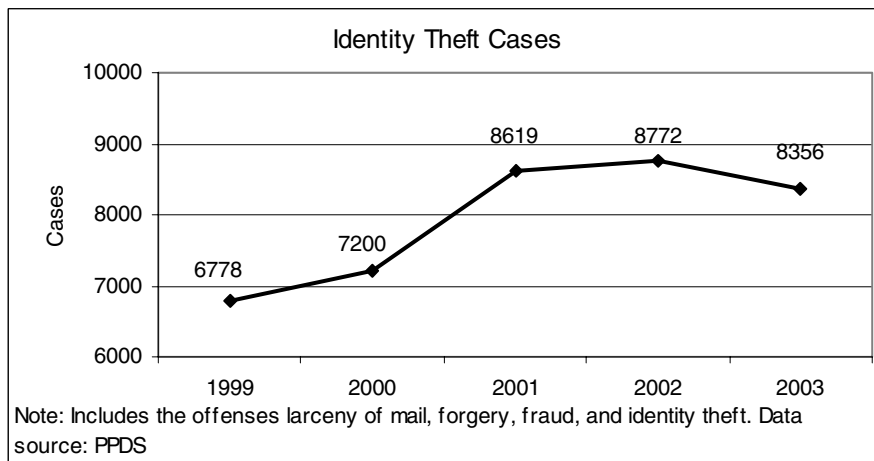
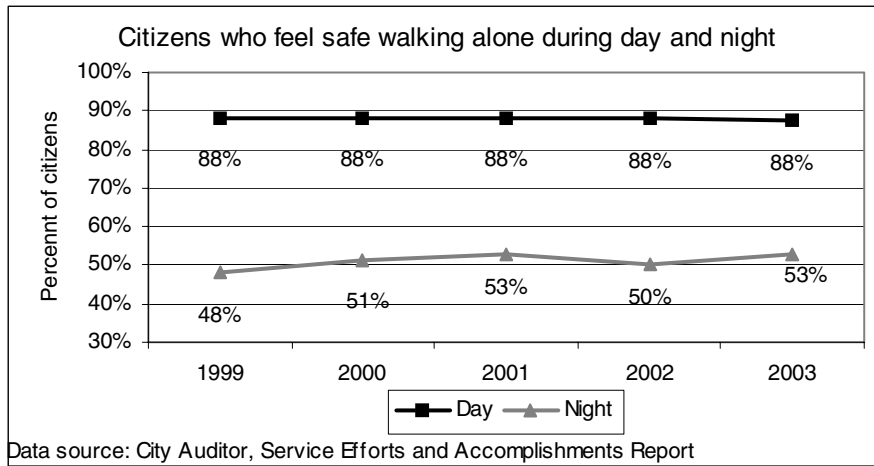


Goal 1: Reduce crime and the fear of crime



Goal 1: Reduce crime and the fear of crime

Reduce the community's fear of crime.



Goal 1: Reduce crime and the fear of crime

Strategies

High priority strategies are to reduce the incidence of major crimes, especially where the city has seen increases, such as in aggravated assault, burglary and auto theft. Crime analysis also remains an area of emphasis in pinpointing patterns of crime and apprehending suspects. Challenges are to have adequate staffing strength and the reliance on other criminal justice partners that have experienced budget and service cuts.

Acronyms are defined in Appendix B at the end of the plan.

Strategy	Division	Partners
<p>Air support service Develop regional air support partnership agreement; develop training for personnel.</p>	Tactical Operations	Metro police agencies
<p>Cold case squad Develop a cold case squad to investigate cold homicide cases.</p>	Detective	MCDA
<p>Crash data collection and analysis Develop a comprehensive crash data collection and analysis program.</p>	Traffic	
<p>Crime analysis mapping Improve the information available through the Crime Analysis Mapping Information Network (CAMIN).</p>	Planning and Support, Data Processing	BTS, PPDS partners
<p>Crime analysis database Ensure accurate, timely distribution of information to precinct and community through a crime analysis database.</p>	Precincts, Planning and Support, Data Processing, Training	ONI, NAs, BAs
<p>Crime scene processing Improve major crime scene response; revise and update policies and procedures.</p>	Identification	
<p>Criminal intelligence Process and disseminate strategic and tactical intelligence for event-related criminal activities; participate in the Joint Terrorism Task Force.</p>	Criminal Intelligence	FBI
<p>Criminal investigations Focus investigative resources on arresting chronic property crime offenders through police and community generated warrants.</p>	Detective, Precincts	

Goal 1: Reduce crime and the fear of crime

Strategy	Division	Partners
<p>Detective crime analysis Provide detective crime analysis on felony crimes to precincts and other divisions.</p>	Detective	
<p>Diversified patrol tactics Reduce crime and resolve neighborhood livability issues by implementing strategic missions.</p>	Operations, Precincts	
<p>DNA funding Seek congressional delegation funding for DNA testing to supply resources for the entire process.</p>	Detective, Property Evidence	State crime lab
<p>Drug house reporting Meet with neighborhood associations and other citizens to receive information about possible drug house locations; encourage community search warrants.</p>	East Precinct	ONI, MCDA, City Attorney
<p>Drugs and Vice information analysis Enhance crime analysis of drug crime data.</p>	Drugs and Vice	
<p>Emergency response resources Coordinate Emergency Response Plans from outside agencies to the proper precinct providing police services; update the Police Bureau's Emergency Occurrence book; assist each precinct in locating resources; enhance partnership with the Water Bureau.</p>	Tactical Operations	PFB, FEMA, OEMA, BOEC, POEM
<p>Explosive Disposal Unit (EDU) enhancement Develop and enhance SERT and EDU capabilities to respond to terrorist activities and WMD events.</p>	Tactical Operations	
<p>Family violence case screening Improve case screening so information related to child abuse and domestic violence is shared between supervisors; partner domestic violence and child abuse investigators.</p>	Family Services	MCDA
<p>Firearm tracing Assess effectiveness of the Bureau's firearms tracing procedures through software enhancements.</p>	Tactical Operations, Data Processing	ATF
<p>Forfeiture vehicles processing Assist the Asset Forfeiture Unit by processing and storing seized vehicles.</p>	Property Evidence, Records	

Goal 1: Reduce crime and the fear of crime

Strategy	Division	Partners
<p>Fraud web page Develop a web page to provide citizens with information about fraud, current trends, crime prevention information and useful links to credit reporting agencies, the FBI website for Internet fraud, and consumer groups.</p>	Detective, Planning and Support	
<p>Gang and gun violence problem solving Initiate problem solving meetings to address specific gang or gun violence issues in the community.</p>	Tactical Operations, Precincts	ONI, MCDA, Parole and Probation
<p>GET/YGAT focused enforcement Target the top violent offenders and gang sets for long-term investigations.</p>	Tactical Operations	ATF, MCDA, US Attorney, Parole and Probation
<p>Information system Create an information system that allows access of current case specific data to help reduce incidents of child abuse and domestic violence and share reports.</p>	Family Services	OSP Sex Offenders Unit, Parole and Probation
<p>Investigator requirements Enhance officer safety and to avoid conflicts of tactical events by requiring all investigators to make entries into the OSIN Geo-Event Deconflict system.</p>	ROC/N	Law enforcement
<p>Methamphetamine Education and Interdiction Initiative Increase retailer awareness of products used to manufacture methamphetamine through partnerships with the business community; communicate with public.</p>	Drugs and Vice	Oregon Partnership, US Attorney, OSP, DEA, FBI, ONI
<p>Mobile information capability Update and enhance mobile computers in patrol vehicles; deliver enhanced PPDS information to the cars; incorporate mug shots into mobile PPDS; evaluate other mobile technology such as electronic traffic citations, field fingerprint identification, personal communication devices, etc.; make recommendations.</p>	Data Processing	BOEC, ComNet, BTS
<p>Neighborhood livability crimes enforcement program Focus on livability crimes in the Central Precinct core neighborhoods; identify the most frequently arrested persons and book those persons into jail for any criminal offense; develop partnerships to provide social service intervention; evaluate program.</p>	Central Precinct, Planning and Support, Records	Steering committee, MCSO, Mult Cty Mental Health Dept.

Goal 1: Reduce crime and the fear of crime

Strategy	Division	Partners
<p>Officer presence on TriMet system Increase the presence and visibility of police officers onboard trains and buses.</p>	Transit Police	Law enforcement, Wackenhut
<p>Parcel carrier interdiction initiative Increase investigation and enforcement of drug traffickers by interdicting narcotics, proceeds, and materials involved in manufacturing and trafficking of narcotics and creating an educational component.</p>	Drugs and Vice	DEA, Amtrak
<p>Parole and Probation Partnership agreement Partner district officers with parole officers to monitor identified offenders through a written agreement with Community Justice.</p>	Central Precinct	Community Justice
<p>Photographs and fingerprint files Develop one-stop checking for photos and fingerprints of subject being investigated or identified.</p>	Identification	MCSO
<p>Portland Emergency Notification System (PENS) Monitor the Portland Emergency Notification System; communicate policies and procedures; recommend system improvements.</p>	Planning and Support, Detective, Operations, Precincts	BOEC, PFB, POEM
<p>Precinct crime analysis Improve process of sharing crime analysis information with precinct officers and neighborhoods.</p>	Operations, Planning and Support	MCDA, BDS, City Attorney, OLCC, ONI
<p>Precinct Emergency Response plans Review and update precinct-wide Emergency Response Plans.</p>	Operations, Precincts	PFB, POEM
<p>Precinct investigative processes Share investigative information at roll calls to identify patterns and trends in misdemeanor crimes.</p>	Operations	MCDA, businesses, ONI
<p>Project Re-entry Enhance accountability of corrections clients on parole by supporting Parole and Probation monitoring releasees; visit and intervene before and after release from prison.</p>	Tactical Operations	Community Justice, MCSO, MCDA, Oregon Dept. of Corrections, U.S. Attorney

Goal 1: Reduce crime and the fear of crime

Strategy	Division	Partners
<p>Public Information Office Provide information and education to the community; improve and facilitate internal communications.</p>	Chief's Office	
<p>Rapid Response Team (RRT) Develop RRT training to respond to events or incidents; focus on CBRNE/WMD events.</p>	Tactical Operations	MCDA, City Attorney, police agencies
<p>Response time to priority calls for service Improve response time to a maximum of five minutes for Priority E, 1 and 2 calls for service.</p>	East Precinct	BOEC
<p>Strategic mission enhancement Enhance strategic missions by using crime analysis data and coordinating with others to target repeat offenders and problem locations.</p>	Operations, Precincts	MCDA, MCSO, ONI, NAs, Parks Bureau, Parole and Probation
<p>Tactical preparedness Respond to tactical situations with critical mapping and data information.</p>	East Precinct	
<p>Transit Crimes Response Team Target order maintenance crimes through uniform and undercover missions.</p>	Transit Police	MCDA, law enforcement
<p>Youth Gun Anti-violence Task Force (YGAT) Re-establish outside agency personnel commitments to YGAT; explore ways to increase internal YGAT staffing.</p>	Tactical Operations	OSP, MCSO, ATF, FBI, MCDA, U.S. Attorney, Oregon Dept. of Corrections, Community Justice

Goal 2: Improve the quality of life in neighborhoods

Goal 2 Improve the quality of life in neighborhoods

Vision

Police employees, together with community members and partners from other agencies, will work together to maintain safe, crime-resistant neighborhoods. They will plan and implement strategies to improve safety at public events, reduce traffic collisions and other traffic-related problems, reduce nuisance activity and resolve other neighborhood problems. Precinct neighborhood officers will be the primary point of contact to work with neighbors and neighborhood-based resources to resolve chronic problems.

Summary of key accomplishments from 2002-04 Plan

- **Asset forfeiture policy** - Revised Asset Forfeiture Unit policies and procedures to reflect changes in tow ordinance.
- **Automate towed vehicle report writing process** - Implemented an automated database of towed vehicle responses.
- **Computer network upgrades** - School Police Division officers linked at school office to Bureau database.
- **Cadet Post** - Created a program using Cadets for vacant house checks and checking on seniors.
- **Citizen reports of drug dealing** - Conducted citizen training on how to recognize and report drug dealing.
- **Drugs and Vice case management system** - Consolidated current investigative databases to facilitate more efficient data collection.
- **Handheld pilot project** - Tested the effectiveness of using a handheld device to access information systems such as the LEADS, PPDS, and CAD for Traffic motorcycle officers.
- **Major event planning** - Implemented best practices to accommodate the march organizers' goals while maintaining the safety of the public, the participants and the police.
- **Neighborhood Livability Crime Enforcement Program** - Implemented the Neighborhood Livability Crime Enforcement (NLCEP) program focusing on reducing livability crimes.
- **Port of Portland emergency response plan** - Developed an Emergency Response Plan with the Port of Portland to respond to incidents at airport property.
- **Red light camera program** - Added an additional red light camera, bringing the total to six cameras throughout the city.

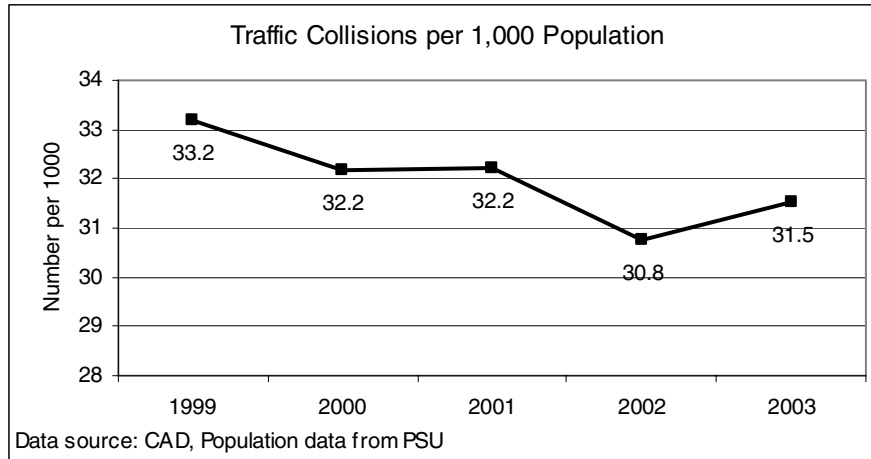
Goal 2: Improve the quality of life in neighborhoods

Results statements and performance measures

Performance measures are grouped under the following results statements for Goal 2:

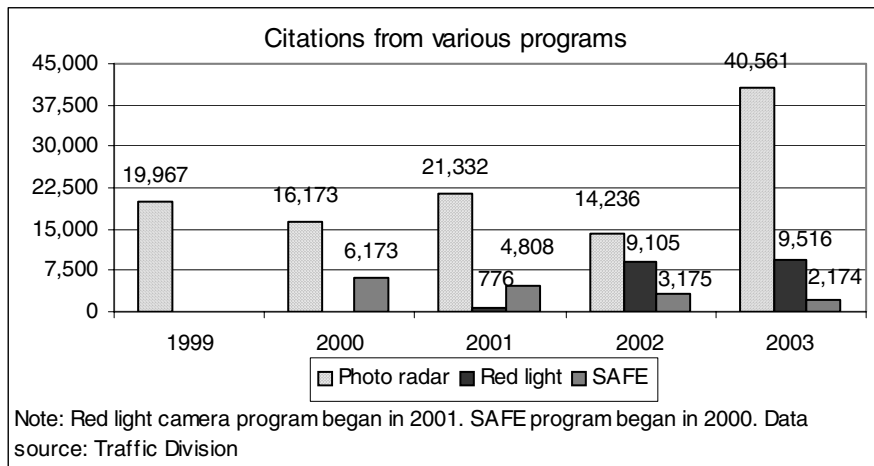
- Reduce traffic collisions.
- Improve the use of technology in suspect apprehension.
- Increase community crime prevention efforts.
- Improve the neighborhood safety condition and perception.

Reduce traffic collisions.

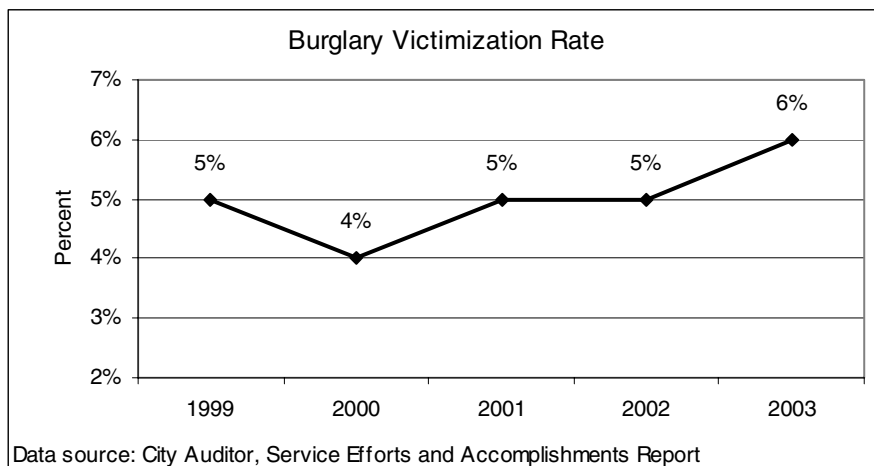
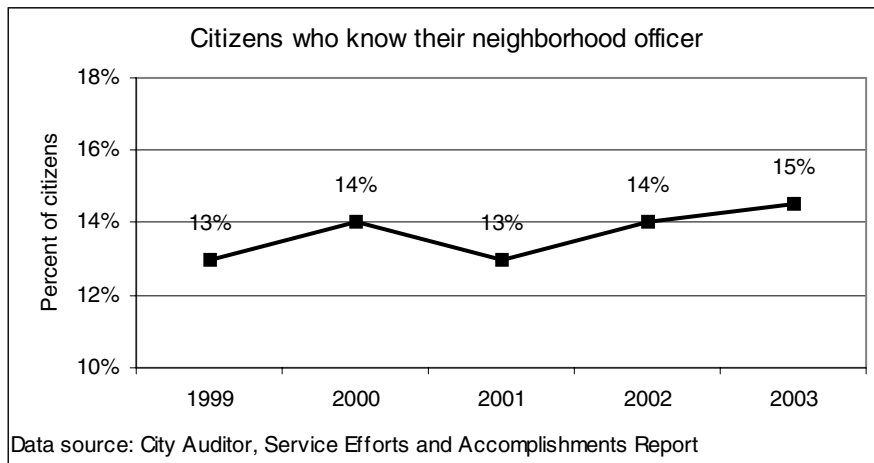


Goal 2: Improve the quality of life in neighborhoods

Improve the use of technology in suspect apprehension.

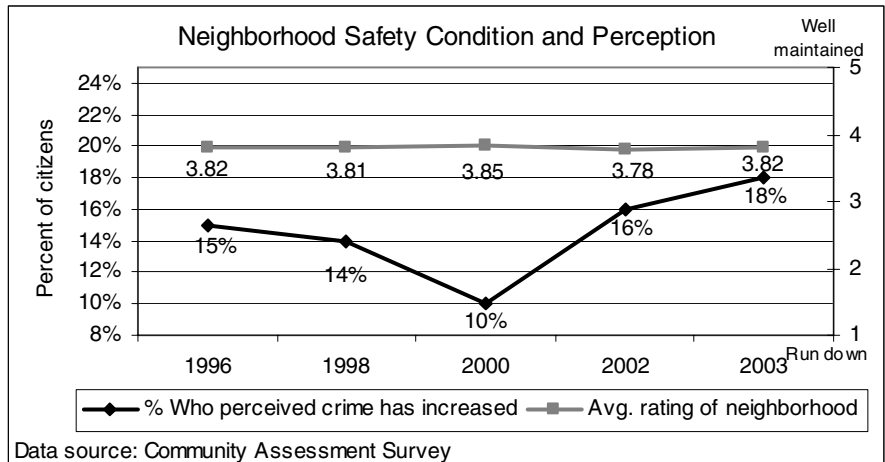


Increase community crime prevention efforts.



Goal 2: Improve the quality of life in neighborhoods

Improve the neighborhood safety condition and perception.



Strategies

High priority strategies are to strengthen and support the precinct officers’ ability to conduct neighborhood problem solving, increase citizen involvement in public safety projects and re-emphasize a patrol priority on traffic enforcement. Challenges are to develop new programs while maintaining a commitment from partner agencies. Acronyms are defined in Appendix B at the end of the plan.

Strategy	Division	Partner
Bait car deployment Combat stolen cars parted out in chop shops by using a bait car.	Detective	
Bar detail Address alcohol issues in the entertainment district and with problem bars in the core area through training of security personnel, documentation and communication with OLCC staff on sanctions.	Central Precinct	OLCC, ONI, NAs, liquor outlets
Bi-weekly bulletin Produce and distribute bi-weekly information bulletin detailing school events and criminal acts occurring on and around school grounds.	School Police	PPS
Citizen driven search warrants Train Neighborhood Response Team officers and interested community members in the use of the community based search warrants to combat drug houses.	Operations, Precinct	ONI, MCDA, community members

Goal 2: Improve the quality of life in neighborhoods

Strategy	Division	Partner
<p>Crowd control response Provide directed MPU patrols in areas that need a visible and distinct police presence.</p>	Tactical Operations, Precincts	ONI
<p>Drugs and Vice enhanced technology program Develop plan to enhance and update investigative and surveillance equipment.</p>	Drugs and Vice	
<p>Drug commanders' summit Improve communication between investigative narcotic units.</p>	Drugs and Vice	DEA, FBI, USPS, U.S. Marshal, U.S. Attorney, MCDA, and law enforcement
<p>Eastside livability issues Reduce car prowls by identifying cars where valuables are left and notify owners; track serial graffiti vandals; relocate homeless individuals to more positive locations.</p>	Southeast Precinct	Advisory Council, ONI, CEIC, NAs
<p>Enhanced liquor license investigations Improve neighborhood livability issues relating to liquor license investigations, violations and renewals.</p>	Drugs and Vice, Precinct NRTs	ONI
<p>False alarm reduction Implement a false alarm reduction program; implement revised alarms ordinance; evaluate alarm permitting and tracking systems.</p>	Fiscal Services	Oregon Burglar and Fire Alarm Assoc., MCSO, BOEC, alarm service providers, law enforcement, FARA
<p>First Response project Work with JOIN to reduce the number of chronically homeless persons by helping them find long-term housing options.</p>	Central Precinct	JOIN

Goal 2: Improve the quality of life in neighborhoods

Strategy	Division	Partner
<p>Fraud report regional standardization Adopt police reporting form standards for fraud and forgery cases.</p>	Detective	Financial institutions, Metro Fraud Investigators Assoc., law enforcement
<p>Funding neighborhood livability efforts Use available grant funding to address quality of life issues that impact neighborhood livability.</p>	Operations, Precincts	ONI, Weed and Seed
<p>GREAT (Gang Resistance Education and Training) curriculum Coordinate school resource officers participation in instructing the GREAT (Gang Resistance Education and Training) curriculum.</p>	School Police, Tactical Operations	PPS
<p>Intervention with chronically homeless populations Reduce camping activities and transition chronically homeless individuals into safe and stable housing by designating officer liaisons to homeless outreach workers.</p>	Central Precinct, Southeast Precinct	JOIN, BHCD
<p>MAX extension security Provide additional security on MAX extension.</p>	Transit Police, North Precinct	ONI
<p>Mission of Drugs and Vice investigation/enforcement Develop procedures to enhance cooperative drugs and vice related investigations involving patrol and detective personnel.</p>	Drugs and Vice	
<p>Mission specific activity Respond to complaints regarding the safety and security of the public transit system in a timely fashion.</p>	Transit Police	Riders, Wackenhut, law enforcement
<p>Narcotic investigations coordination Coordinate narcotic investigations with adjoining federal and state law enforcement.</p>	ROCN	Oregon and Washington law enforcement
<p>Neighborhood car prowling reduction projects Reduce the incidences of car prowls in targeted Central Precinct neighborhoods through public education, crime prevention, and transient campsite cleanups.</p>	Central Precinct	NAs, businesses, Community Justice, MSCO, MCDA, ONI

Goal 2: Improve the quality of life in neighborhoods

Strategy	Division	Partner
<p>Neighborhood livability crime enforcement Reduce the number of repeat offenders through targeted drug enforcement missions.</p>	Central Precinct	Community organizations
<p>Neighborhood Response Teams Centralize problem solving efforts at precincts.</p>	Operations	ONI
<p>Neighborhood traffic complaint identification Improve computerized tracking of neighborhood traffic complaints.</p>	Traffic	ONI, PDOT
<p>Nuisance enforcement Identify neighborhood livability problems and prioritize and develop a comprehensive strategy to address these problems.</p>	Precincts	ONI, NAs, BDS, OLCC, BOEC, universities
<p>Personal data assistant Bring the Personal Data Assistant (PDA) program on-line; roll out the program for implementing electronic citation issuance and information download.</p>	Traffic	
<p>Post-penitentiary home visit program Institute joint home visits conducted by parole officers and detectives to assist in reducing recidivism.</p>	Detective	Community Justice, Oregon Dept. of Corrections
<p>Precinct traffic activity Maintain a database to track officer, relief, precinct activity related to traffic law enforcement, field contact reports and overtime.</p>	Operations, Data Processing	
<p>Safety patrol training/traffic safety Offer safety patrol training to elementary school crossing guards and provide traffic enforcement in school zones.</p>	School Police	PPS, PDOT
<p>Safety Zone Conduct the Safety Zone program teaching crime prevention and personal safety strategies to adults with developmental disabilities; improve the marketing efforts.</p>	Planning and Support	DD service providers

Goal 2: Improve the quality of life in neighborhoods

Strategy	Division	Partner
<p>Street intervention Work with the Portland Business Alliance (PBA) to reduce disruptive street activities by helping individuals with untreated mental health and substance abuse issues into appropriate treatment programs.</p>	Central Precinct	PBA
<p>Sunshine Division officer participation Increase the Sunshine Division services used by law enforcement and public safety agencies.</p>	Sunshine	Law enforcement
<p>Traffic safety and education programs Continue participation in traffic safety and education programs.</p>	Traffic	ONI, PDOT
<p>Vice investigations Expand investigative scope of vice detail to increase ability to investigate and impact all vice crimes.</p>	Drugs and Vice	MCDA, US Attorney
<p>Updated equipment and training Develop an in-car video demonstration project for aggressive driving, and provide training for officers on the Vulcan measuring system.</p>	Traffic	
<p>Website Enhance Bureau service delivery through the use of web-based tools.</p>	Planning and Support	BTS

Goal 3: Improve the community and police partnership

Goal 3 Improve the community and police partnership

Vision

The police and the community will recognize a shared responsibility for public safety in their community, and will work together to promote education and understanding. Community members will increase their understanding of police procedures, and police members will increase their understanding of community fears and issues. People with specific crime prevention needs – youth, seniors, cultural groups, people with mental illness, people with developmental disabilities – will receive specific focus.

Summary of key accomplishments from 2002-04 Plan

- **Chief's Forum Awards** - Held the Chief's Forum's awards on May 19 to honor individuals for their contributions to community policing.
- **Community gang education** - Updated community-training sessions on gang violence and gun investigations.
- **Community Police Organizational Review Team (CPORT)** - Formed in response to issues raised in the May 5 officer-involved shooting of Kendra James to analyze and recommend improvements in the use of force.
- **eVolvment Pilot project completed** - Launched an interactive website focused on community policing in the Portsmouth neighborhood designed to test how to use Internet technologies to build community.
- **Juvenile issues** - Expanded Operation Refocus to include more youth service providers.
- **National Night Out** - Coordinated 128 block parties with 13,000 people and contributed over 1,000 pounds of emergency food donated to the Sunshine Division.
- **Operation Safe Summer** - Conducted June 16 through August 23, with 1,434 youth participating in summer recreation and education activities.
- **Partnership agreement** - Developed a partnership agreement with PPS for the School Resource Officer program.
- **Portland Online** - Launched new website on December 15 as part of Portland Online.
- **Special event guidelines for command** - Developed guidelines for command and supervisory personnel relating to laws and policies involving free speech rights and demonstrations.
- **Traffic Liaison Officer program** - Implemented a Traffic Liaison Officer program.

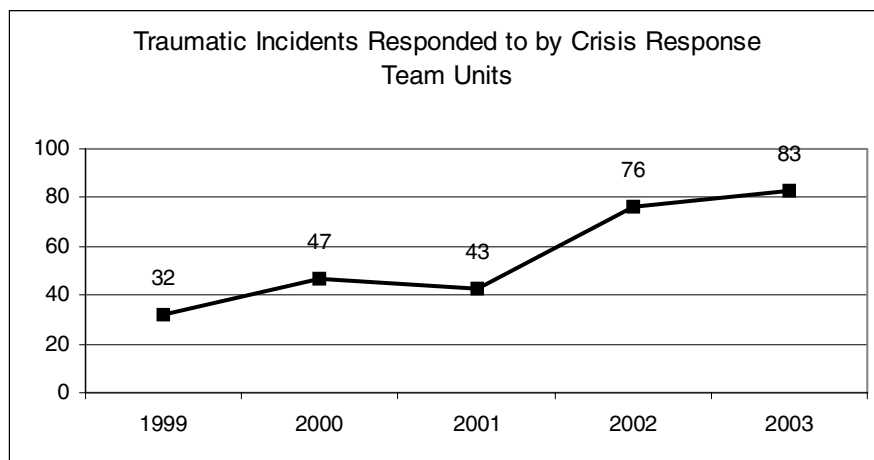
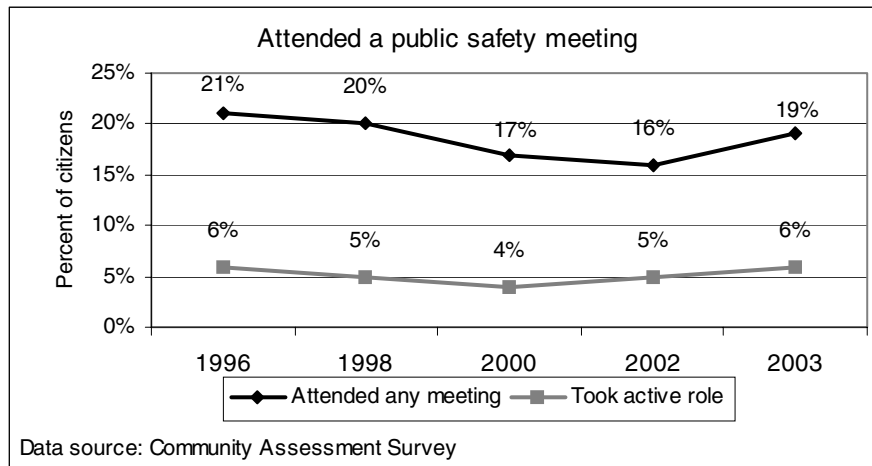
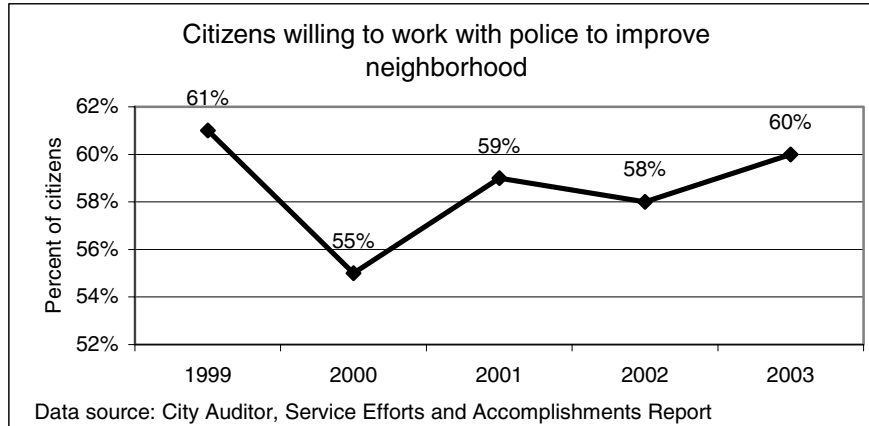
Goal 3: Improve the community and police partnership

Results statements and performance measures

Performance measures are grouped under the following results statements for Goal 3:

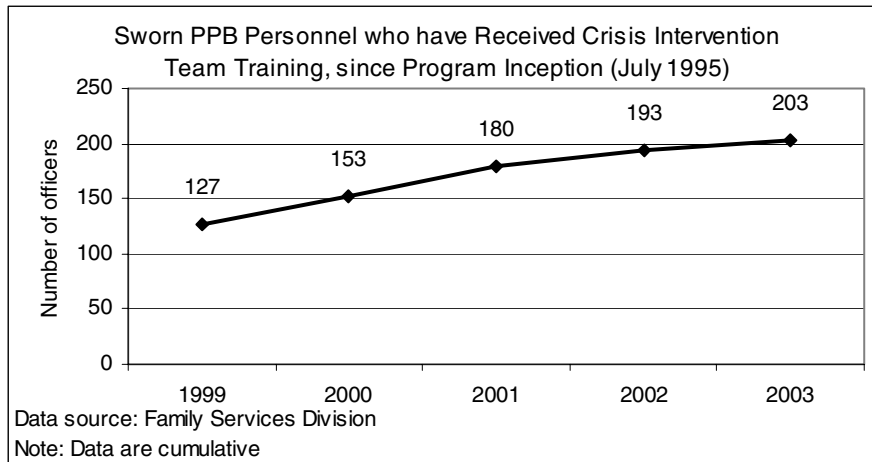
- Improve citizens' willingness to work with police on neighborhood problems.
- Enhance services to special needs populations.

Improve citizens' willingness to work with police on neighborhood problems.



Goal 3: Improve the community and police partnership

Enhance services to special needs populations.



Strategies

High priority strategies are to improve the community’s understanding of our policies and procedures and to increase community involvement in developing those policies.

Challenges are to retain commitment and focus on partnerships after the initial partnerships are formed. Acronyms are defined in Appendix B at the end of the plan.

Strategy	Division	Partner
<p>Bias crimes curriculum Develop a bias crime curriculum to include types of bias crimes, profiles of perpetrators, and inter-disciplinary strategies to combat bias crimes.</p>	Detective	Coalition Against Hate Crimes, Criminal Justice Hate Crimes
<p>Boys and Girls Club partnership Maintain a partnership with the Boys and Girls Club, PAL, NYSP.</p>	School Police, Tactical Operations,	Boys and Girls Clubs, PAL, NYSP
<p>Bureau Advisory Committee Enhance use of the citizen review committee on budget formation and special projects.</p>	Fiscal Services	Mayor's office, citizen advisories
<p>Business partnerships Increase the number of partnership agreements with businesses permitting officers to intervene on private property.</p>	East Precinct	ONI, MCDA

Goal 3: Improve the community and police partnership

Strategy	Division	Partner
<p>Central Precinct Advisory Council Continue citizen participation in decision making through the Precinct Advisory Council.</p>	Central Precinct	Precinct Councils, community newspapers
<p>Chief's Forum Improve the effectiveness of the Chief's Forum on providing policy input to the Chief of Police.</p>	Planning and Support	
<p>Citizen training council Create a Citizen Training Council to advise the Bureau and make recommendations on various training components.</p>	Training	Community groups
<p>Client services Increase on-site client services by 25 percent or more by the end of fiscal year 2005-06.</p>	Sunshine	
<p>Community justice and community governance Develop and deliver problem solving and community partnerships training at Advanced Academy.</p>	Training	WCPC, ONI
<p>Crisis Intervention Team (CIT) Increase the number of CIT officers; develop new training strategies; increase recognition and improve the relationship with the Bureau and the mental health community.</p>	Planning and Support	CIT Advisory
<p>Crisis Response Team (CRT) Improve CRT relationships with area hospitals during and following traumatic incidents; develop partnerships and improve working relationship with detectives.</p>	Northeast Precinct	Local hospitals
<p>Curriculum based prevention programming Combine best practices within youth services.</p>	Tactical Operations	Asian Family Center, Rose City Village, IRCO, Parks Bureau, Boys and Girls Club, Salvation Army, HAP, NYSP, PAL
<p>East Precinct Advisory Council Work with the PAC to increase the number of involved citizens to solve problems and livability issues.</p>	East Precinct	ONI, MCDA

Goal 3: Improve the community and police partnership

Strategy	Division	Partner
<p>East Precinct Block Captain Program Recruit and train block captains to organize neighborhood watch programs and foot patrols; work with neighborhood association presidents to expand citizen involvement within their represented neighborhoods.</p>	East Precinct	ONI, BOEC, MCDA
<p>Emergency food agencies Identify and assist other emergency food agencies serving populations that Sunshine Division does not typically reach.</p>	Sunshine	
<p>eVolvment Create and update web-based tools and information to enhance public involvement in public safety efforts for the second phase of eVolvment project.</p>	Planning and Support	BTS, ONI, IP
<p>Family violence partnerships Develop a domestic violence case triage and review team to review current domestic violence cases for case prioritization, advocacy needs, prosecutorial concerns.</p>	Family Services	MCDA, Mult Cty DV coordinator, Victims Legal Aid, DHS, advocacy groups
<p>GREAT partnerships Develop GREAT liaisons from each state in our region; maintain a roster of active instructors in western states; attend GREAT training in our region.</p>	Tactical Operations	GREAT NW Region, ATF, Federal Law Enforcement Training Center
<p>Neighborhood Liaison Officer (NLO) Train NLOs on crime mapping and statistics; share statistics at neighborhood meetings; coordinate responses to problem areas.</p>	Operations	ONI
<p>Neighborhood Response Teams Increase opportunities for problem solving information sharing with partners to address current crime trends.</p>	Operations, Precincts	ONI, NAs, BAs
<p>North Precinct service performance Train community volunteers to collect information from crime victims to assist in evaluating the level of customer satisfaction of police contacts; improve service delivery and identify positive performance.</p>	North Precinct	ONI

Goal 3: Improve the community and police partnership

Strategy	Division	Partner
<p>Parked vehicle safety report Conduct foot and bicycle patrols at all park and rides to reduce numbers of car prowls; mail crime prevention tips to registered vehicle owners.</p>	Transit Police	TriMet, Wackenhut
<p>Partnerships with other agencies Establish a community volunteer program at the Kenton Community Policing Office to provide general referral and assistance with crime prevention programs and information.</p>	North Precinct	ONI, Kenton NA and BA
<p>Police Cadets Create a Cadet recruitment and mentorship model for high school youth to generate interest in law enforcement.</p>	School Police	
<p>Public relations Develop a public relations plan to enhance and improve the visibility of Sunshine.</p>	Sunshine	Community, law enforcement
<p>Public safety action committee Convene the Northeast Precinct Public Safety Action Committee to enhance coordination and problem solving.</p>	Northeast Precinct	MCDA, ONI, City Attorney, Parks Bureau, Traffic Management
<p>Public safety event planning Lead planning and evaluation efforts for components of city wide public safety events.</p>	Planning and Support	
<p>Review of deadly force incidents Train Use of Force and Performance Review Board members in use of force, just cause, discipline policies, and Bureau directives. Conduct hearings as needed.</p>	Detective, Chief's Office, Training	Community volunteers
<p>Service performance feedback Provide feedback to officers on the service given to victims of property crimes using information gathered by volunteers.</p>	Central Precinct	SW contact office
<p>Special needs populations Enhance the Disability Accommodation Registry program by developing a database for officers on registrants that can be sorted by district.</p>	Planning and Support	DDAC

Goal 3: Improve the community and police partnership

Strategy	Division	Partner
<p>Stops data collection Collect and analyze information on the race of individuals who are stopped by police; share the data with community groups, Bureau members, and city officials.</p>	Chief's Office, Planning and Support, Data Processing	Community groups, elected officials, BOEC
<p>Sunshine Division Strategic Plan Implement long-term strategic plan and long-term financial plan to ensure stability in providing services.</p>	Sunshine	Board and volunteers
<p>Traffic safety education programs Develop education programs on traffic safety; develop public feedback survey.</p>	Traffic	
<p>Volunteer opportunities Use volunteers to assist district officers in organizing supplies for patrol vehicles and evaluate other functions citizen volunteers can assist with.</p>	East Precinct	Volunteers
<p>Website Develop a School Police website.</p>	School Police, Planning and Support	NCCJ, PPS

Goal 4: Develop and encourage personnel

Goal 4 Develop and encourage personnel

Vision

All employees will understand the mission and goals of the agency and their role in meeting them. Training, evaluations, promotions and agency communications will be geared toward helping employees meet expectations in achieving these goals. Overall, employees will rate their overall job satisfaction as good or very good, and this will be reflected in the community's perception of good customer service. Staffing levels will be adequate and the demographic make-up of the agency will reflect the community.

Summary of key accomplishments from 2002-04 Plan

- **GREAT (Gang Resistance Education and Training) certification** - SROs completed GREAT certification.
- **Instructor development course** - Conducted nine instructor development classes with 163 participants.
- **Medal of Valor** - Honored Medal of Valor recipients at dinner and ceremony held in 2002 and 2003.
- **North Precinct facility remodel** - Completed facility remodel with improvements for personnel and community spaces.
- **Police Corps FTO training** - Implemented FTO training to all Oregon Police Corps agencies.
- **Reserve strength** - Increased number of volunteers for the Reserve Unit.
- **Supervisory leadership academy** - Conducted sergeant's academy in May 2004.
- **Web-based crime analysis classes** - Established a partnership with the City of Milwaukie, Milwaukie PD; and CCC to conduct web-based crime analysis classes.
- **Intranet redesigned** - Redesigned the Intranet for a cleaner interface and to give content editors a more convenient way to update their files and information.

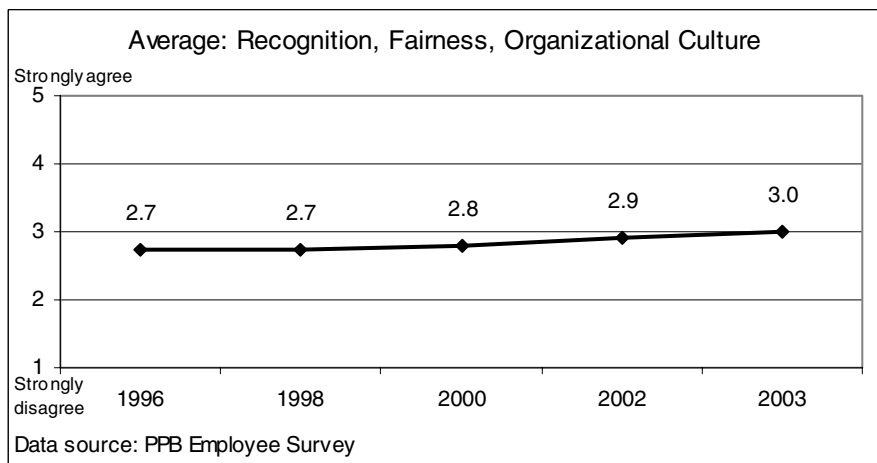
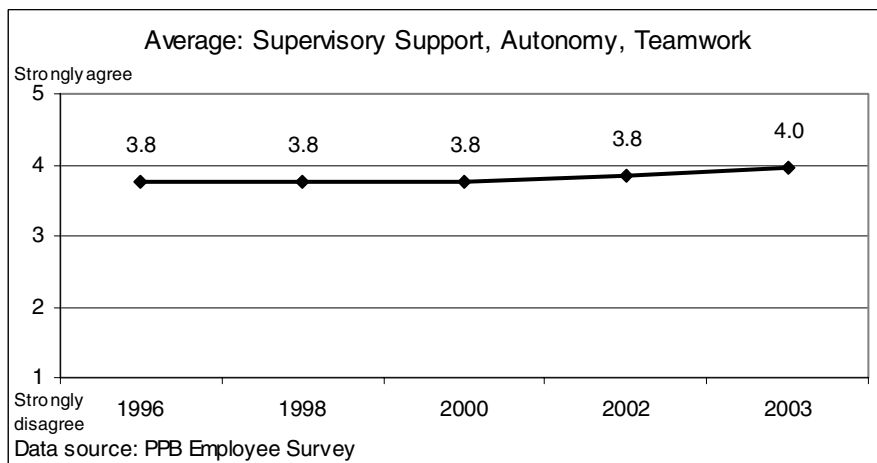
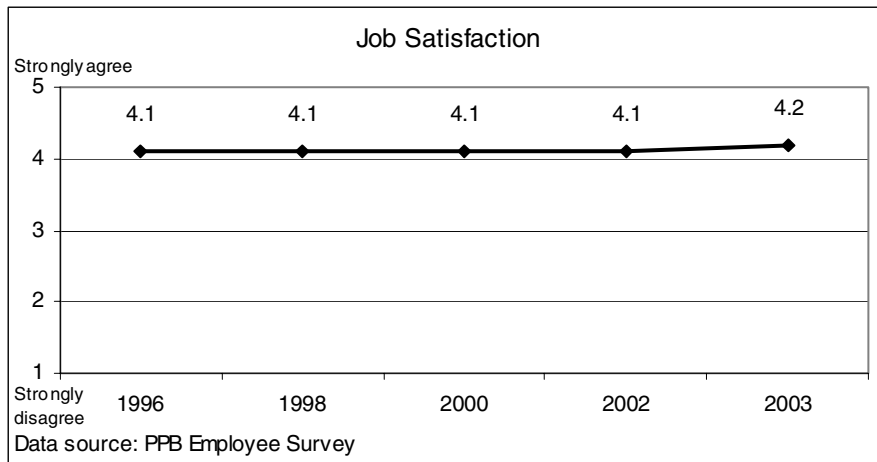
Results statements and performance measures

Performance measures are grouped under the following results statements for Goal 4:

- Improve overall job satisfaction.
- Improve the representation of minorities and women.
- Reduce the incidence of an officer being injured or killed in the line of duty.
- Improve performance in order to reduce the incidence of sustained complaints.

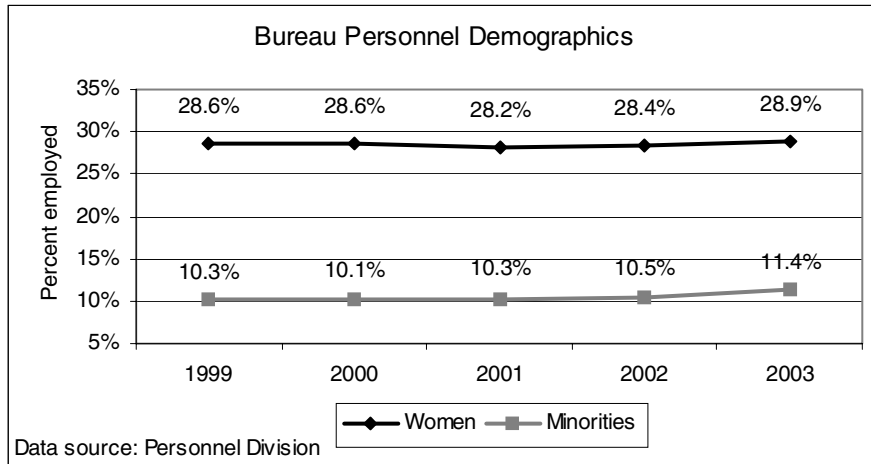
Goal 4: Develop and encourage personnel

Improve overall job satisfaction.

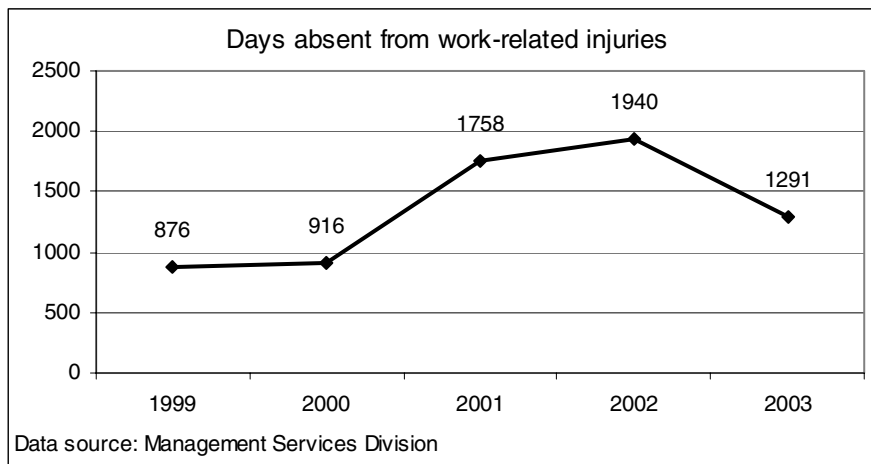


Goal 4: Develop and encourage personnel

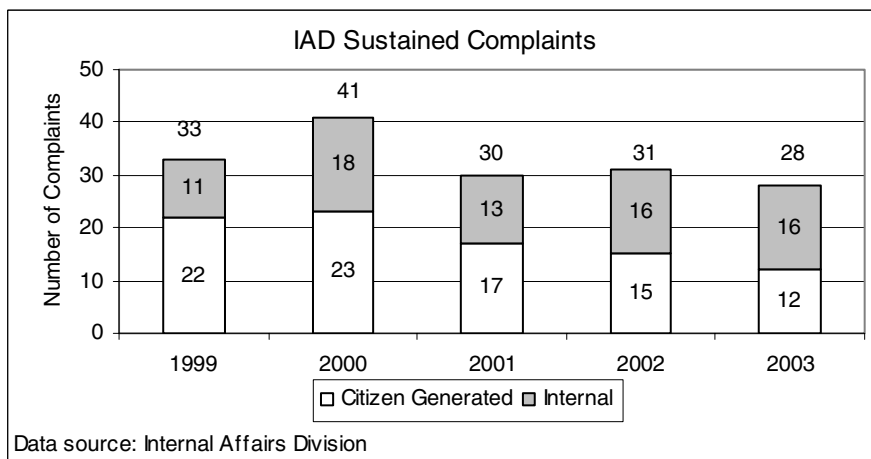
Improve the representation of minorities and women.



Reduce the incidence of an officer being injured or killed in the line of duty.



Improve performance in order to reduce the incidence of sustained complaints.



Goal 4: Develop and encourage personnel

Strategies

High priority strategies are to develop and implement improved problem solving and communication training for all personnel. Challenges are to maintain adequate field supervision and an emphasis on communication skills as a foundation of leadership.

Acronyms are defined in Appendix B at the end of the plan.

Strategy	Division	Partner
<p>40-hour in-service training Deliver 40 hours of in-service training annually to all sworn members.</p>	Training	DPSST
<p>Advanced Academy curriculum review Assess the Advanced Academy curriculum and review to ensure that Bureau training continues to meet or exceed current professional standards.</p>	Training	
<p>Bike certification Provide training to all officers who apply to become bike certified.</p>	Transit Police	
<p>Central Precinct work performance feedback Provide work performance feedback to employees.</p>	Central Precinct	PPA
<p>Crime analysis certification Develop and conduct a training program and a certification process for personnel in crime analysis and advanced crime analysis.</p>	Planning and Support, Operations	CCC, Milwaukie PD, City of Milwaukie, DPSST
<p>Critical issues skills training Develop and deliver training on significant issues facing the Bureau.</p>	Training	
<p>Deadly force investigation Produce and disseminate a training video that explains the deadly force investigation protocols, conduct roll call visits to explain changes in policy and protocols.</p>	Detective	
<p>Domestic violence training curriculum Develop a training curriculum for Bureau members regarding domestic violence.</p>	Family Services, Training	MCDA, EAP, PPA
<p>DPSST curriculum development Work with the Department of Public Safety Standards and Training (DPSST) to provide expanded training from 10 to 16 weeks for the statewide basic academy.</p>	Training and Chief's Office	DPSST

Goal 4: Develop and encourage personnel

Strategy	Division	Partner
<p>Emergency responder training Provide training and equipment to emergency responders.</p>	Transit Police, Training	TriMet, Federal Transit Authority, ONEA
<p>Field training and evaluation program Develop and implement a consistent and standardized evaluation program for Field Training Officers.</p>	Training, Data Processing	
<p>Fiscal training Conduct training and provide information to managers and supervisors in purchasing and contracting procedures.</p>	Fiscal Services	
<p>Hiring of police officers Hire sufficient number of new recruits or lateral officers to maintain budgeted positions.</p>	Personnel	
<p>IAD internal communication Increase awareness of bureau-wide concerns and current issues regarding policies and practice through roll call training, Tips and Techniques and training videos.</p>	Internal Affairs, Training	IPR, City Auditor
<p>Improve cultural competency Expand and improve the basic cultural competency training for the 2005-06 in-service training.</p>	Training	BHR, community groups
<p>Intranet Enhance the Bureau intranet to provide solutions for division business needs, PC-accessible information data and training.</p>	Planning and Support	
<p>Labor management collaboration Conduct regular meetings of the Labor-Management Committee to discuss strategies to resolve workplace issues.</p>	Personnel, Chief's Office	PPA, PPCOA, DCTU
<p>Law enforcement training best practices Identify best practices and implement improvements in the area of law enforcement training.</p>	Training	law enforcement
<p>Liability awareness and reduction Analyze causal factors contributing to police liability exposures and make recommendations to reduce liability and increase access to claim information.</p>	Management Services	Risk Mgt, City Attorney

Goal 4: Develop and encourage personnel

Strategy	Division	Partner
<p>Manual of Policy and Procedure Produce and publish directives in paper, Internet and Intranet formats; work with divisions to provide forms and explanatory materials on the Intranet.</p>	Planning and Support	
<p>Narcotic investigative training Make advanced narcotic investigative training available to all ROCN investigators.</p>	ROCN	DEA, ICE, OSP, law enforcement, MCDA, US Attorney
<p>North Precinct work performance feedback Provide feedback to employees on work performance evaluation for professional development.</p>	North Precinct	PPA
<p>Northeast Precinct facility upgrade Update the Northeast Precinct community policing facility; new carpet, paint and updated work spaces.</p>	Northeast Precinct, Data Processing	BGS
<p>Officer-involved shooting procedures Develop a training video on the process and procedures for investigation and review of officer-involved shootings.</p>	Detective, Training	MCDA, police unions
<p>Officers of the Year Program Identify additional methods for officer recognition at each district coalition.</p>	Central Precinct	SWNI, PBA, DCA, OT/CT, NW/NW, Pioneer Square
<p>Oregon State Intelligence System training Train all ROCN investigators on the use of the Oregon State Intelligence System (OSIN) database.</p>	ROCN	law enforcement
<p>Patrol tactics and communications training Research national best practices for implementing patrol tactics and communications training for the 2005/2006 in-service training.</p>	Training	Citizen Training Council
<p>Person crimes investigations Develop and implement an integrated approach to curriculum in person crimes investigations.</p>	Police Corps	

Goal 4: Develop and encourage personnel

Strategy	Division	Partner
<p>Police Academy Conduct a 16-week Advanced Academy for new police officers.</p>	Training	DPSST, PCC
<p>Police Corps facilities Improve the facilities available to deliver training and education to Police Corps cadets.</p>	Police Corps	Salvation Army camp
<p>Police Corps information sharing Develop technologies that make information sharing easier with other Police Corps states.</p>	Police Corps	Police Corps states
<p>Police officer candidate development program Conduct research to link the efforts of the School Police, Police Activities League, Cadets, Police Corps and Reserves to increase local recruitment efforts.</p>	Personnel, School Police	BHR
<p>Precinct personnel training Provide training to precinct personnel using internal subject matter experts and external free training opportunities from DPSST and other agencies; encourage members to become certified satellite instructors.</p>	Operations, Precincts, Training Division	DPSST
<p>Preliminary investigations training Enhance and improve preliminary investigations and reports.</p>	East Precinct	MCDA
<p>Recognition Recognize exemplary and outstanding personnel performance.</p>	Operations, Precincts, Training	DPSST
<p>Recruitment Select full-time recruiting officer; conduct focused activities to recruit women and minority officers; evaluate selection and hiring practices; update webpage with current recruitment information; conduct advertising campaign; implement outreach activities to churches and community groups.</p>	Personnel, Planning and Support	BHR
<p>Recruitment of police officers Work cooperatively with BHR to recruit female and minority applicants into the hiring process.</p>	Personnel	BHR, Bureau advisories, businesses
<p>Reserve Officer strength Establish adequate administrative support to create a system for initial appointments, background checks, and training for the Reserve Officer Unit.</p>	Traffic	

Goal 4: Develop and encourage personnel

Strategy	Division	Partner
<p>Roll call training Use roll call training program to keep all personnel informed and proficient with current tactics, policies and procedures, legal updates and resource partners.</p>	Training; Operations	DPSST
<p>Roll call training videos Upgrade video equipment to improve the quality of roll call training.</p>	Training, Data Processing, Planning and Support	
<p>Specialized training sessions for Records Increase knowledge and improve consistency of employee work performance through specialized training.</p>	Records	Multnomah County
<p>Technical training and enhancement Conduct on-going training to ensure proficiency with all technological equipment changes and improvements.</p>	Southeast Precinct, Planning and Support, Data Processing, Training	
<p>Testing and hiring procedures Continue to conduct recruitment and selection efforts that encourage local candidates to apply for the position of police officer; evaluate the success of the pre-examination session; continue to include citizen participation on the interview panel; increase the number of background investigators to make the hiring more timely.</p>	Personnel	BHR
<p>Training facility Improve the training facilities available to sworn personnel.</p>	Training, Management Services,	BGS
<p>Traffic Division accountability Improve accountability through evaluation of supervisory skills.</p>	Traffic	
<p>Traffic safety training and analysis Provide additional traffic safety training to personnel.</p>	Traffic	

Goal 5: Improve accountability

Goal 5 Improve accountability

Vision

Budgets, strategies, activities, policies and procedures fully reflect community priorities and concerns. Strategic plans are updated every two years with community and employee input, and are linked to budget planning. Financial plan forecasting will foresee legislative and demographic changes that affect calls for service. Internal systems for managing funds and people will be updated continuously and applied consistently. Community members, elected officials and employees will view the Bureau as both responsive and responsible.

Summary of key accomplishments from 2002-04 Plan

- **After Action Report committee** - Identified elements for the format standardization of the Bureau's After Action reporting system and developed a use of force form.
- **Detective protocols on officer involved shooting** - Updated Detective Division's protocols on officer involved shootings and in-custody death investigations, which included on-scene management, voluntary interview of involved members, tape-recorded interviews and written communications restrictions.
- **Field reporting** - Selected a vendor to research, develop and implement electronic field reporting system.
- **Forfeiture vehicles inventory** - Photographed and inventoried forfeiture vehicles at Rivergate vehicle storage.
- **Manual of Policy and Procedure** - Distributed 2003 manual in September 2003, which included new protocols for the use of the Taser, investigative protocols for stolen vehicles, procedures for chemical and biological agents, and revisions that prohibited the use of profanity.
- **Monthly performance measures refinements** - Posts monthly performance measure status report by division on Intranet and monthly reporting and mapping of major crimes and shots fired citywide and by precinct.
- **Police Assessment Resource Center (PARC) report** - Responded to the 89 PARC recommendations to the City Council.
- **Personnel roster** - Computerized the Bureau's personnel roster.
- **Position allocation system** - Created a new database to support the Bureau's personnel allocation system
- **Preliminary investigations improvement program** - Implemented report inspection and auditing program by precinct lieutenants and sergeants.
- **Profanity restrictions** - Revised the conduct directive to include prohibitions on the use of profanity; responded to the Independent Police Review recommendations.
- **2002-04 Strategic Plan completed** - Adopted in spring of 2003.

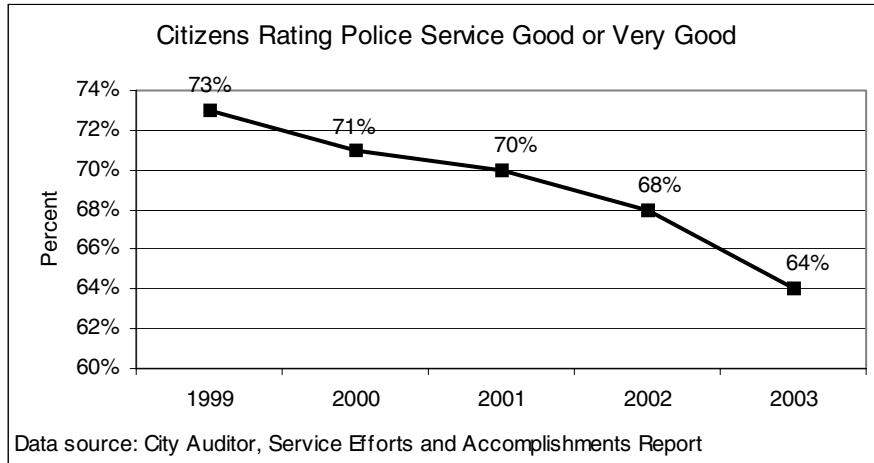
Goal 5: Improve accountability

Results statements and performance measures

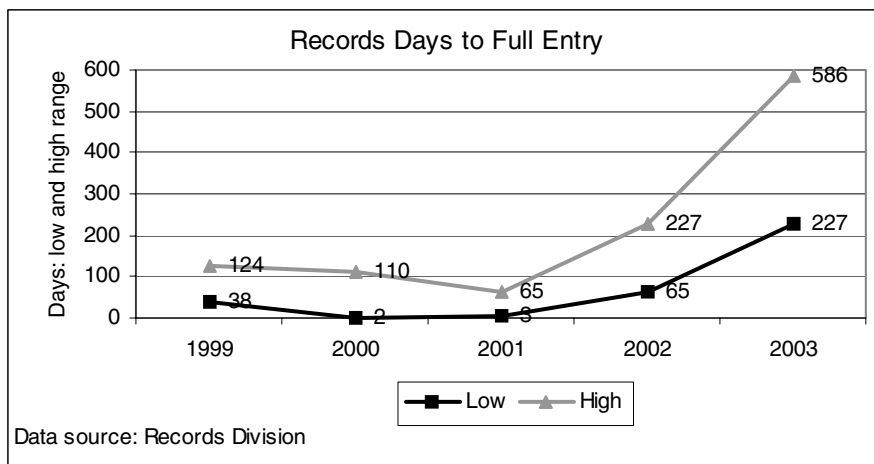
Performance measures are grouped under the following results statements for Goal 5:

- Improve citizen satisfaction with police services.
- Improve internal and public access to police reports data.
- Improve budget and personnel management.

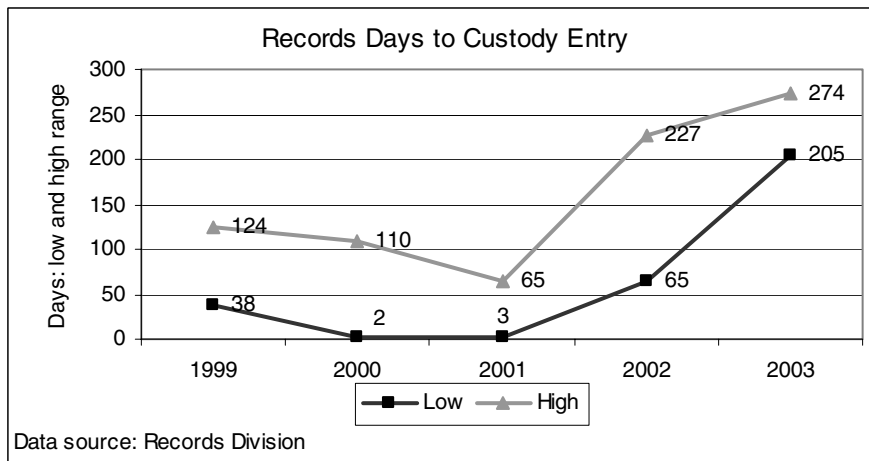
Improve citizen satisfaction with police services.



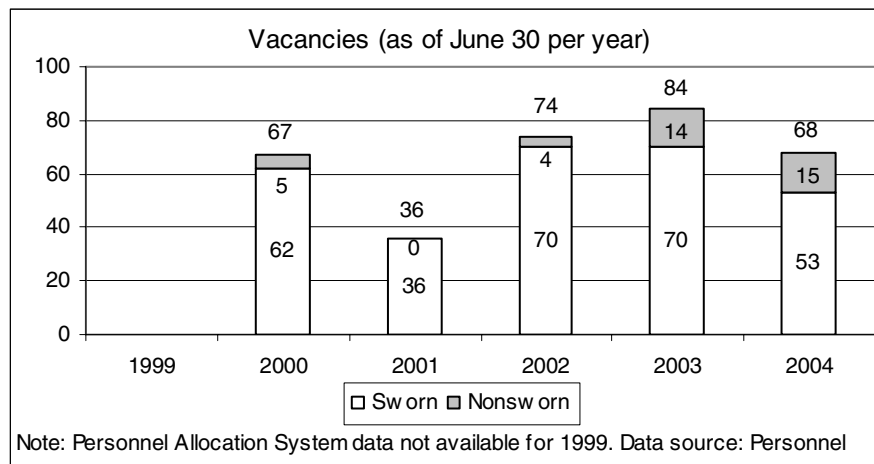
Improve internal and public access to police reports data.



Goal 5: Improve accountability



Improve budget and personnel management.



Strategies

High priority strategies are to renew the agency’s commitment to community policing, to improve the public confidence in the Police Bureau and to develop and enhance management information systems (personnel, overtime, use of force, etc.). Challenges include obtaining resources to develop and maintain these new systems. Acronyms are defined in Appendix B at the end of the plan.

Strategy

Division

Partner

Communication strategy

Design and implement a communication strategy that prioritizes workload issues and increases efficiencies for disseminating information.

North

Precinct

Goal 5: Improve accountability

Strategy	Division	Partner
<p>Community survey Conduct an annual community survey on victimization, perception of crime and nuisance problems and ratings for Bureau performance.</p>	Planning and Support	
<p>Daily activity reports Change officers' daily activity reports to reflect more specific detailed activity.</p>	Transit Police	
<p>Deadly force policy Finalize deadly force policy and protocols for inclusion in the 2004/2005 manual of policy and procedures.</p>	Detective	PPA, City Attorney, community groups
<p>Deployment and call load analysis Examine call load, response times, overtime and available problem solving trends to measure effective personnel deployment.</p>	Planning and Support, Data Processing, Operations Branch	
<p>Domestic violence case management Improve case tracking and supervision of officers by integrating the Domestic Violence Reduction Unit's case management into the PPDS Detectives Case Management System.</p>	Family Services	
<p>Efficiency through technology Promote the use of technology to achieve efficiencies for all financial functions.</p>	Fiscal Services	
<p>Electronic field reporting Develop an electronic field reporting system to improve the availability to data in the Portland Police Data System (PPDS).</p>	Planning and Support, Chief's Office, Data Processing, Records, Operations	BTS, ComNet
<p>Employee survey Develop a new approach to conducting the employee survey to allow for timely access to data on perception of progress made on recent initiatives.</p>	Planning and Support	

Goal 5: Improve accountability

Strategy	Division	Partner
<p>Evidence processing Improve process for evidence handling; revise and update applicable directives; develop protocol and policy on digital photography.</p>	Identification, Detective, Property Evidence	OSP Crime Lab, medical examiner
<p>Fees for records Reassess current fee schedules for public records requests based on personnel time and resources expended.</p>	Records	Mayor's office
<p>Financial accountability Update Dollars and Sense manual; establish standardization of payroll practices within the Bureau.</p>	Fiscal Services	
<p>Financial analysis and reports Enhance financial analysis and reports to managers and supervisors on overtime and spending patterns.</p>	Fiscal Services	BFP
<p>Forfeiture vehicles Improve process for handling and tracking ROCN forfeiture vehicles.</p>	ROCN, Property Evidence	
<p>IAD and IPR coordination Use the Administrative Investigations Management (AIM) system in evaluating citizen complaints and the Bureau's actions to address them.</p>	Internal Affairs	IPR
<p>IAD Case Management System Fully install and train IAD personnel and Bureau management on use of the new Internal Affairs case management system.</p>	Internal Affairs	IPR, Mayor's office
<p>IAD Early warning system Review and implement an updated employee early intervention system to alert management to potential problems regarding individual employee performance and/or bureau-wide behavior trends.</p>	Internal Affairs, Records, Operations	IPR
<p>IAD Personnel training Provide appropriate training for new IAD personnel; design and implement an IAD survey for Bureau employees to identify training issues and make improvements to the IAD investigative process.</p>	Internal Affairs	IPR, City Auditor

Goal 5: Improve accountability

Strategy	Division	Partner
<p>Inventory reduction Reduce property and evidence inventory through disposing of unneeded evidence and conducting periodic narcotic and gun destructs.</p>	Property Evidence	MCDA, OR Dept of Admin Services
<p>Managing patrol performance Provide technical and data support to analyze and improve the deployment of police patrol personnel.</p>	Planning and Support	BOEC
<p>Metro area non-discrimination resolution Work with law enforcement agencies to adopt the U.S. Department of Justice's definition of racial profiling and reaffirm 2001 nondiscrimination resolution.</p>	Chief's Office	Area law enforcement
<p>Performance measures reports Enhance the management information system to allow divisions to enter information needed to measure performance.</p>	Planning and Support	
<p>Performance Review Board Establish a Bureau Performance Review Board (PRB) of Bureau members and citizens to review all investigations where serious violations of Bureau policies or procedures have been sustained against a Bureau member.</p>	Internal Affairs, Personnel, Chief's Office	Mayor's Office, IPR
<p>Personnel Allocation System Develop a database that provides information on the employees and their assignments that interfaces with the Bureau of Human Resources system.</p>	Planning and Support, Fiscal Services, Personnel, Data Processing	BTS, BHR
<p>PPDS expansion and data sharing Promote PPDS as a cost effective records management system to area law enforcement agencies; upgrade the delivery of PPDS and other information to meet Bureau and community needs.</p>	Data Processing	Mult Cty, PPDS partners
<p>PPDS users group Develop a users group of PPDS partner agencies to share information, review enhancements to the system and make recommendations.</p>	Data Processing	

Goal 5: Improve accountability

Strategy	Division	Partner
<p>Risk management trends Develop and provide quarterly reports to RU Managers analyzing general risk management trends and impacts; identify strategies to impact financial loss exposure.</p>	Management Services	Risk Mgt, City Attorney, Safety Net
<p>Stops data Audit quarterly stops data and produce report summarizing the 2004 data; conduct the Community Assessment Survey in January 2005, and prepare report for April 2005 release; convene a police-citizen committee to review data, policies and practices, and make recommendations.</p>	Chief's Office, Planning and Support	Community groups
<p>Strategic plan Redesign the content and format for the Police Bureau Strategic Plan to emphasize performance measures and new strategies to address the Bureau's five goals and values.</p>	Planning and Support	Public safety and community advisories
<p>Taser Continue to monitor national usage, trends and policies; incorporate elements as needed; review findings with community groups.</p>	Training	Community groups
<p>Technology and equipment assessment Analyze current equipment administered by MSD and develop recommendations to update/enhance equipment.</p>	Management Services	BGS, ComNet, Vehicle Services, Risk Mgt, City Attorney
<p>Timeliness of data entry Reduce the PPDS data entry backlogs through innovative staffing plans.</p>	Records	BHR, City Work-Study Coordinator
<p>Training Division database Ensure accurate records on training provided to all Bureau members.</p>	Training, Data Processing, Planning and Support	
<p>Tort claim review Conduct monthly board meetings and prepare for a six-month evaluation.</p>	Chief's Office	City Attorney, Mayor's Office, Risk Management

Goal 5: Improve accountability

Strategy	Division	Partner
Use of force report Collect and analyze data on officers' use of force, including control holds, taser, impact munitions and deadly physical force; produce and distribute reports as requested by the Chief.	Operations, Training, Planning and Support	Community groups, PPA
Use of Force Review Board Establish a Bureau Use of Force Board (UFRB) of Bureau members and citizens to determine and recommend to the Chief if the level of force used by an officer was within Bureau policies.	Internal Affairs, Personnel, Detectives, Training, Chief's Office	Mayor's Office

Major Milestones in the Portland Police Bureau Strategic Planning Process

1988

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

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

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

1989

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

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

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

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

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

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

1990

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

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

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

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

1991

A Citywide Community Policing Workshop and survey are conducted.

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

1992

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

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

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

1993

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

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

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

The Bureau develops its first employee survey to find out the opinions of employees on issues such as working conditions and job satisfaction. Bureau staff in conjunction develops questions

with researchers from Portland State University and the University of Oregon. The survey measures employees' assessment of job satisfaction, supervisor support, autonomy, recognition, teamwork. Fairness and problem solving support. Surveys were distributed to all 1,200 employees and had a 46 percent rate of return.

1994

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

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

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

1995

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

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

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

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

1996

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

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

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

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

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

1997

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

1998

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

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

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

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

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

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

1999

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

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

2000

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

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

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

The Bureau responded proactively to the subject of racial profiling by convening a Blue Ribbon Panel on Racial Profiling in May 2000. The panel included community leaders and Bureau representatives. A report of recommendations was issued in November 2000. The recommendations identify areas for further investigation and give the Bureau focus as it continues to address this concern.

2001

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

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

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

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

2002

The first monthly performance measures report is issued.

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

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

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

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

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

2003

The Community Policing Strategic Plan is adopted by the Bureau in spring of 2003 and continues to use six strategic goals along with performance measures tied to each goal. Bureau strategies are group under each of the goals.

The sixth Community Assessment Survey results are released. Survey results show that household victimization rates remain comparatively low and the willingness to report crime has improved since 2000. Fear of crime also has remained comparatively low, but indicators suggest that safety concerns are increasing. The ratings of Police Bureau contact points show consistent improvement.

The seventh employee satisfaction survey is conducted in November. All 1,311 employees were sent surveys and 565, or 43%, responded. In addition to rating job satisfaction statements, the Chief's Office asked employees to select Bureau values. Integrity, respect, service, accountability, and excellence were the most frequently selected values. Survey measures of job satisfaction, supervisor support, autonomy, teamwork, recognition, fairness, and organizational culture were higher than or as high as any previous survey.

In an effort to build partnerships for major events, the Bureau works with organizers for several large events, such as New Year's eve, Fat Tuesday, May Day and Rose Festival. Police and organizers of the events met successfully to strategize on how best to accommodate the organizers' goals while maintaining the safety of the public, the participants and the police.

The Community Police Organizational Review Team is formed to guide the Bureau in responding to the community regarding issues raised in an officer-involved shooting. Community and Bureau leaders met from August through December and recommended several improvements in analyzing use of force incidents and creating a use of force board with a citizen member.

The Bureau is awarded a \$1.3 million grant from the U.S. Department of Justice, Office of Community Oriented Policing Services to be used for homeland security. The funds will be used to pay officer overtime that is involved with programs to increase community safety/security and reduce public fear.

The Police Assessment Resource Center (PARC) issued a report and recommendations regarding the use of deadly force and in-custody deaths for the Bureau. Many of the 89 recommendations were implemented by revising investigative detective protocols regarding tape recording interviews of involved members, issuing a written communication restriction, and establishing on-scene management and command review level protocols. Other recommendations are being addressed through changes to Bureau policy and officer training.

A report on community policing was issued by the City Club in May 2003, which listed in its findings five broad recommendations for the Police Bureau. In response, the Chief met in October with representatives from the City Club to reemphasize his commitment to community policing. City Club members were invited to review the Bureau's draft strategies for the 2004-06 Strategic Plan.

2004

The City Council adopted two community policing resolutions in August 2004. The first was a recommitment to community policing in the City of Portland by City Council and the Police Bureau. The second resolution supported the Police Bureau's planned initiatives to enhance its community policing services and supported the strategies that the Police Bureau identified to address high priority issues such as work force diversity, training and use of force.

The Chief worked with the Latino community to restructure and build the new Latino Advisory Council. The Police Bureau recruited from grassroots, business, education and civic organizations to broaden representation on the Council.

A series of sounding boards were held prior to the draft of the Strategic Plan. Members of the City Club, who produced a community policing report in 2003, and Bureau advisory council members participated. At each meeting, division managers presented draft strategies and received feedback from sounding board participants.

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

A/C	Assistant Chief	DA	District Attorney
A/Title	Acting Sgt. (except Chief—See ACOP)	DAR	Disability Accommodation Registry
ADA	American with Disabilities Act	DCA	Downtown Community Council
AFIS	Automated Fingerprint Identification System	DCTU	District Council of Trade Unions
AFSCME	American Federation of State, County & Municipal Employee	DD	Developmental Disability
AIM	Administrative Investigations Management	DDA	Deputy District Attorney
AMA	Albina Ministerial Alliance	DEA	Drug Enforcement Administration
APNBA	Alliance of Port. Neighborhood Business Assns.	DEQ	Department of Environmental Quality
ASR	Administrative Services Review	DHS	Department of Human Services (SCF)
ATF	Bureau of Alcohol, Tobacco & Firearms	DIR	Directive
ATTF	Auto Theft Task Force	DMV	Department of Motor Vehicles
AU	Appropriation Unit	DPD	Data Processing Division
AWDW	Assault with Deadly Weapon	DPSST	Department on Public Safety Standards and Training (formerly BPSST)
BA	Business Associations	DUI	Driving Under the Influence
BAC	Blood Alcohol Content	DUII	Driving Under the Influence of Intoxicants
BAM	Bureau Administrative Manager	DV	Domestic Violence
BDS	Bureau of Development Services	DVD	Drugs and Vice Division
BES	Bureau of Environmental Services	DVIT	Domestic Violence Intervention Team
BFP	Bureau of Financial Planning	DVRU	Domestic Violence Reduction Unit
BGS	Bureau of General Services	DWI	Driving While Intoxicated
BHCD	Bureau of Housing and Community Development	DWS	Driving While Suspended
BHR	Bureau of Human Resources	EAP	Employee Assistance Program
BJA	Bureau of Justice Assistance	ECRU	Elder Crimes Response Unit
BLO	Business Liaison Officer	EDU	Explosive Disposal Unit
BOEC	Bureau of Emergency Communications	EEOC	Equal Employment Opportunity Commission
BUMP	Bureau Monitoring Reports	EFR	Electronic Field Reporting
BTS	Bureau of Technology Services	EID	Economic Improvement District
CAD	Computer Aided Dispatch	EMO	Ecumenical Ministries of OR
CAMIN	Crime Analysis Mapping Information Network	EMS	Emergency Medical Service
CAPT	Captain	EOC	Emergency Operations Center
CASA	Court-Appointed Special Advocate	EPA	Environmental Protection Agency
CAT	Child Abuse Team	EPNO	East Portland Neighborhood Office
CAT	Combat Auto Theft	EVO	Emergency Vehicle Operator
CBRNE	Chemical, Biological, Radiological/Nuclear and Explosive	EWS	Early Warning System
CCC	Citizens Crime Commission	FARA	False Alarm Reduction Association
CCC	Clackamas Community College	FAQ	Frequently Asked Questions
CEIC	Central Eastside Industrial Council	FBI	Federal Bureau of Investigation
CGIS	Corporate Geographic Information Systems	FCR	Field Contact Report
CHO	Chief's Office	FEMA	Federal Emergency Management Agency
CIT	Crisis Intervention Team	FPD&R	Fire, Police Disability & Retirement Fund
CIU	Criminal Intelligence Unit	FRA	Field Reporting Application
CMDR	Commander	FSD	Family Services Division
CNN	Central Northeast Neighbors	FTA	Fail to Appear
COBRA	Consolidated Omnibus Budget Reconciliation Act of 1986	FTO	Field Training Officer
COPPEA	City of Portland Professional Employees Assn.	FY	Fiscal Year
COPS	U.S. Department of Justice Office of Community Oriented Policing Services	GET	Gang Enforcement Team
CORE	Comprehensive Organization Review & Evaluation	GIS	Geographic Information System
CPORT	Community Police Organizational Review Team	GREAT	Gang Resistance Education and Training
CRT	Crisis Response Team	GRIT	Gang Resource Intervention Team (Mult. Co)
		GVRT	Gang Violence Response Team
		HAP	Housing Authority of Portland
		HNT	Hostage Negotiation Team
		HR	Human Resources
		HUD	Housing and Urban Development
		I&R	Information and Referral
		IACP	International Association of Chiefs of Police

IAD	Internal Affairs Division	NOBLE	National Organization of Black Law Enforcement Executives
IBIS	Integrated Ballistic Identification System	NPNS	North Portland Neighborhood Services
IBIS	Integrated Business Information System	NRT	Neighborhood Response Team
IBIS	Identification Based Information System	NW/NW	Neighbors West/Northwest
ICE	Immigration and Customer Services	NYSP	National Youth Sport Program
ICPC	International Conference of Police Chaplains	ODOT	Oregon Department of Transportation
ID	Identification Division	ODS	Oregon Dental Service
IFCC	Interstate Firehouse Cultural Center	OEMA	Oregon Emergency Management Association
ILJ	Institute for Law and Justice	OFA	Office of Finance and Administration
IP	Innovations Partnership	OFC	Officer
IPR	Independent Police Review	OHSU	Oregon Health Sciences University
IRCO	Immigrant and Refugee Community Organization	OLCC	Oregon Liquor Control Commission
ISCPP	International Society of Crime Prevention Practitioners	OMF	Office of Management and Finance
ISP	Internet Service Provider	ONEA	Oregon Narcotics Enforcement Association
IT	Information Technology	ONI	Office of Neighborhood Involvement
JDH	Juvenile Detention Home	OPOA	Oregon Peace Officers Association
JTTF	Joint Terrorism Task Force	OSHA	Oregon Occupational Safety & Health Division
K-9	Canine Unit	OSP	Oregon State Police
LEDS	Law Enforcement Data System	OSU	Operation Support Unit
LKA	Last Known Address	OT	Overtime
LOA	Leave of Absence	PACE	Port. Area Community Employees Credit Union
LOS	Leave of Service	PAINT	Port. Airport Interagency Narcotics Team
LPSCC	Local Public Safety Coordinating Council	PAL	Police Activities League
LT	Lieutenant	PARC	Police Assessment Resource Center
M&S	Materials and Services	PART	Police Alcohol Recovery Team
MCBF	Mult. County Booking Facility	PAS	Position Allocation System
MCCI	Mult. County Correctional Institution	PASS	Police Administrative Support Specialist
MCDA	Mult. County District Attorney	PBA	Portland Business Alliance
MCDC	Mult. County Detention Center	PC	Probable Cause
MCSO	Mult. County Sheriff's Office	PCC	Portland Community College
MDC	Mobile Digital Computer	PCS	Possession of a Controlled Substance
ME	Medical Examiner	PDA	Personal Data Assistant
MERP	Medical Expense Reimbursement Plan	PDC	Portland Development Commission
METRO	Metropolitan Regional Government	PDOT	Portland Department of Transportation
MFF	Mobile Field Force	PED	Property Evidence Division
MHRC	Metropolitan Human Rights Commission	PENS	Portland Emergency Notification System
MIP	Minor in Possession	PERF	Police Executive Research Forum
MIS	Management Information System	PERS	Public Employees Retirement System
MPP	Managing Patrol Performance	PFB	Portland Fire Bureau
MPU	Mounted Patrol Unit	PIC	Person In Charge
MSD	Management Services Division	PIF	Problem Identification Form
MVR	Motor Vehicles Records (DMV)	PIO	Public Information Officer
NA	Neighborhood Association	PIR	Portland International Raceway
NAFY	New Avenues for Youth	PO	Purchase Order
NCCJ	National Center for Community Justice	PO	Parole Officer
NCIC	National Crime Information Center	POC	Point of Contact
NE	Northeast Precinct	POEM	Portland Office of Emergency Management
NECN	Northeast Coalition of Neighborhoods	POP	Problem Oriented Policing
NET	Neighborhood Emergency Teams	POVA	Portland/Oregon Visitors Association
NIJ	National Institute of Justice	PP&R	Portland Parks and Recreation
NIRA	Northwest Information and Referral Association	PPA	Portland Police Association
NLCEP	Neighborhood Livability Crime Enforcement Program	PPB	Portland Police Bureau
NLO	Neighborhood Liaison Officer	PPCOA	Portland Police Commanding Officers Assn.
NMC	Neighborhood Mediation Center	PPDS	Portland Police Data System
		PPS	Portland Public Schools
		PSCC	Public Safety Coordinating Council

PSD	Planning and Support Division	SNAP	Safe Neighborhood Action Plan
PSU	Portland State University	SO	Special Order
PTE	Professional, Technical and Expert	SO	Sheriff's Office
PUC	Public Utilities Commission	SOP	Standard Operating Procedures
PVO	Police Vehicle Operation	SWNI	Southwest Neighborhood Information, Inc.
RECOG	Released on Own Recognizance	TARS	Time & Attendance Report
RFP	Request for Proposal	TIC	Traumatic Incident Committee
RFQ	Request for Qualification	TIU	Traffic Investigation Unit
RO	Registered Owner	TOD	Tactical Operations Division
RO	Restraining Order	TRAK	Technology to Recover Abducted Kids
ROCN	Regional Organized Crime and Narcotics Task Force	TRU	Telephone Report Unit
ROSES	Reinforcing Officers' Spouses through Education and Support	TTY	Telephone Typewriter (preferred usage)
RRT	Rapid Response Team	UASI	Urban Area Security Initiative
RU	Responsibility Unit	UCR	Uniform Crime Report
SAFE	Special Advocates for Elders	UPF	Unlawful Possession of a Firearm
SAFE	Strategic and Focused Enforcement	UPW	Unlawful Possession of a Weapon
SE	Southeast Precinct	USPS	United States Postal Service
SEA	Service Efforts and Accomplishments	UTC	Uniform Traffic Citation
SERT	Special Emergency Reaction Team	UTL	Unable To Locate
SEUL	Southeast Uplift Neighborhood Program	UUMV	Unauthorized Use of a Motor Vehicle
SGT	Sergeant	VA	Veteran's Affairs
SIDS	Sudden Infant Death Syndrome	VBR	Violation of the Basic Rule
SMART	Start Making a Reader Today	YCPU	Youth Crime Prevention Unit
SMART	Speed Monitoring Awareness Radar Trailer (Traffic reader-board)	YGAT	Youth Gun Anti-Violence Task Force
		WCPC	Western Community Policing Center
		WMD	Weapons of Mass Destruction

Community Feedback

In the Bureau's review to update the 2004-06 Strategic Plan, we asked the community and Bureau members for feedback to open-ended questions. The emphasis is on what public safety programs are working, what needs improvement and what strategies the Bureau should focus on in the next two years.

The Bureau asked community members, Bureau members, city leaders and other agencies for their feedback and 49 responses were returned. In addition, the Bureau created a community sounding board made up of police advisory and City Club members for the first time. Attendees met with division managers in March and April 2004 and were asked to review their draft strategies and comment.

The following is a brief summary of the feedback gathered while developing this plan.

Initial Public Comment

Community members were asked to give examples on what activities or programs substantially contribute to the Bureau's number one goal of reducing crime and the fear of crime. The most frequent response was Senior Neighborhood Officer and/or the Senior Neighborhood Officer program and focus on neighborhood problem solving and connecting with the community. Other responses included:

- Neighborhood Liaison Officer or Neighborhood Response Team.
- Crime Prevention program.
- Police presence and visibility.
- Officers attending meetings.
- Neighborhood involvement including Neighborhood Watch and neighborhood associations.
- Community policing.
- Gang programs.
- Graffiti removal.
- Neighborhood district attorneys.
- Crisis Intervention Team.
- Officers working with the University of Portland.

When asked to give examples about the activities or programs that contribute to improving the quality of life in neighborhoods, again the most common response was Senior Officer Program and the activities the Senior Neighborhoods Officers do to help improve the quality of life in neighborhoods. Other responses included:

- Neighborhood Watch.
- National Night Out.
- Crime Prevention program.
- Police presence/visibility.
- Officers attending meetings.
- Community policing.
- Officers interacting with the community.

Community members were asked to give examples of the activities or strategies that are important to work on in the next two years, which may include existing efforts, new strategies, or existing efforts that need more attention. Responses included:

- Senior Neighborhood Officer program.
- Crime Prevention program.
- Neighborhood Watch.
- Hire more officers.
- Community policing.
- Working with the community.
- Keep resources at a community level.
- Crisis Intervention Team.

Sounding Boards

Summary of feedback from the sounding boards:

- Would like a recap of how strategies in the previous plan were addressed.
- Needs to present a few broad ideas; to speak to both community and Bureau members; and to be more focused.
- Strategies need to be shorter, without listing all the steps to implementation.
- Needs to explain how community was involved in development of strategies.

Draft Plan

Copies of the draft plan were distributed throughout the community with a request for feedback. Chief Foxworth presented the draft plan to the Chief's Forum, his policy advisory group, for discussion. It was also available on the Bureau's website with an email link for providing instant comment.

Summary of Performance Measurements

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

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

Goal 1: Reduce crime and the fear of crime

Performance measurements

Item	1999	2000	2001	2002	2003
Response and Problem Solving Time					
Average high priority response time	5.10	4.81	4.79	4.87	4.88
Time available for problem solving	39%	38%	36%	31%	32%
Calls for Service					
Dispatched Calls for Service	228,278	230,740	243,861	248,865	262,670
Officer Initiated Calls for Service	175,459	202,811	176,363	185,261	192,184
Telephone Report Unit Calls for Service	51,981	48,433	44,840	38,973	30,110
Information and Referral Calls	137,187	132,149	140,640	155,531	134,236
Part I Crimes					
Part I Crimes	42,071	41,662	43,784	44,048	47,066
Part I Crimes Against People (per 1,000 Population)	12	11	9	8	8
Part I Crimes Against Property (per 1,000 Population)	70	68	73	73	78
Clearance Rates and Drug House Complaints					
Clearance Rate of Part I Crimes against people	39%	40%	39%	38%	35%
Clearance Rate of Part I Crimes against property	15%	14%	13%	15%	15%
Drug House Complaints Received	3,660	3,213	3,030	2,760	2,530
Drug House Complaints for Individual Addresses	1,918	1,726	1,671	1,556	1,376

Auditor's Service Efforts and Accomplishments Report

Citizens who feel safe walking alone during the day	88%	88%	88%	88%	88%
Citizens who feel safe walking alone at night	48%	51%	53%	50%	53%

Crimes by Category¹

Child Abuse Cases	2,435	2,259	1,772	1,742	1,515
Elder Abuse Cases	405	434	358	315	496
Domestic Violence Cases	6,309	7,400	6,414	5,995	6,272
Identity Theft Cases	6,778	7,200	8,619	8,772	8,356

Goal 2: Improve the quality of life in neighborhoods

Performance measurements

Item	1999	2000	2001	2002	2003
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Traffic Collisions and Citations

Traffic Collisions per 1,000 Population	33	32	32	31	32
Fatal Traffic Collisions	37	29	34	35	42
Citations with Photo Radar	19,967	16,173	21,332	14,236	40,561
Citations with Red Light Cameras ²			776	9,105	9,516
Citations from SAFE Locations ³		6,173	4,808	3,175	2,174

Auditor's Service Efforts and Accomplishments Report

Citizens who know their neighborhood officer	13%	14%	13%	14%	15%
Burglary Victimization Rate	5%	4%	5%	5%	6%

Item	1996	1998	2000	2002	2003
------	------	------	------	------	------

Community Assessment Survey

Percentage of citizens who say crime has increased in the last year	15%	14%	10%	16%	18%
Neighborhood physical condition as rated by citizens on a 5-point scale	3.82	3.81	3.85	3.78	3.82

¹ Data use reported date, derived from Natural program: BEG1

² The Red Light Camera project began in 2001

³ The Strategic and Focused Enforcement (SAFE) project began in 2000

Goal 3: Improve the community and police partnership

Performance measurements

Item	1999	2000	2001	2002	2003
Auditor's Service Efforts and Accomplishments Report					
Citizens willingness to work with police to improve neighborhood, willing or very willing	61%	55%	59%	58%	60%

Item	1996	1998	2000	2002⁴	2003⁵
Community Assessment Survey					
Percentage of citizens who attended any public safety meeting	21%	20%	17%	16%	19%
Percentage of Citizens who took an active role at a public safety meeting	6%	5%	4%	5%	6%

Item	1999	2000	2001	2002	2003
Family Services Data					
Crisis Intervention Team trained PPB officers	127	153	180	193	203

Item	1999	2000	2001	2002	2003
Crisis Response Team					
Traumatic incidents responded to	32	47	43	76	83

Goal 4: Develop and encourage personnel

Performance measurements

Item	1996	1998	2000	2002	2003
Employee Survey: Job satisfaction domains, average on a 5-point scale					
Job Satisfaction	4.1	4.1	4.1	4.1	4.2
Supervisory Support, Autonomy, Teamwork	3.8	3.8	3.8	3.8	4.0
Recognition, Fairness, Organizational Structure	2.7	2.7	2.8	2.9	3.0

⁴ The 2002 Community Assessment Survey was conducted in January 2003

⁵ The 2003 Community Assessment Survey was conducted in October 2003

Item	1999	2000	2001	2002	2003
Bureau personnel demographics					
Percentage minority employed	10.3%	10.1%	10.3%	10.5%	11.4%
Percentage women employed	28.6%	28.6%	28.2%	28.4%	28.9%
Management Services Data					
Days absent from work-related injuries	876	916	1,758	1,940	1,291
Internal Affairs Division Data					
IAD Suspended Complaints – Citizen Generated	22	23	17	15	4
IAD Suspended Complaints – Internal	11	18	13	16	8

Goal 5: Improve accountability**Performance measurements**

Item	1999	2000	2001	2002	2003
Auditor's Service Efforts and Accomplishments Report					
Citizens rating police service good or very good	73%	71%	70%	68%	64%
Records Division Data					
Records Days to Full Entry – Low	38	2	3	65	227
Records Days to Full Entry – High	124	110	65	227	586
Records Days to Custody Entry – Low	38	2	3	65	205
Records Days to Custody Entry – High	124	110	65	227	274
Personnel Division Data⁶					
Number of nonsworn vacancies (as of June 30)	N/A	5	0	4	14
Number of sworn vacancies (as of June 30)	N/A	62	36	70	70

⁶ Data source : Personnel Allocation System

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We appreciate the public input and believe that the strategies included in this plan address many of the issues discussed. The Police Bureau also wants to acknowledge the following individuals for their support and leadership:

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Commissioner Jim Francesconi

Commissioner Randy Leonard

Commissioner Dan Saltzman

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(Name of association is followed by the coalition acronym)

Alameda Community Association (NECN)
 Alliance Portland Neighborhood Business Associations
 Arbor Lodge Neighborhood Association (NPNO)
 Ardenwald/Johnson Creek Neighborhood Association (SEUL)
 Arlington Heights Neighborhood Association (W/NW)
 Arnold Creek Neighborhood Association (SWNI)
 Art on Alberta
 Ashcreek Neighborhood Association (SWNI)
 Beaumont-Wilshire Neighborhood Association (CNN)
 Boise Neighborhood Association (NECN)
 Brentwood/Darlington Neighborhood Association (SEUL)
 Bridgeton Neighborhood Association (NPNS)
 Brooklyn Action Corps (SEUL)
 Buckman Community Association (SEUL)
 Centennial Neighborhood Association (EPNO)
 CENTER Neighborhood Association (SEUL)
 Central Eastside Industrial Council
 Central Northeast Neighbors (CNN)

Columbia Corridor Association
Collins View Neighborhood Association (SWNI)
Community Association of Portsmouth (NPNS)
Concordia Neighborhood Association (NECN)
Corbett/Terwilliger/Lair Hill Neighborhood Association (SWNI)
Creston-Kenilworth Neighborhood Association (SEUL)
Crestwood Neighborhood Association (SWNI)
Cully Association of Neighborhoods (CNN)
Downtown Community Association (PBA)
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East Columbia Neighborhood Association (NPNS)
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Eastmoreland Neighborhood Association (SEUL)
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Far Southwest Neighborhood Association (SWNI)
Forest Park Neighborhood Association (W/NW)
Foster-Powell Neighborhood Association (SEUL)
Friends of Cathedral Park Neighborhood Association (NPNO)
Gateway Area Business Association
Glenfair Neighborhood Association (EPNO)
Goose Hollow Business Association
Goose Hollow Foothills League (W/NW)
Greater Brooklyn Business Association
Hawthorne Boulevard Business Association
Hayden Island Neighborhood Network (NPNO)
Hayhurst Neighborhood Association (SWNI)
Hazelwood Neighborhood Association (EPNO)
Healy Heights Neighborhood Association (non-coalition)
Hillsdale Business and Professional Association
Hillsdale Neighborhood Association (SWNI)
Hillside Neighborhood Association (W/NW)
Hollywood Boosters
Hollywood Neighborhood Association (CNN)
Homestead Neighborhood Association (SWNI)
Humboldt Neighborhood Association (NECN)
Irvington Community Association (NECN)
Kenton Business Association
Kenton Neighborhood Association (NPNO)
Kerns Neighborhood Association (SEUL)
King Neighborhood Association (NECN)
Laurelhurst Neighborhood Association (SEUL)
Lents Neighborhood Association (EPNO)
Linnton Neighborhood Association (W/NW)
Lloyd District Community Association (non-coalition)
Lower Albina Council
Madison South Neighborhood Association (CNN)
Maplewood Neighborhood Association (SWNI)

Markham Neighborhood Association (SWNI)
Marshall Park Neighborhood Association (SWNI)
Mill Park Neighborhood Association (EPNO)
Montavilla Community Association (SEUL)
Mt. Tabor Neighborhood Association (SEUL)
Multnomah Neighborhood Association (SWNI)
Multnomah Village Business Association
Nob Hill Business Association
North Macadam Development Council
North Portland Business Association
North Portland Neighborhood Services (NPNS)
Northeast Coalition of Neighborhoods (NECN)
Northwest District Association (W/NW)
Northwest Heights Neighborhood Association (W/NW)
Northwest Industrial Neighborhood Association (W/NW)
Office of Neighborhood Involvement
Old Town/Chinatown Neighborhood Association (non-coalition)
Overlook Neighborhood Association (NPNS)
Parkrose Business Association
Parkrose Heights Association of Neighbors (EPNO)
Parkrose Neighborhood Association (EPNO)
Pearl District Business Association
Pearl District Neighborhood Association (W/NW)
Piedmont Neighborhood Association (NPNS)
Pleasant Valley Neighborhood Association (EPNO)
Portland Business Alliance
Powellhurst-Gilbert Neighborhood Association (EPNO)
Raleigh Hills Business Association
Reed Neighborhood Association (SEUL)
Richmond Neighborhood Association (SEUL)
Rose City Park Neighborhood Association (CNN)
Roseway Neighborhood Association (CNN)
Russell Neighborhood Association (EPNO)
Sabin Community Association (NECN)
Sellwood Antique Row Business Association
Sellwood-Moreland Improvement League (SMILE) (SEUL)
South Burlingame Neighborhood Association (SWNI)
South Tabor Neighborhood Association (SEUL)
Southeast Uplift Neighborhood Program (SEUL)
Southwest Neighborhoods Inc. (SWNI)
Southwest Hills Residential League (SWHRL) (non-coalition)
St. Johns Business Boosters
St. Johns Neighborhood Association (NPNS)
Sullivan's Gulch Neighborhood Association (NECN)
Sumner Association of Neighbors (CNN)
Sunnyside Neighborhood Association (SEUL)
Sylvan-Highlands Neighborhood Association (W/NW)
University Park Neighborhood Association (NPNS)

Vernon Neighborhood Association (NECN)
West Portland Park Neighborhood Association (SWNI)
Wilkes Community Group (EPNO)
Woodland Park Neighborhood Association
Woodlawn Neighborhood Association (NECN)
Woodstock Neighborhood Association (SEUL)

City Bureaus, Agencies and Organizations Receiving Plan Draft/Requests for Feedback

Mayor Vera Katz
Charlie Makinney, Mayor's Police Liaison
Albina Ministerial Alliance
Auditor's Office, Gary Blackmer
Bureau of Emergency Communications
Bureau of Developmental Services
Bureau of Environmental Services
Bureau of General Services
Bureau of Housing and Community Development
Bureau of Human Resources
Bureau of Licenses
Bureau of Parks and Recreation
Bureau of Planning
City Attorney, City of Portland
Citizens Crime Commission
City Club of Portland
Commissioner Jim Francesconi
Commissioner Randy Leonard
Commissioner Dan Saltzman
Commissioner Erik Sten
Multnomah County Chair Diane Linn
Multnomah County Commissioner Serena Cruz
Multnomah County Commissioner Lisa Naito
Multnomah County Commissioner Lonnie Roberts
Multnomah County Commissioner Maria Rojo de Steffey
Multnomah County District Attorney Michael Schrunk
Office of Management and Finance

Community Policing Organizational Team (CPORT)

Jan Abushakrah
Richard Brown
John Canda
Sean Cruz
Charles Mathews
Hank Miggins
Ayoob Ramjan
Robert Richardson
D.L. Rosen
Kathleen Saadat
Julie M. Smith

Community Sounding Board

Kris Angell, City Club
Ruby Apsler, City Club
T.J. Browning, Bureau Budget Advisory Committee
Wade Fickler, City Club
Jim Gorter, City Club
Ruth Hander, Chief's Forum
Jim Hanna, Arab Muslim Police Advisory Council
Glenn Harding, Chief's Forum
Leslie Johnson, City Club
Simeon Mamaril, Asian Law Enforcement Advisory Council of Oregon
Susan Pearce, City Club
Danny Rosen, Sexual Minorities Roundtable
Wajdi Said, Arab Muslim Police Advisory Council
Bill West, Developmental Disability Advisory Council

Faith organizations

Ahmadiyya Movement Inc.
Asian Family Center
Rev. A. Bailey, Vancouver Avenue First Baptist
Dr. T. Allen Bethel, Albina Ministerial Alliance
Dr. Otis F. Brown, North Portland Bible College
Pastor Victor Brown, Community Church of God
Rev. Roy Cole, Metropolitan Community Church
Rev. A. Wayne Johnson, Morning Star Baptist Church
George Merriweather, NECF Church
S.E. Asian Vicariate
Dan Stutesman, American Friends Svc. Committee

Individuals providing feedback to draft Strategic Plan Suggestion Form

James Barnas, Friends of Cathedral Park Neighborhood Association
Richard Blocker, Powellhurst-Gilbert Neighborhood Association
Maureen Brennan, Outside In
Doris Cameron-Minard, National Alliance for the Mentally Ill-Oregon
Caria Leise Carver
Sgt. Susan Chandler, University of Portland Public Safety Department
Ron Clemenson, Centennial Community Association
Chris Eykamp, Hosford-Abernathy Neighborhood Association
John Farra, St. Johns Neighborhood Association
Lillie Fitzpatrick
John Foster
Kathy Gordon, Staff Assistant, Multnomah County Commissioner Serena Cruz
Susan Hamilton, Central Northeast Neighbors
Shannon Hoffeditz, Inspector, Oregon Liquor Control Commission
Lisa Horne
Juanita Johnson
Sgt. Kim M. Keist, Portland Police Bureau, North Precinct

Susan Landauer
John Lanonette, Calaroga Terrace Retirement Community
Rosemary Lown, Destination St. Johns
Fleming McCarville, Multnomah County Department of Community Justice
Sgt. Karl McDade, Portland Police Bureau, North Precinct
Dan McLean
Kay Newell
John Nicol, Kenton Neighborhood Association
Marie Phillippi, Brooklyn Action Corps
Robin Plance, St. Johns Neighborhood Association
John Powers
Barbara Quinn, Friends of Cathedral Park Neighborhood Association
Betsy Radigan, Piedmont Neighborhood Association
Edna Riddle, Community Association of Portsmouth
Rich Sandstrom, Friends of Cathedral Park Neighborhood Association
Gary D. Schwindt, Ashcreek Neighborhood Association
Pamella E. Settlegoode, Ph.D., S.W. Hills Residential League
Phyllis Shelton, Mount Scott-Arleta Neighborhood Association
David Simpson
Julie Stickel, Neighborhood Watch
Jeff Strang
Nikki Thompson, Parole Officer, Multnomah County
Frank & Janet Vanek, St. Johns Neighborhood Association
Sgt. Pat Walsh, Portland Police Bureau
Ofc. Chad Wilcott, Portland Police Bureau
Mark M. Warrington, Public Safety Manager, Portland Parks & Recreation
David J. Weislogd, Greater Brooklyn Business Association
Matt Whitney, Bridgeton Neighborhood Association
Aleta Woodruff, Madison South Neighborhood Association
Aleta C. Woodruff, Madison South Neighborhood Association
Pete Zoltanski, Creston Kenilworth Neighborhood Association