

2018 ANNUAL REPORT SUPPLEMENTAL INFORMATION

OPERATIONS BRANCH

CENTRAL PRECINCT

Accomplishments:

- Significant reduction in Unwanted and Disturbance calls on Hawthorne Boulevard during the months of July and August of 2018.
- Through increased foot patrols on SE Hawthorne Blvd that focused on visibility and compliance, Unwanted and Disturbance calls were reduced from 170 total calls from the year prior to 71 total calls. This is a 58% reduction in Unwanted and Disturbance calls.
- Central Precinct officers participated in dozens of community engagement events.
- Helped facilitate numerous special events, including the Rose Festival, Cinco de Mayo and many other permitted events.

Challenges:

- Central Precinct remains challenged to reach minimum staffing
- Entertainment District provides challenges with thousands of people in a concentrated area, partying and drinking in local establishments.

EAST PRECINCT

Accomplishments:

- Partnered with Park Rangers to patrol parks with higher crime rates: Lents Park saw a 40% decrease in NIBRS Group A offenses, and a 42% decrease in Larceny offenses. Ventura Park saw a 60% decrease in NIBRS Group A offenses and a 39% decrease in dispatched calls per day related to disorders.
- NRT officers partnered with Drugs and Vice Division and others to focus on violent crime reduction in the Eastport Plaza area. A total of 23 missions were conducted at Eastport Plaza resulting in a 41% decrease in calls for service. A total of 124 arrests were made, resulting in 198 charges.
- East Precinct Officers were trained on the use of the Automated Plate Reader System with the intent of focusing precinct efforts around recovering stolen cars. Through their efforts a total of 565 stolen cars have been recovered by East Precinct officers.
- East Precinct taught 14 Neighborhood Livability courses to community members, training 280 people.
- Officers participated in dozens of community engagement events, including a program developed by patrol officers focused on bicycle safety.
- The PPB Sex Trafficking Unit has lost advocate support due to lack of funding for the Sexual Assault Resource Council, forcing them to disband their Sex Trafficking Advocate Team. Generated a proposal to create a team of embedded PPB based Advocates, that will work as Direct Service Providers of trafficking victims police encounter. The Grant request was selected and will fund 3.5 full-time employees over 3 years.

Challenges:

- High call load and limited staffing. Our quarterly missions are limited to 2 formal missions each week to avoid excessive overtime costs.
- The facility is in need of major maintenance projects, including limited locker space.

NORTH PRECINCT**Accomplishments:**

- Re-established the Public Safety Action Committee (in partnership with Office of Community & Civic Life) – the committee brings all public safety partners together (police, parks, parking, one point of contact, etc.) with neighborhood associations to focus efforts on crime prevention and reduction.
- Reduced speed racing calls by 10% and reduced crowd size at speed racing events by 50%.
- Reduced crime in Lloyd Center and Holladay Park by 8.7%. Disorder calls were 36% when we began missions and we ended the year up by 10%.
- Reduced shots fired calls by 13.6%, disorder calls by 8.7% and crime calls by 7% in Argay and Parkrose neighborhoods.
- Required Incident Action Plans (IAPs) for Precinct missions and special events. Created a library folder of these events to plan in the future.
- Conducted a decision-making exercise on use of force in roll call.
- Conducted roll call training in partnership with Multnomah County Health Department on reducing overdose deaths.
- Conducted 50+ foot patrol details emphasizing engagement and education

Challenges:

- North contributed several officer and sergeant positions, either permanently or in long-term, leaving patrol vacancies.

TRAFFIC DIVISION

The Traffic Division is vital to the City's Vision Zero commitment and charged with traffic safety through enforcement, education and collaboration with agency partners. This includes managing special events such as parades, permitted marches or mobile community events, participating in community engagement campaigns, providing educational instruction, testifying on legislative issues, investigating traffic collisions, prosecuting traffic crimes, analyzing fatal crashes, advising on road design, conducting commercial vehicle inspections and enforcing traffic laws. An important note is that Traffic Officers spend 25% of their time at East Precinct for patrol support.

The Traffic Division is also home to the Police Bureau Emergency Management Unit. This unit is responsible for the Police Bureau's compliance with NIMS standards, managing the Police Bureau response to all EOC/ECC events, administering the Police Bureau's Continuity of Operations Plan, administering permits for traffic related events and the Police Bureau's readiness for disaster response through training and collaboration with emergency management partners throughout the State of Oregon.

Accomplishments:

Response

- 18,008 traffic related calls
- 46 Crash Team callouts
- 34 fatalities – down from 45 last year
- 5,908 Hit and Run offenses

Enforcement

- Issued 12,303 traffic citations and conducted 267 commercial truck inspections
- Approximately 11,000 motorists attended drivers training through the citation process
- Conducted approximately 55 Vision Zero missions
- Supported crime reduction missions at all 3 precincts
- Volunteers issued 1,031 citations and 2,998 warnings for Disabled Parking Permit Violations
- Created Community Radar Corps

Technology

- eCite program developed internally and fully deployed to motor officers
- Upgraded citation interface from tablet to iPhone
- Enhanced fatality investigations from Crash Zone technology to FARO Zone providing state of the art 3D reconstruction ability
- Upgraded Cellebrite technology and operator certifications for more efficient and effective investigations of crashes

Community Engagement

- Taught at Traffic Division Immigrant Driver's Course
- Supported approximately 18 free speech/protest events
- Conducted operations for at least 66 special events including Rose Festival
- Traffic Division History Day was first event of its kind in St Johns

- Traffic Division has participated Shop with a Cop, Coffee with a Cop, Safe Routes to School, World Remembrance Day and numerous other community activities
- Upgraded lighting on motorcycles for greater visibility and safety
- Volunteer unit expanded from 20 to 27

Emergency Management Unit

- Managed 15 EOC/ECC Activations in response to protest events in the City
- Assisted PBEM/MCEM with emergency management response to six hazardous environmental events affecting the City of Portland
- Conducted emergency management training exercises or classes for first responders and emergency management partners throughout the year

Challenges:

- Staffing shortages continue to impact the Traffic Division's ability to deliver services and meet expectations for traffic safety, traffic investigations, emergency management and operational support

YOUTH SERVICES

The mission of the Portland Police Bureau's Youth Services Division (YSD) is to create a safe, inclusive and supportive environment that insures the success of all youth and their families. YSD works proactively to keep youth in school and out of the criminal justice system through both Restorative Justice practice and trauma-informed approaches. YSD continually looks for opportunities to build relationships with youth and their families, as well as the broader school communities that they serve.

YSD consists of the Crisis Response Team (CRT); the Runaway Juvenile Unit; the Gang Resistance Education and Training (G.R.E.A.T.); and BRIDGES PDX Programs (classroom-based student engagement curriculum); School Resource Officer Unit (SROs); the Cadet Program; and one Multnomah County Juvenile Services Division Intervention and Resource Connection Specialist (county-funded).

Of note: YSD received the Model Agency Award from National Association of School Resource Officers at the annual conference in June.

Accomplishments:

Training

- All School Resource Officers received their Advanced SRO certification through National Association of School Resource Officers (NASRO)
- YSD Supervisors were certified through NASRO's SRO Supervisor & Manager Course
- YSD hosted NASRO's first-ever Adolescent Mental Health for SRO training
- Continued development and implementation of the Salem-Kaiser Student Threat Assessment System (STAT) with Portland Public Schools, and continued participation in this same established process in the other Portland school districts. Regional systems were mandated by the passage of Oregon Senate Bill 414 in the 2017 Legislative Assembly
- Established membership in Oregon School Resource Officers Association which provides training, resources, and relationship building
- Developed and delivered critical incident response training for Portland Public Schools staff, other districts and area schools

Safety and Response

- Worked with the Bureau of Emergency Communications (BOEC) to implement a new type code ("SCHLT") for school-related threats, allowing for streamlined reporting and better coordination
- At least 119 school-related threats were investigated city-wide in the 2017-18 school year, and at least 48 have been investigated city-wide thus far in the 2018-19 school year
- Partnered with Strategic Services Division and BOEC to update school site maps in VCAD, including critical incident response information. Approximately halfway through the information-gathering for 198 separate school site locations city-wide

Community Engagement

- Participated in over 240 community outreach events, including:

In the Schools

- Student Police Academies
- Driver Education- safe driving presentations
- Student/Police Forums - relations with police and community
- Career Days – PSU, OR Tradeswomen, etc.
- “Officer Friendly” visits and interactions
- New teacher orientation-SRO’s functions, law enforcement, restorative justice
- Student safety presentations
- Cyber Awareness/bullying presentations to students and parents
- Dangers of drug/alcohol use presentations - tips for prevention
- Pedestrian/bicycle/traffic safety presentations - elementary schools-students, staff and parents; Walk & Roll to School day
- Lunch with students
- Safety Patrol training and presentations

Outside of the Schools

- Annual PPS Safety Patrol Picnic
- “Bicycle Fiesta”-bicycle giveaways, safety training
- PPB/Rosenbaum Youth Sports Camp
- Youth/Police Mentoring, Word is Bond, Black Student Success Summit, Latino Family Conference, Girl Cops are Awesome, Autism of Oregon Parent/Law Enforcement Q&A
- Izzy’s Kids shopping
- OhDaKa Into the Wild Camp
- TLC-TnT Summer Camp
- Camp Rosenbaum Summer Camp, Camp Rosenbaum Tea Party
- YSD/Boys’ and Girls’ Club Adventure Camp
- Brian Duncan Foundation & YSD Bicycle Awards
- Junior Rose Festival Parade

Runaway Unit

- Cleared 545 runaway reports and followed up on 765

Crisis Response Team

- Expanded to 40 Volunteer Responders, representing over 5 ethnic and religious groups
- Added a sworn detached position
- Provided crisis intervention, emotional and bereavement support to more than half of the families impacted by these unfortunate homicides in Portland last year

Cadet Program

- 36 cadets graduated from the Annual Cadet Academy
- Participated in 198 separate community engagement events (up almost 40 from 2017)
- At the annual Law Enforcement Challenge, PPB cadets came in first in six events, second place in three, and third place in two.

Challenges:

- Staffing proved a formidable challenge as the division lost several experienced and committed sworn staff to attrition and promotion. One veteran member of YSD, SRO Grant Shirahama, passed away unexpectedly in August. While an eligibility list is on hand for future SROs, the positions were not filled due to overall bureau operational considerations. Another SRO was on approved leave for several months. The net impact has been the necessity of leaving several school clusters without an SRO or limited SRO response.
- Memorandum of Understanding, currently reframed as an Intergovernmental Agreement (IGA) remains uncertain.

INVESTIGATIONS BRANCH

DETECTIVES

The Detective Division investigates major crimes, officer-involved deadly force incidents, and internal criminal investigations. Units include: Homicide; Assault/Bias; Missing Persons; Cold Case Homicide; Arson; Robbery; Sex Crimes; Human Trafficking; Sex Offender Registration; Burglary White Collar Coordination Team (precinct detectives); Digital Forensics; Polygraph; Complaint Signer; Special Property Investigations

Accomplishments:

- Investigated 27 internal criminal allegations
- Added one Human Trafficking detective
- Added one Bias Crime detective
- Trained 10 new detectives

Homicide Unit

- Investigated 29 homicides; 6 PPB officer-involved shootings; one PPB non-firearm use of deadly force; 1 in-custody death
- 17 convictions / pleas
- 6 were determined to be self defense
- 6 are unsolved
- 80% clearance rate
- Solved the 2009 high profile murder of Nancy Bergeson
- Investigated 2 outside agency shootings (MCSO and PSU)

Assault Unit / Bias Crimes

- Received 347 pages from patrol
- Responded after hours to 70 Measure 11 cases
- Assigned 245 cases (down from 282 in 2017 / -13%)
- Cleared 172 cases by arrest
- 14 potential bias crimes were investigated (down from 27 in 2017)
- 8 bias crimes were identified (down from 14 in 2017)
- Tracked stabbings involving unsheltered population
- 53% involved unsheltered
- Down from 58% in 2017
- Stabbings increased from 108 in 2017 to 118 in 2018
- Established relationships with social service providers to improve services
- Developing Assault Detail Bias Crime Education Project in partnership with MCDA
- Developing a bias crime training video for patrol
- Began working with US Attorney's Office to examine federal prosecution of bias crimes

Missing Persons

- Investigated 1855 missing persons reports
- 13 lost children
- 874 runaways
- 624 missing persons
- 344 declined reports

Cold Case Unit

- Reviewed 29 of 250 cases
- Solved 1979 homicide using innovative genealogical DNA technology

Sex Crimes Unit

- Maintained 100% case assignment (+70%)
- Assigned 474 cases (up from 279 in 2017)
- Renewed SAKI grant funding (\$1.5M)
- Completed backlog of 1754 previously untested sex assault kits
- Achieved sixth conviction from previously untested sex assault kits
- Established and maintained partnerships and outreach with numerous local social service providers, schools, etc.

Robbery Unit

- Assigned 522 cases
- Cleared 182 cases by arrest
- Responded after hours to 127 cases
- 4 notable armed robbery cases

Notable cases:

- Scarecrow Bandit: 2 suspects plead to 21 years and 17 years
- Tracksuit Bandit: 3 suspects sentenced to 192 months, 168 months, and 98 months
- Lone Ranger Bandit: Suspect arrested for 9 robberies. Resolution pending
- Frogger the Robber: 3 suspects arrested for robbery/attempt murder. Resolution pending

Human Trafficking

- 66 DHS307's reviewed
- 10 new cases assigned
- Member of the FBI Human Trafficking Task Force

Notable 2018 sentencings:

- 15 counts promoting prostitution / 5 counts compelling prostitution. 17.5 year sentence
- 13yr old victim. Trafficker received 10 years. Customer received 3 years
- 3 suspects trafficking a juvenile and adult received 70 months, 48 months, and 24 months
- Case reported 10 years after the fact resulted in indictment of two suspects
- Domestic violence and trafficking case resulted in a 100 month sentence
- Joint mission that closed brothels in the US, Canada, and Australia

Burglary Unit

- 4770 cases reviewed
- 355 new cases assigned
- 88 precinct assists
- 403 cases solved
- Largest serial burglar case resulted in 44 case envelopes created for a single suspect, who pled to 4 cases.

White Collar Crime Unit

- 1148 cases reviewed
- 128 new cases assigned
- 143 cases solved
- 53 arrests
- Current staffing restricts investigations to losses exceeding \$15,000
- 2 large scale organized fraud ring investigations resulted in multiple arrests on federal charges
- Conducted 2 shred/Rx turn in community events
- Taught classes at Portland State University and George Fox as part of MOU agreement

Detective Coordination Team

- 708 cases
- 279 cases cleared
- 43 search warrants
- 35 surveillance missions
- Responded after hours approximately 150 times
- Surveillance trained and supported multiple investigative units
- Numerous precinct level investigations involving organized retail theft
- Established effective mission parameters for online resale sites such as Offer Up
- Investigated organized gift card fraud involving international students at a local flight school
- Arrested UPS driver responsible for over \$2M in package theft
- Conducted long term mission on an organized team hitting ATM's resulting in 7 arrests

Arson Investigator / Forensic Sketch Artist

- 332 cases
- 50 arrests
- 3 federal cases
- 5 forensic sketches

Polygraph Examiner

- 93 cases assigned
- Several quality control reviews of other examinations conducted at request of DA's Office
- Provided training for new detectives and deputy district attorneys

Complaint Signer

- Processed 6284 misdemeanor custodies
- Processed 3634 rejected cases

Special Property Investigations

- Conducted compliance audits of pawn shops with legally mandated property tracking
- Coordinates with RAPID pawn shop software administrator

Sex Offender Registry Detail

- Registered 3621 sex offenders

- Investigated and audited offender compliance

Digital forensics extraction

- 1092 data extractions
- 2.88TB of data processed
- 224 cases
- Received National Secret Service award for outstanding service
- Instructed as recognized subject matter experts at digital forensics national conference
- Currently in process of relocating and expanding to improve unit capabilities

Challenges:

- Lack of stability in supervisor/command ranks
- Staffing vs. caseload with loss of 6 additional detectives to TOD
- Anticipate the loss of 7 additional detectives to retirement March 2019
- Reduction of the Burglary Unit to 2 detectives in March 2019 due to retirements
- Need second Crime Analyst position filled
- RegJIN transcription queue backlog delays case assignment (2-7 days typically)
- Need digital solution for video evidence from Property Evidence Division
- Units with high callout rate (eg. Robbery) struggling with burnout
- Position re-allocation between units has provided short term relief but temporarily
- Staffing limits ability to rotate probationary detectives for broad experience/training

FORENSIC EVIDENCE DIVISION

The Forensic Evidence Division is organized into three principle functions.

- 1) Sworn Criminalists who respond to crime scenes at the request of officers and detectives to collect evidence of crime as required, photograph or document the scene or evidence, and collect, process and analyze fingerprints.
- 2) Non-sworn Identification Technicians who staff the Multnomah County Jail to collect and process the fingerprints of persons booked into jail.
- 3) Non-sworn Photo Reproduction Specialists who are responsible to collect video evidence from the wide range of video surveillance systems that investigators encounter while investigating crime, as well as a Police ID Technology Coordinator who is responsible for the management of our Digital Image Management System (DIMS).

Accomplishments:

- Total number of persons booked/fingerprinted in MCDC in 2018: 30,447
- Total number of Livescan fingerprints obtained in MCDC in 2018: 10,519
- Total number of Criminalist calls for service in 2018: 2,907
- Major cases investigated in 2018 (homicides, OIS, possible homicides, etc.): 43
- Burglaries investigated (commercial and residential) in 2018: 1,045
- Assaults investigated in 2018: 219
- Shootings investigated in 2018: 170
- Stabbings investigated in 2018: 113
- Robberies investigated in 2018: 147
- Latent fingerprints identified in 2018: 301
- Latent fingerprints identifying unknown suspects in criminal case in 2018: 156
- Photo lab calls for service in 2018: 4,840
- DIMS entries in 2018: 285,936 / Total DIMS entries to date 1,307,310
- IBIS Mobile Fingerprint Program 2018 performance:
 - Total number of jobs 741
 - Total number of hits 538
 - Total number of false names encountered 384
 - Total number of misdemeanor arrest warrants encountered 70
 - Total number of felony arrest warrants encountered 124

Challenges:

- FED has only two sergeants assigned for a unit that has an operational responsibility 24/7. With only one sergeant assigned during the final months of 2018, adequate supervision was a challenge in the division.

TRANSIT POLICE DIVISION (TPD)

The TPD is comprised of officers and deputies from 12e metro-area law enforcement agencies. Assigned across four “precincts,” the TPD staff takes the primary role on any call for service involving TriMet buses, trains or property.

Accomplishments:

- Handled over 10,500 calls for service in the Portland/Gresham area alone in 2018. (Still working on call data for Washington and Clackamas County)
- Arrested over 3800 people in 2018
- Participated in regular “Operation RAILS SAFE” missions with Amtrak Police
- TPD carried out the 2018 Holiday Safety Missions during November/December
- Worked just over 2000 hours of high visibility “patrol” by riding MAX between downtown and Clackamas Town Center
- Conducted complete overhaul of the methodology used for gathering, screening, and applying crime data for Transit use. This resulted in standardized data and a more effective system of tracking crime trends and reporting results
- The TPD K9 teams have deployed at over 117,000 hours of public visibility and random explosives sweeps on the system in 2018
- TPD assisted TriMet with a full-scale response scenario exercise for the Westside Express Service
- TPD and TriMet participated in ongoing town hall information sessions for people who work in the Lloyd Center district regarding TriMet security and the transit system

Challenges:

- The primary challenge faced by TPD was staffing. PPB took officers away from TPD in 2016, and another in 2018, without replacements. At the same time, partner agencies have also struggled to provide officers or deputies. TriMet has funded another six officers or deputies, but TPD did not assign those positions to any agency because nobody has adequate staffing to send additional officers or deputies. TPD has 44 of 59 spots filled- a 25% vacancy rate.
- Due to staffing TPD had to reduce weekend service on the west side of the metro area and has been using higher rates of overtime to meet staffing needs.
- As more and more agencies leave RegJIN, TPD struggles to obtain timely police reports and data from our partner agencies. This makes evidence based, data-driven policing more difficult outside of the Portland/Gresham area.

PROFESSIONAL STANDARDS

The Professional Standards Division is headed by a police commander who oversees all the work in the Division. Reporting directly to the commander are an analyst who coordinates all DOJ compliance work for the bureau; a captain who supervises administrative staff and all Internal Affairs investigations; a lieutenant, known as the inspector, who manages the analysts which do force analysis; a lieutenant in charge of a policy development team, and a lieutenant in charge of the EIS system and the police liability analyst.

DOJ Compliance:

There are 100 action items, as tracked by the Compliance Officer/Community Liaison, in the DOJ settlement agreement. PPB started the year with only 47 of those items rated as “substantial compliance.” By the end of 2018, 82 of those items were rated as either “substantial compliance” or “conditional substantial compliance.”

Use of Force:

- Developed a decision-making model to be used by officers
- More collection and deeper analysis of use of force
- Addition of analyst/auditor positions to conduct the analyses

Training:

- Brought PERF to PPB to do train-the-trainers on de-escalation and the decision-making model
- Required inclusion of Procedural Justice/Implicit Bias training at In-service
- Added three new positions at Training to address PJ, Wellness and Leadership
- More supervisors training

Community Mental Health and Crisis Intervention:

- Expansion of BHRTs from 3 teams to 5 including one specifically for houseless outreach
- Expansion of SCT’s functions to work with persons with mental illness/BHU and increased STS beds to include 8 for persons with mental illness
- Use of force against persons with mental illness is very low percentage of cases. In PPB’s last 6 month study (April 1, 2018-Sept. 30, 2018), there were 14,253 calls identified by PPB officers as having a mental health component and only 109 of those involved the use of force and 81 of those were Category IV (no injury).

EIS:

- Marked increase in the compliance of Supervisors’ timely review of their officers’ EIS
- Utilize EIS info for new risk management tool that expands on the domains of review beyond use of force
- Feedback loop created so results of ‘intervention’ documented
- Regarding Officer Accountability:
- Timelines for investigations significantly improved. Goal is resolution in 180 days and in last year went from 57% meeting that goal to 83%
- OIS protocol finalized
- Accountability suite of policies completed.
- Added Supervisors Investigations to increase the number of complaints investigated

Community Engagement:

- Created app to track engagement activities of members in real time
- Initiated new forums for outreach i.e. barbershop; salon; open houses
- Expanded outreach efforts to marginalized communities such as refugees and immigrant

Internal Affairs

- Ensured PPB RU Managers and PPB Supervisors conducted prompt reviews of EIS records of employees new to their command and documented the review occurred in the EIS performance tracker (116B – 84% compliance).
- Conducted data analysis of PPB units and PPB Supervisors to assure compliance with required EIS reviews, while identifying patterns of activity (116C – 80% compliance).
- Created 10 RU/Precinct Alerts)
- Created 1,510 EIS Alerts during 2018 that were reviewed by the EIS Team, 926 of those Alerts were sent to RU Mangers for review
- Hired two new investigators, implemented new directives governing IA procedure, and investigated 8 deadly use of force/in custody death cases
- During a record setting increase in case load and while operating short one administrative position, improved timeliness, seeing average case duration drop to 159 days from 192 days in 2017
- Handled a record of 85 internally generated “Basses (B cases - 2017=51; 2016=56; 2015=34), and 271 citizen related “C” cases (C cases-2017=196; 2016=227; 2015=168).
- Investigators averaged a case load of 19.4 for the year, on a 70 day timeline
- Completed 1,004 interviews, versus 604 in 2017
- Implemented a new case tracking format, developed by an IA sergeant, which allows for closer monitoring of timeliness and has resulted in better dialogue between investigators and their sergeants, while contributing to the improvement in timeliness
- Implemented a new accountability software program

Force Inspector

The Force Inspector and analysts provided data analysis for the following purposes:

- Numerous ad-hoc data requests for the US Department of Justice and the Compliance Officer/Community Liaison
- Feedback loop
- Phase II Review Process
- TAC Quarterly meetings
- TAC Steering Committee meetings
- 4-Quarterly Force Summary Reports
- 4-Quarterly Force Audit Reports
- 4-Quarterly Applications of Force Reports
- Annual Force Audit Report
- Annual Force Summary Report
- Mayor’s Office – Use of CEW Analysis
- IPR Annual Data
- Use of CEW and Less Lethal – Officer and Subject Injuries
- P.I.T. and Subject Injuries
- Crowd Control Audit
- Ad Hoc Public Records Request for Use of Force Data

- Procurement Card Audit/Analysis Project
- UoF Dashboard/Open Data Project
- Training Division Follow-up Audit
- FBI National Use-of-Force Data Collection project
- Evaluation of Use of Force and PPB Response to Mental Health Crisis

Policy Unit

- The Policy Development Team shepherded 30 directives through the entire enactment process in 2018. This included the accountability suite (330.00 through 338.00), which reflected significant changes and improvements to the administrative investigation and discipline processes. The enactment of these directives marked the first time the Police Bureau received DOJ approval for all of the directives that had been identified in the Settlement Agreement, and therefore meant the Bureau had achieved substantial compliance with all directive-related Settlement Agreement provisions. It is worth noting that in the 4 years prior to the formation of the Policy Development Team, the Police Bureau had gained DOJ approval for only approximately 10% of the Settlement Agreement identified directives. The Policy Development Team secured approval for the remaining 90% in less than half of that time.
- Worked on an additional 46 directives that were in various stages of executive reconciliation.

EIS

- Re-programmed EIS to read the “new” Force Data Collection Report, adding all new use of force types in EIS
- Programmed an email to be sent out to the RU Manager when an alert is 15 days from being due and hasn’t been sent back to PSD/EIS
- Changed the EIS “Interventions” and gave definitions to all supervisors.
- Changed the way category IV types of force are calculated for threshold breaks, allowing for more relevant EIS threshold break reviews
- Conducted EIS Update class at the 2018 Supervisor’s In-service
- Developed a “New Supervisor Packet” to be sent out when a member is promoted to sergeant, or an officer is in the Acting Sergeant role
- Finalized the EIS Administrator Handbook
- Drafted PSD SOPs 44 and 47, with input from the DOJ and COCL
- Updated Directive 345.00, with input from the DOJ and COCL
- Established a Risk Management report for RU Managers, to better evaluate employee performance and identify potential employee issues
- Conducted five Risk Management meetings during 2018, to include all PPB Precincts.
- Created a “PSD Notification” Email inbox (to eliminate emails being sent to specific Lieutenants, which might get missed during absences)
- Ensured PPB Shift Supervisors notified PSD for any Use of Force used against persons who had actual or perceived mental illness, or any suspected misconduct by a member (DOJ action item 70B – 95% compliance)
- Ensured PPB RU Managers and PPB Supervisors conducted prompt reviews of EIS records of employees under their supervision and documented the review occurred in the EIS performance tracker (116A – 79% compliance).

Challenges:

IAD

- Critical staffing shortage (both sworn and nonsworn), increased case load, increased scrutiny, the implementation of additional steps in the investigative process, numerous statistical requests, and the implementation of on call status for investigators.
- Staffing continues to be a challenge as IAD is understaffed for our case load, 19.4 cases per investigator annually. Comparable agencies with simplified processes, and longer timelines average 18.4 cases per investigator (Sacramento – 25; San Diego – 5; San Jose – 27; Seattle – 50; Oklahoma City - 6).
- Frequent statistical requests, to include the legislated LECC requirements, have caused further strain to the administrative and sworn staff who take significant time to fulfill the requests.
- Finally, the implementation of new policy (ie Supervisor Investigations and Investigator rendered findings) and its attendant systems/process changes have required retraining of personnel throughout the Bureau, further depleting the strained resources in IA.

Force Inspector

- At the beginning of the year, there were three analysts assigned to the force inspector. Halfway through the year, the new budget authorized three more analysts to provide for an auditing function. Before we were able to hire these three additional analysts, the unit lost two of the existing analysts, bringing the team down to one total analyst up until the very end of the year.

Policy Unit

- DOJ related directives require an initial review six months after enactment. Thereafter, the review schedule changes to annually. The initial review was designed to allow for more rapid course corrections should problems be identified or practices change, and in some instances this is exactly what has occurred, which is obviously of great benefit to the organization. However, due to the large volume of DOJ directives recently shepherded through their first enactment, the Policy Development Team had to spend a large part of 2018 conducting the six month reviews rather than turning their attention to other directives. It is hoped that the six month reviews will be completed early in 2019, and the Team will be able to take on new challenges. It is worth noting that even despite the large volume of work produced during the Policy Development Team's two year existence, there are over 100 directives that have still not been reviewed by the Team.

EIS

- The Portland Police Bureau's (PPB) Employee Information System (EIS) Team started a new Risk Management process that involves a comprehensive review of employees work performance in a variety of categories. Individual employees and groups of employees are compared to their peers to look for abnormalities in performance, which is then examined deeper by PPB RU Management teams. This process relies heavily on information that is not generated in the EIS system and requires statistical analysis to compare these groups and individual employees. Currently there is no professional support personnel, or sworn personnel, trained in statistical analytical work assigned to the PPB EIS Team. The required work to prepare these reports is very labor intensive and should be moved to a more streamlined process in the future.

- The EIS Team continues to remind PPB RU Managers that reviewers of EIS Alerts are to accurately describe the way they are closing EIS Alerts. PPB Supervisors continue to have discussions with employees as a result of an EIS generated alert, however close these alerts with “No Intervention Required”. PPB RU Managers have been reminded to accurately describe the action taken and encouraged to use the “Coaching Conducted” intervention option within the Alert Management System (AMS) of EIS.
- The PPB EIS Team continues to try and manage the volume of EIS Alert Reviews that are being sent to RU Managers. A common complaint of PPB RU Managers is so many Alert Reviews creates a “white noise” effect. The PPB EIS Team has collaborated with the DOJ and the COCL to make changes in the way category IV force is calculated for threshold breaks, with the intent of producing more relevant Alert Review requests. The PPB EIS Team saw a substantial reduction in the amount of Alert Reviews request from Q1-2018 to Q4-2018, however this continues to be a challenge for the EIS Team.

DRUGS AND VICE DIVISION

The Drugs and Vice Division (DVD) has the primary responsibility for the investigation of Drug Trafficking Organizations and Money Laundering Organizations operating in the City of Portland. DVD also investigates criminal activity associated with narcotics and violent behavior in the community. In addition, DVD supports uniform patrol with complex drug investigations, clandestine laboratories, and illegal marijuana grow operations. DVD also responds to assist uniform patrol with fatal overdose crime scene processing and investigations. DVD investigators utilize an “IMPACT” model, Investigative Methods Prioritized Against Community Threats, as part of their investigative strategy.

Within the Drugs and Vice Division are (5) five details, Narcotics Investigations, HIDTA Interdiction Taskforce, Narcotics K9, Technical Operations, and Asset Forfeiture.

Accomplishments:

- As part of fighting the opioid epidemic, several large seizures of heroin and fentanyl were made, including a single seizure of more than 45 pounds of Heroin. Trends are showing that there continues to be a large amount of methamphetamine in the Portland area, and in one investigation alone nearly 70 pounds of methamphetamine was seized. Both these seizures may have been the largest seizures made by the Police Bureau. Heroin seizures more than doubled, and methamphetamine seizures increased by 32%.
- Six different cases resulted in over \$100,000.00 in cash seized, as well as a newly purchased Tesla valued over \$120,000.00 and over \$100,000.00 in jewelry which was purchased with drug proceeds. Total seizures included over \$2 million in cash, \$360,000 in non-cash assets and 27 guns. One seized firearm was a fully automatic 9mm handgun with a 100 round drum; which was confiscated from a violent subject who was previously associated with a local violent gang, who was also involved in distributing fentanyl pressed counterfeit oxycodone pills.
- DVD continued to partner with the Multnomah County Health Department’s Harm Reduction Program, collaborating on strategies to reduce public harm caused by illegal drugs, specifically opiates and methamphetamine.
- DVD staff participated in a number of community engagement opportunities throughout the year that focused on illegal drug recognition, prevention, and intervention.
- The Drugs and Vice Division was invited to Washington DC by the Office of National Drug Control Policy, where they were awarded the – National HIDTA / Outstanding Cooperative Effort of the Year Award.
- The Drugs and Vice Division was awarded the 2018 Oregon-Idaho HIDTA – Oregon Narcotics Enforcement Association / Drug Task Force of the Year Award.

Challenges:

- In 2018, two DVD investigators were promoted to the rank of detective, leaving the Narcotics Investigations detail with five investigators, while authorized strength is eleven. These investigators continue to support uniform patrol shifts once a week due to a personnel shortage in the Police Bureau. Investigators are spending 25% of their work week in patrol, coupled with a lack of support due to team members being rotated on different days. The ongoing reduction in staffing has forced DVD to prioritize investigations, and limit participation in regional and long term organized crime investigations.

TACTICAL OPERATIONS DIVISION

The mission of the Tactical Operations Division is to provide a broad range of support functions to the Operations Branch and Investigations Branch in furtherance of meeting the Bureau's overall mission and goals as determined by the Chief of Police. The units within TOD include the Air Support Unit, the Explosive Disposal Unit, the Special Emergency Reaction Team, the Rapid Response Team, the Crisis Negotiation Team, The Metro Gang Task Force, the Gun Task Force, and the Gang Enforcement Team. The roles, functions, and missions of the individual units are described in their respective submission documents.

Accomplishments:

Former Gang Enforcement Team

- Investigated 161 total shooting related crimes. The number of shooting related incidents with a criminal gang nexus for 2018 was 110. This represents a significant reduction from the 2017 total of 122 and 2016 total of 159.
- Percent cleared via arrest/ exceptional means (outcome indicator) – 138 (77%) of the 161 cases assigned to GET, were assigned to a Detective 26% of those 138 cases were cleared by arrest or exceptional means. The clearance rate in 2017 was 22% and a goal of 30% was set for 2018. While we were just shy of the goal detectives did clear 4% more cases in 2018 than 2017.
- In October 2018 the GET focus evolved from focusing just on criminal gang related investigations to our new model of investigating all shootings city-wide. Also in October 2018 GET began holding a city wide, bi-weekly PPB shooting review. The purpose of the review is to review all shootings from across the city that occurred in the previous 14 days. This bi-weekly review allows for comprehensive sharing of information about suspected serial shooters and victims with our social service partners in an effort to provide appropriate resources to prevent future shootings and divert at-risk individuals from a criminal lifestyle.
- Acquired a BrassTrax machine on loan for the next year. This in-house technology allows PPB to rapidly process ballistic evidence recovered from shooting scenes with the goal of quickly generating investigative leads. As part of this effort, four GET officers received training from ATF to make entries into the NIBIN/IBIS database. Developed new directives and a training module which allowed us to move the PPB to a 100% collection and submission model for all eligible shooting related ballistic evidence.
- As in previous years, detectives and analyst have volunteered as youth coaches, and participated in numerous events.

Challenges:

- Staffing levels in the division continue to play a significant role. The detectives rely heavily on the dayshift officers to assist with investigative support such as surveillance missions and on uniform GET officers for the most up to date information on the dynamic occurring related to violence and criminal street gangs. The increased workload associated with taking all shooting cases coupled with the extra burden of rotational support does have an impact on our overall effectiveness.

K9

Accomplishments:

- 271 criminal captures, which is an increase of 9.7% from yearly average for the preceding 10 years.
- 785 total applications
- 64 captures more in 2018 than the previous year, which represents a capture rate increase of 30.9% from 2017 to 2018.
- Applications increased from 2017 to 2018 by 145 deployments (an 18.9% increase). This was accomplished while maintaining a K-9 bite use of force rate of less than 10% per capture (9.96%) and less than 4% per application (3.4%).
- 206 of these captures were for suspects wanted for felony level crimes, 58 were wanted for misdemeanors and 7 were status offenses or released without charges after being located
- 23 suspects were armed with a firearm when located, 24 were armed with an edged weapon, and 6 were armed with other miscellaneous weapon
- 50 articles of evidence were located, to include 12 firearms
- Two new patrol dogs were acquired and trained with their handlers
- Participated in 68 community engagement events of varying sizes and with a wide range of audiences in 2018

Metro Gun Task Force

Accomplishments:

- Investigated over 25 criminal gang cases in the metropolitan area. Approximately 14 cases were presented for federal prosecution.
- Assisted Seattle PD on location and arrest mission for wanted downtown Seattle shooting suspect
- Received Federal Court indictment related to a 2017 investigation
- Executed search warrants at a residence and business in Eugene related to Homicide
- Obtained indictment and arrest warrant for criminal gang member for Federal Drug Conspiracy
- Planned and Executed search warrants on two residences and 5 vehicles in Eugene with assistance of Lane County SWAT and Eugene PD SWAT
- Arrested and recovered of two firearms by known gang members during surveillance mission
- Participated in criminal gang member, federal indictment on weapons and drug charges
- Completed 23 Operation plans for missions related to criminal gang investigations and arrests
- Assisted with approximately 40 DNA Callouts, 14 of those call outs required warrants to be written to obtain the offenders DNA
- MGTf officers have volunteered their time for community engagement events: Z-man Wrestling Tournament, the Hispanic Chamber of Commerce, and Ortiz Center anniversary

Challenges:

- Compiling cases to be prosecuted at both the state and federal level presents a challenge for the Metro Gang Task Force.

Crisis Negotiation Team

Accomplishments:

- 13 High-risk search warrant service
- 10 Critical incident responses
- 10 Warrant intelligence gathering for unserved warrants
- 21 Consultations to Operations Branch's Patrol
- Taught eight community courses
- Hosted Basic FBI HNT Course
- Hosted Negotiating with Special Populations Course
- Intermediate CNT/HNT Course
- Provided training to PPB members and local law enforcement partners
- Multnomah County Threat Assessment Team (MCTAT): 40 sessions
- Tactical Communication Class for Eugene Police Department/ Lane County Sheriff's Office

Air Support Unit

Accomplishments:

- 387 mission requests from 36 different agencies, units, divisions and bureaus for a total of 1084.8 hours flown
- Crews flew 713.6 hours of uniform patrol support covering 50,846 miles over Portland area
- 1532 Calls Taken
- First Onscene- 606 (average response time was under 2 minutes 86% of the time)
- Officer completed a Commercial Pilot training course
- Replaced TFO Audio Panel in C172--a significant safety concern

Metro Explosive Disposal Unit

Accomplishments:

- Completed 468 missions, assisting approximately 118 different community partners and law enforcement agencies
- Handled 50 more requests for service in 2018 compared to last year and requests for service in 2018 exceeded any of the previously compared six years
- Participated in 43 different community events

Challenges:

- EDU has equipment and storage facilities located throughout the Portland Metro area because there is not enough room for all of EDU's equipment at any one Bureau location. The full time EDU Techs spend time driving between these various locations to conduct the day to day work.

Special Emergency Reaction Team (SERT)

- 143 total missions in 17 different categories. Missions range from full team activations and search warrant services, to limited deployment missions of investigative and patrol assists requiring only minimal resources. In an effort to accurately reflect the totality of SERT's missions, a single activation could result in several missions. For example, SERT may conduct a high risk subject apprehension and following this custody, re-group and serve a search warrant at an associated location. This would be considered two missions
- SERT training was designed around a quarterly model that prioritized and tracked skills training for the year. Bi-weekly training for all team members amounts to over 490 hours annually
- Members of the team also attended several conferences and outside training throughout the year
- SERT members taught classes at several conferences and outside trainings
- SERT members commonly provide instruction for units inside of the Bureau such as the Transit Division, Drugs and Vice Division, the Gang Enforcement Team and Street Crimes units.
- SERT operators participated in 20 community events in 2018 that ranged from Shop with a Cop to the Polar Plunge and a variety of precinct based events.
- The SERT rope cadre continues to evolve through increased training and the purchase of updated materials. This year, four members attended the CMC Rope Rescue Technician course. The Rope Cadre was activated two times in 2018 to assist CNT with suicidal subjects on bridges.
- The SERT breaching cadre continues to excel and in 2018 we sent three explosive breachers to the Breachers Circle in Dallas, Texas. Additionally, we hosted regional breachers training during our three day cadre training cycle in March. The individual skill development and overall unit proficiency of the cadre greatly exceeds the national standard.
- The SERT long range cadre was able to train at the Leuopold Range in Madras, Oregon. This gives team members the opportunity to shoot out to distances of one mile. The majority of our work is done in an urban environment. However, we continue to cover Washington County TNT which often puts officers in long range situations. Additionally, we provide over watch protection for large gatherings. The threat in these situations could be hundreds of yards away. The ability to train in an environment such as the Leuopold Range gives the officers much needed experience and confidence to be put in those situations.
- SERT continues to provide dignitary protection missions for the Portland Police Bureau. In 2018, SERT increasingly staffed stand-alone protection missions and augmented CIU when necessary. Notable visits from Speaker Paul Ryan and Nancy Pelosi headlined the missions, among others. The relationship with United States Secret Service has been outstanding and SERT is held in very high regard by the USSS regional command. In 2019, we need look to seek outside dignitary protection training in anticipation of the 2020 presidential election.
- Protests in 2018 resulted in 17 missions in support of the Rapid Response Team on protest details. SERT developed tactics, strategies and staffing to support RRT should they require tactical response due to active threat or downed officer during a protest deployment. The SERT standard staffing was designed with one four-person quick reaction team (QRT), an over watch capable of providing information or tactical support, and the armored vehicle with two SERT members supporting two SERT medics available

for rescue operations. During 2018, our response was often tailored to the event based upon specific threats, amount of people attending, environmental factors and any additional information.

Challenges:

- In October of 2018, six members of the team were assigned full time to the Tactical Operation Division. Their role has been to respond to emergency calls when tactical support is needed, to support TOD in their gun violence investigations, and to provide patrol support to the Operations branch. The six officers have been extremely busy assisting investigative units with follow-up, planning warrants and participating in arrest mission. They also provide patrol support on a regular basis by dressing in uniform and responding to assist officers in all three precincts. Additionally, these officers are the primary search warrant planners for the team and take care of equipment maintenance. This has significantly decreased the need for us to pull officers from other units and has decreased backfill overtime cost.
- Working with Fiscal Division SERT has gained access to the Sears Building for the Tactical Operations Division to use for training. This building has been used by SERT, EDU, K9, Training Division and the Portland Fire Bureau for various training needs. This fills a much needed void for SERT as constantly working to locate a variety of training venues is time consuming and yields uncertain results. A temporary training structure was constructed inside the building allowing for a consistent location to train.

FAMILY SERVICES

The Family Services Division (FSD) is comprised of both sworn and professional staff whose goal and mission is focused to reduce crime, violence and victimization in families, especially concerning domestic relationships, children and the elderly, through criminal investigations, law enforcement, victim assistance and community partnerships.

The Family Services Division includes the Domestic Violence Reduction Unit; the Child Abuse Team; the WomenStrength/BoyStrength/GirlStrength programs; the Violation Restraining Order/Gun Dispossession Program (VRO/GDP); Employee Assistance Program; and the officer assigned as a liaison to the Sunshine Division.

DVRU

Accomplishments:

- 250 follow up investigations, clearing 174 cases with 51 arrests.
- Assisted detectives with 36 Measure 11 call outs.
- Participated in 16 community events
- Obtained certification as a Certified Threat Manager through the Association of Threat Assessment Professionals.

Challenges:

The biggest challenge is staffing. DVRU has less than half of the staffing authorized. In addition, officers from DVRU and DVERT spend 25% of their work week providing rotational support to Central Precinct. The lack of staffing severely hampers the amount of victims the unit is able to provide services and offenders held accountable for their actions. Hundreds of assault and strangulation cases are unable to be investigated because there is no one to work them.

Child Abuse Team (CAT)

Accomplishments

- More than 56 search warrants written, primarily related to child pornography related investigations, over 200 Cybertips reviewed

Challenges:

- Access to computer forensics with reasonable turnaround, significant increase in percentage of Gresham cases and call outs.

Violation Restraining Order/Gun Dispossession Program (VRO/GDP)

Accomplishments:

- Triaged 285 cases, referred 78 cases to the DA's office by arrest and/or direct present and seized 75 firearms.

Challenges:

- Rotational support obligations and detached division support to T.O.D. and Training Division limit time resource availability to the number of cases assigned to each investigator. Additionally, with the multiple DVRU vacancies many times due to case

importance and exigency VRO/GDP investigators are tasked with other DV investigations outside of their primary assignment.

EAP

Accomplishments:

- Conducted annual spring training plus numerous other internal trainings, including peer support, family awareness, in-service, new hire, etc.
- Follow up with officers for a variety of reasons – approximately 500 contacts(this number does not include Peer Support, TIC, PART (members) and Chaplains that are confidential)
- Responded to 6 officer involved shootings and follow-up with those officers
- Responded to In-Custody death and assisted involved officers
- Numerous referrals to MHP's for work and family related issues
- Citizens Retirement Banquet March 2018
- Police Memorial May 2018
- PART was able to assist 8 bureau members with alcohol related issues
- Death of PPB Officer – assisted family and Bureau members and help with funeral services

WomenStrength/BoyStrength/GirlStrength

Accomplishments:

- Development and implementation of a class specific to the LGBTQ+ community, offering self-defense to all gender identities
- Development and implementation of a class specific for women who use wheelchairs
- Total volunteer hours in 2018 is 1,440
- Total number of classes in 2018 35 classes (Including Introductory, Refresher, Intermediate and Weapons class)
- Created a curriculum that will be used in Donald E. Long School/Incarcerated Youth Program. BoyStrength staff will have the opportunity to teach Violence Prevention to both male and female inside the facility.
- GirlStrength: Taught 525 students self-defense and assertiveness skills through 33 different workshops, camps and multi-week programs.
- GirlStrength included 10 volunteers contribute 409 volunteer hours through teaching the GirlStrength curriculum across Portland.

Challenges:

- Volunteer retention is always a challenge

The Elder Crime/Vulnerable Adult Unit

Accomplishments:

- Worked with Multnomah County Domestic Violence Crisis Response Unit, PPB and Adult Protective Services to fund and fill an Elder Domestic Violence Response Advocate

- Coordinated three panels for Intellectually/Developmentally Delayed (I/DD) direct service providers to include PPB, Parole and Probation, Portland Emergency Management, ONI, and the DA's Office.
- Partnered with Elders in Action to contact over 100 seniors who filed reports with PPB that were not going to be investigated to offer services
- ECVA/Records/APS partnered to utilize the Lexus Nexus on line reporting system to streamline mandatory reporting of APS cross reports to PPB, which saved PPB patrol officers 100 reports
- Screened over 4300 reports
- Assigned over 500 cases
- APS on line reporting (1st year) over 100 cases (patrol did not have to take)

Challenges:

- Staffing continues to be the primary challenge for the unit. Specifically, ECVA is down one Detective position and soon to be two making after hour's response more difficult.
- ECVA is MORE than Elder Crime and Vulnerable Adults. ECVA is also responsible for M11 Domestic Violence (DV) crimes including Assaults and Kidnaps. Additionally, several years ago, ECVA became responsible for DV Sexual Assaults. When ECVA was tasked with these investigations from the Sex Crimes Unit (SCU) they constituted a significant percentage of their case load yet ECVA received no additional detectives to offset the significantly increased work load. The result has been a decrease in the number and type of Elder and Vulnerable Adult related investigations and nearly no fraud investigations. These two populations are among the most vulnerable in Portland yet are rarely recognized as such. To make matters worse, the US Census indicates the elder population nationally is growing and by 2050 will constitute 20% of the US population (and even more so in Portland according to an Oregon Live report). Further, those 85 years and older are the fastest growing portion of the elder population. This has significant policing implications for PPB and yet they have little to no voice due to their vulnerabilities.
- Training: M11 DV Assault, Sexual Assault, Elder Crime/Vulnerable Adult, Fraud Unit is fortunate to have plenty of training opportunities but the number of investigative disciplines these detectives are tasked with is daunting. The unit should be assigned detectives for DV, Elder/Vulnerable Adult and Fraud just like these are separate units on the 13th floor.
- On Call will become more difficult to support due to lack of personnel and is more pronounced because the unit is small and the structure is different than other Detective Units. In this unit, one Detective and one Officer are partnered to work the cases while in other Detective Units two Detectives are on call together. Further, many units have more than one team up in case more than one large case comes. In this unit, there are not enough Detectives to support two up teams of two Detectives, which has resulted in Detectives being worked for more hours than is safe and that challenges the quality of the investigations.

Sunshine Division

Accomplishments:

- 21,007 families served via Sunshine Division's two locations
- 338 precinct emergency food boxes delivered by uniform officers
- 865 emergency food boxes delivered in bulk by uniformed officers to social service agencies predominantly assisting the immigrant community
- 462 children taken shopping by PPB officers for clothing through Izzy's Kids/Shop with a Cop
- 159 officer referral cards redeemed at warehouse
- 3800 Holiday food boxes delivered during December
- 16,000 additional holiday deli meals distributed by PPB and Sunshine Division to social service partners, to include SEI, NAYA, IRCO, ROSS, Lutheran Family Services, etc.
- 500 Thanksgiving food boxes delivered
- 2000 school meal food boxes delivered to Portland area children
- Over three million pounds of food shared with other charitable partners
- Officer Tobey participated in over 150 community engagement events and 30 media interviews.

PROPERTY/EVIDENCE DIVISION

The Property Evidence Division of the Portland Police Bureau is charged with maintaining the integrity and the chain of custody of all property and evidence submitted by Portland Police Officers, Portland State University Officers, and Oregon Health Sciences University Officers and in some cases federal agents. This requires the safe guarding of large quantities, and often very valuable items including narcotics, currency and firearms as well as other property and evidence to include motor vehicles, hazardous materials, DNA evidence, and other sensitive items. This division manages an average inventory of more than 300,000 individual items and receives an additional 5,000, each month. Each item must be maintained in a secure environment, consistent with nationwide best practices, while maintaining accurate chain of custody records and the ability to be retrieved on short notice.

Accomplishments:

- Received 56,000 items of property and evidence.
- Disposed 59,437 items of property and evidence.
- Answered 8,395 calls from the public and other law enforcement agencies.
- Assisted 5,670 customers.
- Released 8,459 items. This includes items returned to owners, other agencies and the courts.
- Processed 403 recreational vehicles for the PBOT Abandoned Auto program and the PPB Community Caretaking efforts.
- Hosted 6 interns throughout the year.
- Purchase and installation of evidence lockers for TOD to support the NIBN testing of firearms.
- DIR 660.10 was updated to include the new process for NIBN testing.
- Provided two PED employees to the Training Division to teach other bureau members in CPR.
- Continued to donate bicycles to Alaffia's Bicycles for Education Project, which transports the bicycles to West Africa and gives them to youngsters needing transportation to school.
- PED staff taught several classes about Property and Evidence Handling/Packaging to new officers during their post academy training.
- Throughout the year PED hosted new police officers for orientation in property and evidence handling prior to them starting at the academy.
- PED continued to act as subject matter experts for the Bureau and similar police property operations throughout the region.

Challenges:

- Ongoing issue of people breaking into the storage lot in front of the PED warehouse. We have continued to make security improvements to the fencing and lot, and have elicited help from Central Precinct. The criminal activity however, continues.

SERVICES BRANCH

INFO TECH DIVISION

The purpose of the Information Technology Division is to provide technology services and support. The Information Technology Division in Police is under the Public Safety Technology Division in BTS. There are three groups providing services to the Police Bureau in the Public Safety Technology Division: Police IT; RegJIN system; development services. We also support nearly 1200 smart phones and various applications utilized on the mobile devices. In addition they support critical applications for the Bureau such as RegJIN, CAD as well as administrative applications like UDARS, LMS, etc.

Accomplishments:

- Replaced most of the Police MDC's in 2018 (finished in 2019)
- Created Traffic software for the iPhone – replaced old Windows devices
- Developed new UDAR annual vacation sign-up
- Completed an Office 365 Pilot – decided not to go to Office 365 at this time
- Creation and expansion of the Sexual Assault Management Systems (SAMS). We have also deployed the system at jurisdictions throughout the U.S.
- Upgraded the MRE (Mobile Reporting) to version 7.5
- Upgraded DIMS
- Added Language Line on the iPhones
- Tableau Pilot and roll-out to command staff
- LMS deployment
- I2 deployment
- GOVQA deployment
- Stops Data Collection development and roll-out to the iPhone
- Community Engagement application development and roll-out to the iPhone
- Resolved 5,582 issues with desktops, MDC's smartphones or requests for service
- Radio system was available at 99.999%+ for 2018 – that is less than 31 seconds of down time for the year.

Challenges:

- Increasing demand for IT development and support without additional staffing.
- Key staffing loss on the Desktop Support team. Replacement takes time with hiring processes and background checks as well as a tight job market.

RECORDS DIVISION

The mission of the Records Division is to process police records, requests and perform day to day operations promptly and accurately. We are committed to assisting citizens, Bureau members and partner agencies courteously, timely and effectively.

Accomplishments:

- Reduced the RecFN backlog by 55% (January 30, 2018 to January 30, 2019), which ensures that other RUs receive accurate data in a more timely manner.
- Hired five new Police Records Specialists, and had six Police Records Specialists complete probation.
- Trained eight tenured Police Records Specialists in a total of 16 new-to-them positions in Records.
- Expanded use of CopLogic, which reduces workload for sworn officers on the street.
- Passed FBI CJIS, NICS, and NCIC audits in June with high praise.
- Demonstrated potential to use Sharepoint as a free and more efficient alternative to a shared network drive for SOP storage.
- Increased attendance at relevant trainings for division members at all ranks.

Challenges:

- Ongoing staffing challenges cause trickle-down effects in other divisions, which is being addressed through ongoing hiring processes and restructuring shifts. RegJIN continues to be used less efficiently than possible, but the division is reviewing SOPs to streamline processes. The public records unit has a significant backlog of records requests, driven in part by an increasing number of complex requests, and is currently in a hiring process and continuously evaluates procedures to more timely respond to public records requests.

FISCAL SERVICES DIVISION

The Fiscal Services Division of the Portland Police Bureau provides financial and business leadership and expertise to the bureau to enable compliance of fiscally-oriented legal and policy requirements and to support the bureau in managing and accounting for all resources in an effective, efficient and transparent manner. Fiscal Services provides expert professional advice and assistance to bureau management on a broad range of complex financing, budgeting, and policy and procedural matters, which enables bureau command to make sound, data-driven decisions. Fiscal Services has direct oversight of the following areas: preparation and management of the Police Bureau budget; grant management and compliance; purchasing, including contract development and setup; ordinance preparation and filing; accounting; payroll; financial planning, analysis and reporting; alarms management; fleet management; facilities management; Quartermaster program management; and SAP change management.

Accomplishments:

- Partnered with SSD on the Tableau server pilot project, which tested the functionality of utilizing Tableau with live server connections. The results informed the bureau's decision to fund the licenses for a larger roll-out, specifically supporting the crime analysis work, overtime and bureau spending reports, and p-card usage reports.
- The Alarms Administration Unit has undertaken a significant body of work to modernize and streamline the Unit's processes. The online payment system has been live for over one year, and more than 50% of payments come through this portal. This is a significant time savings for the small two person unit. The second significant project, to revise City Code, was completed in December 2018. The implementation phase for the code changes will take place in early 2019, when the unit will work with customers on the transitions to the new policy. It is the intention of the code changes to reduce the amount of time officers spend on alarm calls, and this unit is actively looking for policy solutions that meet the desired outcome and assist with the deployment of limited resources in precinct patrol.
- The Grants Unit processed grant applications and awards that total approximately \$4.4 million.
- The Fleet Unit completed a CO2 safety compliance modification to 240 patrol vehicles; researched and implemented a new seat belt system in patrol vehicles due to a prisoner safety issue; and developed and implemented a preventative maintenance program that will be used as a model throughout the City.
- Worked with the Information Technology Division (ITD) to update the UDAR to include electronic processing of coaches pay and the PPA annual vacation sign-up. These two major processes were previously done on paper and required a sizeable amount of administrative time.

Challenges:

- The BHR class/comp study and its results had a negative impact on morale and productivity. The pay equity process was also a challenge to work through.

TRAINING DIVISION

The Training Divisions mission is to ensure the physical, mental and emotional survival of our Bureau Members for the length of their career. Training Division trains all members of the Police Bureau in many areas of training. Training Division is responsible for all recruits and their training during their 18 month probationary period. Training Division compiles all of the lesson plans for the entire bureau and places the training into the LMS system.

Accomplishments:

Training Division Field Training Program:

- Hired 83 new officers in 2017.
- Hired 43 new officers in 2018.
- The 43 hires were hired in 7 groups:
 - Training Division provided each group approx. 75 hours of pre academy training.
 - Training Division provided each group approx. 108 hours of post academy training.
 - For a total of 183 hours of training.
- Managed 115 probationary officers in 2018.
- Completed two 30-hour Field Training Officer (FTO) schools for a total of 42 new FTO's
- Updated the FTEP manual in 2018.
- Created a proposal for newly promoted sergeant FTEP program and forwarded to the CHO.

Advanced and Sergeant Academies:

- Conducted 4 Advanced Academies, the most completed in a single year.
- Created a new PPB Sergeant's academy.
- Managed the Metro Sergeant's academy.

In-Service:

- Provided three separate full In-service sessions throughout 2018. During all 3 sessions, all sworn members (excluding probationary members and members on injury leave or LOS) attended. The division trained approximately 836 members per in-service.
- Offered 50 total hours of In-service training per member in 2018.
- Provided 10 hours of Supervisor In-service in 2018, with 187 members attending.
- Provided PVO in-service to 825 members.

New Programs: Leadership

- Hired a new Leadership officer and began the process of creating a leadership program for all ranks.
- Provided the first leadership class to the Sergeant's Academy.
- Provided a new leadership class to the Advanced Academy.

Procedural Justice / Ethics:

- Hired a new PJ / Ethics officer and created a PJ / implicit bias class for In-service.

- The officer began the task of reviewing all current lesson plans to include PJ in all areas of training.

Wellness:

- Hired a new wellness officer and began to create a wellness program for the Police Bureau.

Analyst:

- Created and received approval for the following reports:
 - a. 2019 Annual Training Plan, documenting anticipated 2019 trainings for all precincts and divisions in the Police Bureau.
 - b. 2019 Needs Assessment, documenting evaluation findings and future training needs for Bureau Members.
 - c. 2019-2021 Three-Year Strategic Plan, documenting long term training plans for the Police Bureau.

Learning Management System (LMS):

- Launched and deployed the LMS to Bureau Members.
- Built a platform to allow supervisors to check their individual subordinates training records.
- Completed the historical data transfer from Skills Manager.
- Sent videos, directives, knowledge checks, legal updates, Tips & Techniques to members through the LMS.
- Recorded attendance for Advanced Academy and In-Service using the LMS.
- Documented members' Range Qualifications and made them viewable on member transcripts.
- Configured an onboarding process for new non-sworn employees to allow new non-sworn employees receive an introductory email letting them know about the LMS.

Video Production:

- Completed 24 Video Production Projects.
- Completed 7 Photo/Design Projects.

Additional Training:

- Held 6 Community Academies.
- Held 5 instructor Schools: PVO, Firearms, Patrol Procedures, Control Tactics and 40mm Less Lethal.
- Held 2 UTV (ATV) Schools.

PERSONNEL DIVISION

The Personnel Division provides human resource related service to the Police Bureau. Responsibilities of the division include: conducting background investigations for all positions within the Police Bureau, maintaining personnel records, coordinating FMLA/OFLA for employees, staffing the Operations Support Unit, implementing the sworn/non-sworn recruiting plan & overseeing the separation process of Police Bureau employees.

Accomplishments:

- In 2018, the Personnel Division achieved several notable accomplishments including:
- Implementation of a cloud based background investigation software POBITS (Peace Officer Background Investigation Tracking System). This software will assist the background investigators with case management, track background statistics & creating a digital file for easier storage/retention. This will streamline our hiring process and should result in a 1% budget savings for our division.
- Recruiting team implemented a quarterly meetup/walking tour to keep police applicants engaged in our hiring process. One of the tours was done in Old Town and the other was conducted at the Sunshine Division. The events bring community members and applicants together. Community members address applicants directly about their expectations of police. The events allow the community to have a voice during our application process
- Recruiting team hosted six student interns over the summer of 2018. The interns were housed at Portland State University and spent 2 weeks exposed to the different sworn/non-sworn employment opportunities within the Portland Police Bureau. The interns were students at John Jay College and the University of Southern Mississippi.
- Recruiting team over the last year conducted; 32 career/recruiting events, 17 class room presentations, 8 women specific recruiting events, 12 Diversity recruiting events, 8 Veteran's engagement events and 12 Hiring workshops.
- Processed 717 applicants for sworn/non-sworn/contractor/volunteer positions for the Police Bureau which resulted in hiring 43 sworn police officers and 37 non-sworn employees.

Challenges:

- Acquiring POBITS began in November 2017 and took all of 2018 to satisfy the different elements of the City of Portland's procurement process. This was a frustrating process for the vendor and Personnel Division because of the many different approval levels that had no timelines for completion.
- Staffing demands in the Training Division created recruiter staffing shortages on the team. Anticipate getting back to assigned strength by Jan 2019.

STRATEGIC SERVICES DIVISION

The Analysis Unit of Portland Police Bureau's Strategic Services Division provides research, analysis, statistics, and data to internal and external stakeholders to support law enforcement functions and the mission of the Portland Police Bureau.

The analysis produced by this unit supports the day-to-day operations of the PPB by providing data and evidence to direct the efficient use of limited patrol and investigate resources to support public safety, address emerging crime issues, and reduce the fear of crime. The Analysis Unit supports the efforts to meeting the goals of the settlement agreement with the USDOJ by identifying data collection requirements, developing data collection tools, and providing analysis and research to meet reporting requirements. The Analysis Unit also plays an essential role in the PPB's efforts towards transparency by developing data sets, interactive analysis tools, statistics, maps, and reports that are shared with the community.

Accomplishments:

Analysis Unit:

Open Data:

- The Analysis Unit continued to publish new content and update existing content on the PPB's Open Data Site: <https://www.portlandoregon.gov/police/71673>. New open data content included officer involved shootings, use of force reports, dispatched calls for service, and traffic enforcement and crashes.
- As part of the Open Data Initiative, the PPB accepted the Police Foundation's Challenge to produce and release open data on hate and bias motivated crime. In August, an interactive visualization and open data set of reported bias/hate crimes were published to the open data site: <https://www.portlandoregon.gov/police/BiasDashboard>.
- PPB was also selected to be a case study agency for the Police Foundation's guide to best practices in open data. The Analysis Unit provided content for [Part 1: Developing Open Datasets for the Open Data and Policing A Five-Part Guide to Best Practices](#) and provided guidance to other law enforcement agencies during a Police Foundation webinar.

Stops Data Collection

- A new application to collect stops data was launched in June 2018. The app provides an improved end user experience increasing the efficiency of data collection by officers. It also included updated data points to comply with the new State reporting requirements. By the end of the year, 16,867 submissions had been received through the app.

Community Engagement App

- The Analysis Unit initiated the development and testing of the Office of Community Engagement (OCE) data collection app in 2017. On the 28th of March 2018, the app was launched to 1,156 Bureau phones enabling both sworn and non-sworn personnel to create an accurate record of the community engagement events we are presently participating in. Between March 28th – December 31st 2018 the OCE APP has had 1,151 discrete submission. There have been 276 different PPB personnel that have submitted community engagement events. The PPB has recorded a minimum of 2,923 hours at

these events. There have been 20 unique languages spoken at these events. The most common types of events fall into the broad category of community event, which parades, Breaking Bread Breaking Barriers events, Boys and Girls club events, holiday meal delivery and much more.

Challenges:

- The biggest challenges for the Analysis Unit in 2018 included data quality issues that impact the timeliness of our analysis products due to delays in report processing by Records Division and maintaining a high level of service with increased demand for analysis products.

Equity and Diversity Office

- Police Equity Council completed charter documents and structure
- Provided bureau wide coaching support to: Personnel division: Oral boards questions, Recruitment plan feedback, Provided feedback to the Training division on interview questions
- Interview processes: participated in several officer panels, PS3 and sergeant, LT and captain assessment centers.
- Started equity library with study guides
- Lead Affirmative action plan update process
- Recruited and coordinated in-service community talks
- Created equity tools: Inclusive process, BEAT, Hiring lens
- Coordinated Equity retreat and celebration
- Organized and completed half of the bureau wellness focus groups
- Co-hosted Trans 101 training
- Completed Equity Chats initiative
- Identified and contracted new strategic planning software to manage REP
- Completed Budget Equity Auditing Tool
- Formed partnership with COP Tribal Director in government relations

Challenges:

Institutionalizing the REP

RegJIN

The RegJIN team supports the regional records management system (RMS) and many of the peripheral software, hardware, and interfaces associated with this system; including but not limited to; MDT, mobile report entry (MRE), vMobile, and RMS administration. Support includes; help desk, training all aspects of the systems parts, configuring system and peripherals, implementation of upgrades and new system features, and creating documentation (training and reference materials).

Accomplishments:

- Upgraded MRE twice from FoxPro to .NET, then to MRE TV 7.5, which required training and training materials. Over 700 officers and sergeants received training.
- Managed over 700 NCIC device IDs for system users for LEADS connectivity via RMS, MDT, and vMobile.
- Team worked on the eCitation project: including interface with state, configuring system tables in RMS and with state system.
- 2454 support calls were taken and logged by RegJIN Help (business and after hours).
- Began work on designing, documenting, and building data sharing HUB proof of concept, which will allow us to host sharing of data regionally and statewide.
- Provide RMS data for analysis software; SQL, Cognos, and Tableau.
- Authored RFP for consultants. Collaborated with consultants to assess current RMS environment.
- Managed, installed, and updated partner agencies approximately 20 + firewalls throughout region.
- Refreshed GIS (map data) twice this year.
- Created numerous system templates to capture specific data required by the requesting agency.
- Built and disseminated software packages for installation of MRE TV and MDT.
-

Challenges:

- Agencies leaving the system required archiving and management of the user accounts. Over 1500 accounts were created/modified/archived.