

Portland Police Bureau

# Community Policing Strategic Plan 2007-2012

## *A Five-Year Vision*



**Tom Potter** Mayor  
**Rosanne M. Sizer** Chief of Police

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## Dear Community Policing Partner:

I am proud to present to the communities of Portland, the Portland Police Bureau's Community Policing Strategic Plan for 2007-2012. When I first became Chief of Police I committed to three things that I think are critical to improving our Community Policing effort in Portland:

- Building better relationships between the Police Bureau and the community. We must particularly build relationships with communities that may not traditionally have had access to this organization.
- Organizing our resources to achieve maximum impact. We do that by focusing on chronic offenders and repeat call for service locations.
- Developing and mentoring our personnel. We thereby maximize our most important resource, our people.

These commitments have expanded to encompass seven Bureau initiatives that now move the Bureau forward in developing a five year vision.

What's new in this plan is the format; we have expanded our planning horizon from two years to five years and our focus on initiatives that are frankly more strategic. I see this plan as an evolving document each year. As we report back to the community, you will see it change – new initiatives will develop out of our discussions in the communities we serve. New opportunities to implement successful strategies will give us insight on what works.

What's stayed the same is our commitment to the mission and values of this agency. I will deliver to you the qualities I hold most dear: fairness, honesty, transparency and compassion. These values are part of every decision I make as the Chief of Police.

In the next five years, the Portland Police Bureau will need to secure significant funding to pursue the following projects:

- Build a regional training facility by partnering with metro area law enforcement.
- Build and purchase new software for PPDS/Radio upgrades.
- Replace current mobile data computers (MDCs).
- Move the Traffic Division.
- Improve staffing levels.

It will be impossible to complete these tasks without funding. We are working with City Council on funding that will support the Police Bureau's strategic initiatives and supports the City of Portland's city council goals of ensuring a safe and healthy city and improving the quality of life in our neighborhoods.

Sincerely,

A handwritten signature in black ink that reads 'Rosanne M. Sizer'.

ROSANNE M. SIZER  
Chief of Police

## Mission, Vision, Values and Goals

### ► Bureau Mission

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The mission of the Portland Police Bureau is to reduce crime and the fear of crime by working with all citizens to preserve life, maintain human rights, protect property and promote individual responsibility and community commitment.

### ► Vision

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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.*

### ► Values

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The values of the Portland Police Bureau, adopted in 2004, are commitments to the community and reflect the mission statement: *Integrity • Compassion • Accountability • Respect • Excellence • Service*

### ► Goals

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#### City of Portland

- Ensure a safe and peaceful community.
- Improve the quality of life in neighborhoods.



#### Police Bureau

The goals of the Portland Police Bureau, adopted in 2006, provide direction on community policing:

##### Community

1. Focus efforts on repeat calls for service and chronic offenders.
2. Enhance the community and police relationship.

##### Organizational

3. Develop and encourage personnel.
4. Continuously improve work processes.

## Initiatives, Plan Elements, and Strategies



### City of Portland initiatives

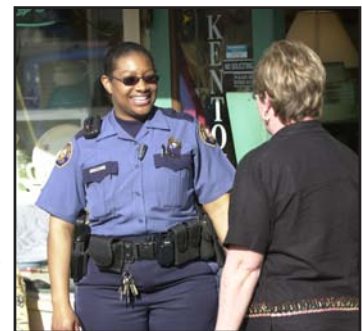
- Public safety and emergency preparedness: preparing residents for disasters, enhancing livability, and improving police performance.
- Children's Bill of Rights: educating Portlanders about the needs for, and availability of, services for children and how best to fill any gaps.



### Bureau initiatives

The Portland Police Bureau is focusing on the following strategic initiatives that shape the way the Police Bureau functions:

- **Enhance Community Policing efforts to build healthy productive relationships** with all Portland communities, particularly with those communities that are underserved.
- **Improve Accountability systems** by developing customer service standards for employees and establishing regular employee performance evaluations to provide feedback, mentorship and identify career development opportunities.
- **Recruitment and hiring priorities** to keep up with the retirement "bubble" that occurs every 25 years and to increase diversity.



- **Research new technology** to enhance the Police Bureau's communication tools to reach residents and other first responders.
- **Collaborate with regional and bureau partners** to identify resources and opportunities to improve efficiency in recruitment, hiring, and training employees and other operational areas.
- **Design organizational systems and structures** that support efficiency and response.
- **Create a Quartermaster unit** that organizes purchases of personnel equipment and uniforms, serves as a liaison to vendors, and coordinates recycling equipment efforts.

### Plan Elements

The 2007-2012 Community Policing Strategic Plan is designed to incorporate elements of the Bureau's annual work plan and tie more concretely to the annual budget process. All of these reports should acknowledge and cross reference one another. The results will help the Police Bureau move forward and keep the communities we serve informed on our achievements and challenges.

Identifying initiatives, developing innovative strategies and recounting achievements are key elements in providing a successful plan to employees and the community. Other considerations of the plan include preparing for a loss of senior employees, both sworn and non-sworn, and the increasing need to upgrade to new technologies, internally and externally. The Bureau needs to clearly and concisely prioritize our work to maximize results.

The structure of this strategic plan is intended to ensure that the 2007-2012 Community Policing Strategic Plan is simple to implement, easy to update and able to flex with the reality of day-to-day police work in Portland.

### **Bureau Strategies**

All of the strategies are listed by Branch. The reader should keep in mind that many strategies support more than one goal.

## Services Branch Initiatives and Strategies

### Implement new technology efficiencies.

#### Strategies

- Phase in the electronic field reporting project.
- Upgrade the MDC capability.
- Replace CAD and PPDS infrastructure and integrate with new systems.
- Support SAP implementation.



### Build a Regional Training Center.

#### Strategies

- Develop a comprehensive training center planning process.
- Develop a business plan to ensure fiscal responsibility.

### Establish Emergency Management capability.

#### Strategies

- Institutionalize NIMS and ICS.
- Partner in the development of an All Hazards Incident Management Team.
- Develop a functioning emergency management Resource and Coordination Team.

### Improve recruiting and hiring efforts.

#### Strategies

- Evaluate, analyze, and re-develop Bureau hiring practices to increase diversity and quality of recruits.
- Create partnerships with criminal justice programs at local colleges.
- Develop and implement mentorship program for new applicants.



### Increase training capacity.

#### Strategies

- Strengthen DPSST partnership to impact training opportunities.
- Create sustainable training infrastructure.

## Investigations Branch Initiatives and Strategies

### **Improve internal and external communication.**

#### *Strategies*

- Provide case numbers to community members for easier access to reports to help them track their case.
- Develop other methods of communication using web-based tools to improve flow of information from detectives to public.
- Use community surveys as a method to prioritize property and person crimes to help reduce crime rates.



### **Create internal system to provide employee feedback and career development opportunities.**

#### *Strategies*

- Create enhanced in-service training on investigative procedures for sergeants and detectives.
- Explore options to reduce command turnover in investigative functions.

### **Increase new technology for Detectives/Investigators**

#### *Strategies*

- Implement case management system throughout the Bureau.



## Operations Branch Initiatives and Strategies

### Build relationships with youth and the community.

#### Strategies

- Officers will identify youth programs/schools within precinct boundaries and use self-initiated time to interact with youth and support ongoing activities.
- Precincts will organize and host community events (i.e., open houses, East Precinct Ice Cream Patrol).



### Engage district officers in problem solving efforts.

#### Strategies

- Crime analysts at each precinct will create lists of five chronic locations in each district using criteria: calls for service, neighborhood complaints to NRT/ONI or PSAC.
- Officers will use list and meet with detail sergeant to select one location for a problem solving project.
- Officers to work with ONI, neighbors and other partners and report progress bi-weekly in precinct database.

### Develop and encourage personnel.

#### Strategies

- Semiannual performance feedback to members regarding productivity, problem solving efforts, relationship building, training needs and use of force.

### Target chronic locations and offenders.

#### Strategies

- Neighborhood Response Team and Neighborhood Liaison Officers will use crime analysis data on street crimes to focus on top locations and individuals.
- Develop specific crime reduction strategies around emerging hot spots.
- Expand Service Coordination Team project (chronic drug and drug-related property crime offenders) from Central Precinct into North and Southeast Precincts.



## Results and Measures

The Bureau's value 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.
- Community feedback from the Bureau's Community survey.

Readers are encouraged to read the results of these reports located on the Portland Police Bureau website at: [www.portlandpolice.com](http://www.portlandpolice.com)



## Community Involvement

Anticipating what changes may be crucial in the next five years is challenging. The Bureau is committed to engaging all employees and our community partners in continuing discussions of this organization's mission, values and goals.

In the Bureau's planning for the 2007-2012 Community Policing Strategic Plan, we asked the community and Bureau members for feedback to open-ended questions. The emphasis was on what public safety programs are working, what needs improvement and what strategies the Bureau should focus on in the next five years.

### Public Comment

On April 14, 2006, a questionnaire was distributed to community partners asking for input in three areas and examples of the activities or strategies that are important to work on, including existing efforts, new strategies, or existing efforts that need more attention. Responses from 21 surveys received through email, mail, and the Police Bureau website included:

#### **Activities or programs that substantially contribute to reducing crime and the fear of crime included:**

Community policing (i.e., person-to-person contact, involvement with the community, partnerships) and police presence/visibility were listed repeatedly. Other activities or programs listed multiple times: youth activities/PAL, neighborhood involvement (i.e., neighborhood watch, neighborhood association, business association), Neighborhood Response Team officers, gang enforcement and outreach, Crime Prevention staff, graffiti abatement and removal, and any effort to address drug dealing.

#### **Activities or programs that substantially contribute to improving the quality of life on my block or my neighborhood included:**

Neighborhood watch, crime prevention staff, Neighborhood Response Teams, efforts around youth and youth activities, and Police Activities League (PAL) were all listed by multiple individuals responding to the survey. Another repeated theme was communication with neighbors by officers having direct contact with individuals, neighborhood association meetings, neighborhood block parties, Public Safety Action Committees, meetings with commanders, foot patrol, and community groups that work with police.

#### **Strategies that are important to work on in the next two years included:**

More patrols/police presence was listed in many responses. Other areas listed as important to work on include: police and community interaction and problem solving, youth programs or activities, officer diversity training, increased public education about police practices, graffiti abatement, and Neighborhood Response teams.

### **Strategic Planning Workshop**

On October 13, 2006, 130 community and Bureau members participated in an all-day workshop exploring new ways to do police work and deliver services that are more effective and innovative. Participants focused on achieving Bureau goals and measurements.

**Goal #1: Focus efforts on repeat calls for service**

Work with partners who can assist with chronic locations and offenders, potential partners were identified. Collaborate with community members around this issue by attending or holding meetings, work with crime prevention and Neighborhood Response Team officers, focus on youth, and provide educational opportunities for the public.

**Goal #2: Enhance the police and community relationship**

Concentrate on cultural competency and diversity training, involve the community, ensure officers know about available resources, use volunteers, conduct youth outreach, communicate with the public using technology resources, relay success stories, and focus on public relations.

**Goal #3: Develop and encourage employees**

Focus on employee recognition and support of ongoing education and training, and recruitment, hiring, and promotion. Encourage employees to volunteer in the community, build relationships with youth, and establish an employee mentor program.

**Goal #4: Continuously improve work process.**

Use technology to streamline and automate processes, such as Electronic Field Reporting to online crime reporting tools for community members. Participants also discussed ways to reorganize divisions and units for more efficiency.

**Performance Measures**

Measure officers' performance, community members' satisfaction with services, and officers' involvement in community activities. Prioritize what offenses are most important to the community to investigate, then track. Measures should be both objective and subjective.

### **Budget Planning Work Sessions**

A budget workshop was conducted for community members, businesses, police-community advisory committees, city and county representatives, and interested civic, community organizations, as well as Bureau command staff on January 4, 2007. Over 100 participants provided feedback on what core services were most important to them, as well as additional budget ideas.

Highlights from the work sessions included placing a priority on recruitment and advertising, creating civilian positions that allow the redeployment of sworn personnel to return to patrol, examining the feasibility of creating a regional training center and relocating other facilities, using and developing technology resources, restoring the precincts personnel to keep the precincts open 24/7, reviewing equipment costs, supporting youth initiatives with limited duty or retired officers, looking at inter-bureau agreements for cost savings and recovery, and reviewing precinct boundaries

Participants indicated an interest in restoring the functions of police services to help do the job more efficiently.

## Community Participation

The Portland Police Bureau offers a variety of volunteer opportunities. Not only is it a great place to volunteer, it's a unique opportunity to learn, engage and interact with Bureau and community members alike. Volunteers are an extremely important part of Police Bureau operations, assisting Bureau members in efficiently and effectively providing services to Portland's diverse communities.

Listed below are the various volunteer opportunities currently available in the Police Bureau. During the summer and fall 2008, the Police Bureau will begin to expand community engagement by involving the public in policy and service decisions that affect them. In addition, the Bureau will seek out community members to assist in experimenting with options to replace the Chief's Forum Advisory Committee. As future volunteer opportunities become available, information about these opportunities will be posted on our website at [www.portlandpolice.com](http://www.portlandpolice.com).

- **Advisory Councils**

Community members sit on seven bureau-wide advisory committees representing Portland's diverse minority communities.

- **Precinct Advisory Councils and Public Safety Action Committees**

Precincts have community-based advisory and public safety councils. These councils promote positive relationships between Police precincts and the community by working on problem-solving activities.

- **Police Cadet Program** ▶

The Cadet program is designed to provide young adults with an interest in the field of law enforcement an opportunity to learn about police service.

- **Bureau Budget Advisory Council**

Community members appointed by the Mayor's Office review and prepare recommendations regarding the Police Bureau budget.



- **Community contact offices**

Community volunteers staff various community contact offices open to the public through a partnership with the Office of Neighborhood Involvement and Elders in Action

- **Officer recruitment**

Volunteers participate in the oral interview phase of the officer selection process.

- **Review boards**

Citizens and peer members examine all investigations where serious violations of policy or procedure and use of force are reviewed.

- **Citizen Police Academy**

This academy offers citizens insights into how police officers perform their duties and how the Bureau serves the community.

- **Crisis Response Team ▶**

The CRT is a volunteer service for victims of traumatic incidents and their families.

- **Police Reserve Unit**

Citizen volunteers partner with the Portland Police Bureau. Recruits complete a Reserve Academy and are assigned many duties such as

patrol support, assist with special missions, VIP security, assist at traffic accidents and community events.







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