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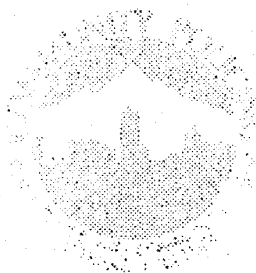
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PORTLAND POLICE BUREAU
**COMMUNITY POLICING
TRANSITION PLAN**

10-5-92
MFI

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CITY OF
PORTLAND, OREGON
BUREAU OF POLICE

J.E. BUD CLARK, MAYOR
Richard D. Walker, Chief of Police
1111 S.W. 2nd Avenue
Portland, Or. 97204

January 31, 1990

TO: Mayor J.E. Bud Clark

SUBJECT: Third Community Policing Resolution

In response to broad community support and Police Bureau interest, the City Council passed a resolution in July 1989 outlining an approach to policing that would better align police resources with the public safety concerns of neighborhoods and businesses. A second resolution passed in October 1989 defined organizational issues and expected outcomes for a mandated Police Bureau implementation of Community Policing over a five-year period.

In response to the City Council's resolutions, the Chief of Police established a Community Policing Division and directed it to fully involve the community, the Police and other City Bureaus, and outside agencies in a comprehensive program to develop a plan for the transition. This Transition Plan is the result of recommendations from dozens of committees and community meetings.

A multi-bureau Transition Committee formulated goals and objectives, developed strategies from the recommendations, assigned priorities and responsibilities and prepared an implementation schedule and budget. Hundreds of copies of a draft implementation plan were distributed throughout the community and the Police Bureau for review and comment.

With great enthusiasm, the Police Bureau submits this Community Policing Transition Plan to the City Council for action. The Plan describes a dynamic process for change. It will engage all resources of the Police Bureau in a coordinated effort to evolve into a new police organization - in mission, structure, and function. It welcomes the full participation of the citizens we serve while promoting individual responsibility and community commitment. It challenges both citizens and police officers to link arms in a partnership to give Portland the safe environment it so richly deserves.

The Police Bureau will shift to a different mode of policing while retaining its basic mission and traditional police functions. The focus will shift from enforcing laws to solving problems as the Bureau becomes increasingly sensitive and responsive to community desires and expectations. Together, we will forge a partnership.

With renewed vigor and strategies, the Police Bureau is determined to regain momentum with the impetus of Community Policing. The Bureau will be accountable for results. All strategies and activities are assigned to responsible units within the Police Bureau who will report monthly to the Chief and Transition Committee. The Chief will brief the City Council quarterly. An ongoing strategic planning process will submit yearly revised plans and budgets to the City Council. Revisions will be made based upon measurement and evaluation, community input, integration of results from demonstration projects and progress in organizational change.

The City Council, the Police Bureau and citizens of Portland are embarking on a journey. This Transition Plan charts the course with an ongoing process that will illuminate a clear direction. As partners, we can follow the course with confident trust in our relationship and summon the courage and insight to surmount obstacles without losing sight of our goal.

With unity in thought, purpose and action, we will steadily advance toward full implementation of Community Policing. The journey begins with a third City Council resolution adopting the Transition Plan and directing the Police Bureau to proceed with implementation. Together we can attain what we have envisioned.

RICHARD D. WALKER
Chief of Police

cc: Commissioner Earl Blumenauer
Commissioner Mike Lindberg
Commissioner Bob Koch
Commissioner Dick Bogle

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Executive Summary

A Time for Change

Over the past five years, sharp increases in crime, gangs and drugs have severely impacted the quality of life for the citizens, neighborhoods, institutions, and businesses of Portland, and strained the resources of the Portland Police Bureau.

It's time for a change. Crime and public safety are community problems. The community and the police must work together to solve them. Through Community Policing, a partnership has been created and a process initiated to make Portland a safer, more livable city. A new Police Bureau will be shaped that will dramatically change the way the police do business.

Community Policing puts the police and citizens arm-in-arm to reduce fear and restore safety. Police Bureau resources will be more closely aligned with neighborhood and business district boundaries. Community Policing encourages and builds upon the success of recent police and community cooperative problem-solving and recognizes the important role of other city bureaus in crime and public safety issues.

Transition to Community Policing

The ideas and concerns of hundreds of citizens and police personnel resulted in City Council resolutions in July and October of 1989 to implement Community Policing over a five-year period as the operational philosophy of the entire Police Bureau. Community Policing is an ongoing planning and evaluation process. It views change as critical to success.

This document outlines the initial steps of this process. It sets in motion a community-driven process to create a new, dynamic organization. The basic mission of the Police Bureau will remain intact but its emphasis and form will change.

What the Police Bureau will look like in five years cannot be accurately predicted at this time. But it will certainly be different as a result of continuing input, evaluation, restructuring and demonstration projects. This document is a guide for action. It identifies the necessary foundation to be laid to achieve the goals and objectives of Community Policing.

First Year Priorities

A transition committee composed of citizens, City Bureau managers, police personnel, and Police Bureau Commanders prioritized all of the transition events. The higher priority events were divided into short-term and long-term. Short-term events are to be accomplished within fiscal year 90-91; the long-term processes and projects will be initiated in fiscal year 90-91 for later completion and implementation.

Year One will implement key steps to rebuild the organization, increase operating efficiencies, and continue the strategic planning process to more fully involve the Police Bureau and citizens in the organizational changes required to support community policing. Year One will also include Community Policing demonstration projects in each of the precincts and the start-up of a Police Activities League (P.A.L.) for at-risk youth diversion and positive role modelling.

Additional officers will be assigned to the precincts as part of Operation Jumpstart. Current precinct staffing levels preclude the uninterrupted blocks of time required for uniformed patrol officers to focus on problem-solving activities. Essential support units such as planning and crime analysis will also be staffed.

The Police Bureau will begin the processes and projects that lay the foundation for Community Policing. The cornerstones include personnel recruitment, selection, training, performance evaluation; an employee reward system; Bureau decentralization; an information and referral network; and problem-solving strategies. In addition the Bureau will review recommendations from the Institute of Law and Justice (ILJ) organizational analysis, the City Auditor's reports, and the Workload/Productivity Committee for ideas to improve operating efficiency.

In-service training in fiscal year 90-91 will be expanded to incorporate the interpersonal communication, problem solving, information and referral and customer service skills needed for a Community Policing orientation. These skills and attributes will also be emphasized in recruitment and hiring for Operation Jumpstart.

“This plan sets in motion a community-driven process to evolve into a new, dynamic organization.”

The Community Policing Division will continue to coordinate and facilitate the strategic planning process and the Transition Committee will meet monthly to provide on-going community oversight of the process. A dozen other working committees will be integrated into the Police Bureau's structure along functional lines to assist in the process of building organizational commitment and involvement in Community Policing. Each of the first year activities has been assigned to a Branch of the Police Bureau to ensure accountability. Unit Commanders and the appropriate work committees will then develop specific work plans for activities in their functional areas. The first year will be used to collect baseline data to evaluate the Bureau's transition to Community Policing and the subsequent impact on community problems.

First year activities will achieve specific and highly visible outcomes. The Police Bureau, City Bureaus, neighborhoods, criminal justice agencies and social service providers will coordinate their communications and activities. A comprehensive strategic plan will be produced to guide subsequent year activities and serve as a program and budgeting document for fiscal years 1992-95.

Years Two to Five

Building on the foundation laid in year one, we will rebuild the organization, refine its processes and retool the new structure while maintaining traditional police services. We will institutionalize the values of community and employee participation, initiative, and empowerment. Resources of other city bureaus will be more thoroughly engaged and coordination enhanced among criminal justice and social service agencies.

Thus, an ongoing strategic planning process has begun to enable the Police Bureau to change according to community expectations and conditions. With community and Police Bureau input, yearly outcomes will be identified, activities and strategies initiated, resource requirements specified, outcomes measured, and programs evalu-

ated. Internal and external reporting procedures and feedback will insure accountability and continuing input.

Form will follow function in this community-driven process of organizational development as the community and Police Bureau jointly determine what is needed and what demonstration projects work. At this early stage, it is estimated that 140-170 police personnel, both officers and support, in addition to the 60 Jumpstart positions, will be required for Community Policing. As these resources are incrementally added, the Bureau anticipates reduced patrol officer workload, increased operating efficiencies, and available blocks of time for meaningful community policing activities.

**“We will
rebuild the
organization,
refine its
processes
and retool
the new
structure.”**

A Time for Action

It's time for action. Extensive involvement, energy, enthusiasm, and creativity have generated an unprecedented commitment to change. This momentum must be sustained by bold actions and concrete steps to make the vision of Community Policing a reality.

All are stakeholders and share equally in the process of shaping this new mission - citizens, the Police Bureau, other agencies, and City government. Each must be willing to get involved, take initiative and cooperate. Building good working relationships will help us build a new organization to significantly improve the safety and livability of Portland.

Much has been done. Much remains to be done. The time for action is now.

Dedication

This publication is dedicated to the many citizens, public servants, and elected officials who generously invested their time and effort to advance the Portland Police Bureau's transition to Community Policing. This demonstration of their love for Portland and their commitment to making it a safer, better place to live is deeply appreciated by the Police Bureau.

Introduction

The City of Portland, Oregon entered the late 1980's facing a common pair of problems: high crime and limited resources. The Police Bureau responded in the common traditional way. Since Police resources could not expand, they were redeployed as officers were moved from support functions to patrol activities. Detectives were demoted; Crime Analysis was eliminated; Crime Prevention and Planning and Research units were pared to skeleton crews; and tactical units that had addressed specific problems were eliminated or cut back to almost nothing. Civilian positions, the almost invisible life support of the street officer, were drastically reduced, and those dollars used to "put more police on the streets". But even as more officers hit the streets, the number of radio calls answered by each one continually increased (up 44% from 1984 to 1988) and the response time to the highest priority radio calls increased to an average of over nine minutes. So, although there were more officers on the street, they could seldom stop and talk with citizens who were not in immediate crisis. The trend toward separation that began when officers were placed in patrol cars years ago was accelerated by the dramatically increasing workload that kept them rushing from one radio call to the next.

The common element of the successes was... a partnership between the police and the community

Worse than the physical separation from citizens was the separation of purpose and loss of unity. Citizens and police were no longer partners in maintaining their neighborhoods, but separate components with different roles. Citizens saw the police as special responders who could be called upon only to deal with major problems. The police often gave the impression that they didn't have time to hear about citizens' general concerns and day-to-day public safety problems even though these problems often become major when not attended to. Citizens did not want to bother overburdened officers and risk drawing them away from more important business.

Officers came to regard citizens as complainants who called the police and then got out of the way so the police could fight crime—alone. They lost the awareness of the many day-to-day activities that residents of an area perform to make it a safe and secure place. Officers often developed a distorted picture of the true problems and concerns of an area. When police only contact a neighborhood at its crisis points, it is natural to assume that those are the most important ongoing issues. Thus, officers tended to see a drug house as a problem of periodic customer robberies that produced

shootouts, while the neighborhood saw the drug house as a constant aggravation of loud traffic, late night noise, minor harassment of residents, and a place that drew undesirable outsiders into the neighborhood. These separate viewpoints also meant that many officers lost sight of the tremendous resources the community could provide to help them and, worse yet, they lost awareness of the community's tremendous desire to help. The pressure was on to provide a quick fix and move on, so most officers stuck with the traditional reactive approach. But the traditional approach did not control crime or the incapacitating fear it brings. Portland continued to show up near the top of every nationwide measure of crime. The City's feeling of vulnerability and fear of crime rose, while confidence in the Police and City government plummeted. Officers' morale crumbled as they continued to fight crime but saw few successes, even as their effort increased.

But there were still successes, both inside and outside the Police Bureau. Motivated community members, often coordinated by the Office of Neighborhood Associations, had significant impact on conditions where they lived, including crime conditions like street drug dealing and vandalism. There were also successes within the Police Bureau as dedicated members searched for new ways to respond to citizens' concerns. Troublesome motels were cleaned up, street prostitution controlled, and a few new programs such as a bicycle patrol were implemented, all within the severe resource limitations of the Police Bureau.

At the same time, there was a growing awareness of a philosophy called Community Policing by the Police Bureau command and Portland's political leaders. The Mayor, after hearing of successes in other cities, directed the Police Chief to adopt a Community Policing philosophy and the Chief set in motion the events which led to the development of the Community Policing Transition Plan.

During the past year the Community Policing planners have overseen a process that brought together citizens, organizations, members of the Police Bureau and other public servants to examine the host of issues involved in converting the philosophy and operation of a major City bureau. The ideas developed by twelve committees, several focus groups, attendees at many public meetings, and individual experts from

the academic, business and law enforcement arenas were combined into a first draft of this transition plan. Almost five hundred copies of that draft were then circulated throughout the community for response and criticism. That feedback has now been incorporated into this document.

This plan is intended to be a flexible guide for the next five years. It defines the new mission of the Police Bureau and fixes the goals and objectives that will fulfill that mission. It identifies the immediate priorities that must be implemented this year and sets out an orderly development process that will produce measurable progress toward a fully functional Community Policing philosophy. The outcomes that need to be achieved or at least started in the first year are specified and the activities that will produce those outcomes are listed along with who will be responsible for implementation and resource requirements. It provides as specific a projection as possible, but the unpredictable variations of a major transition make definite statements of long-term resource requirements impossible. The plan does show the progressive steps that will occur during year two and beyond to institutionalize the major components of the community-police partnership. More resources will be required, but the addition will be a combination of new resources, increased internal efficiency, reduced workload, and ultimately greater citizen control over their environment.

We have shown the outcomes and activities that will produce Community Policing and the resources that will be essential. Although the costs cannot be predicted as exactly as we would like, we have provided the closest range possible. This plan is the first step in establishing long term planning and budgeting for the entire city. As the City's strategic planning process gathers momentum, the Police Bureau planning process will be folded in as part of the overall strategy for the delivery of city services.

Throughout the transition period, the Police Bureau will continue to deploy uniformed police, respond to emergencies, investigate crimes, staff specialized investigative and detective units, participate in multi-agency task forces (e.g., gangs and drugs), and perform many other traditional police activities.

The core element of this plan is its flexibility to incorporate new information and make positive changes at any point in the process. We have discovered many new sources of information and new ideas, surely many more will be uncovered as the Police Bureau opens up and expands its partnership with all elements of our community.

Community Policing Statement of Purpose

The Portland Police Bureau will transition to a community-based philosophy of policing that encourages more citizen participation in crime reduction and allows greater coordination with other City bureaus and social agencies to address crime-related problems. Police officers will be catalysts who bring the necessary resources to bear on specific community safety problems throughout Portland.

Community Policing is a strengthening of the partnership among citizens, police, and public and private agencies. All are joint stakeholders in the vitality and livability of Portland's neighborhoods and business districts. Community Policing expects a reduction in the fear of, and occurrence of, crime through cooperative resolution of immediate community safety problems and identification of root causes and remedies for crime and disorder.

Citizens and police officers will mutually participate in, and be responsible for, strategy design and problem solving that emphasizes comprehensive responses to criminal incidents. The key to problem solving is joint empowerment of police officers and citizens to allocate public

and private resources as dictated by the uniqueness of the problem and its most effective and efficient resolution. Essential to this process are flexible police officers with good interpersonal communication skills who take a vested interest in, and are sensitive to, the cultural and ethnic diversity of the areas they serve.

“All are joint stakeholders in the vitality and livability of Portland's neighborhoods and business districts”

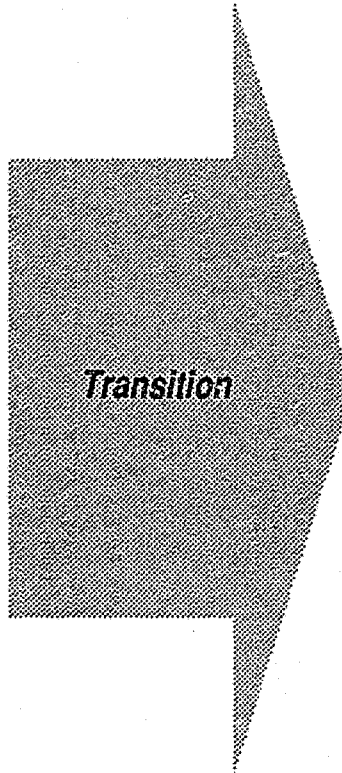
The Police Bureau is committed to fostering a proactive organizational climate that rewards its employees for initiative, innovation, citizen involvement, and consensus building in problem resolution. The Bureau encourages decentralization of Bureau resources and delegation of decision making to those persons or units most impacted by the identified community safety problem.

The Police Bureau has designed this five-year incremental plan to gradually transition into Community Policing. This is a process of organizational development which will examine, evaluate and restructure, as necessary, Bureau resources, policies and practices. This transition plan is a guide to facilitate an orderly transi-

tion and to insure the continuation of Community Policing as the basic mission and operational philosophy of the Bureau.

Old Mission Statement

“The Bureau of Police is responsible for the preservation of the public peace, protection of the rights of persons and property, the prevention of crime, and the enforcement of all Federal laws, Oregon state statutes and city ordinances within the boundaries of the City of Portland.”



New Mission Statement

“The mission of the Portland Police Bureau is to work with all citizens to preserve life, maintain human rights, protect property, and promote individual responsibility and community commitment.”

Goal 1.0 Partnership

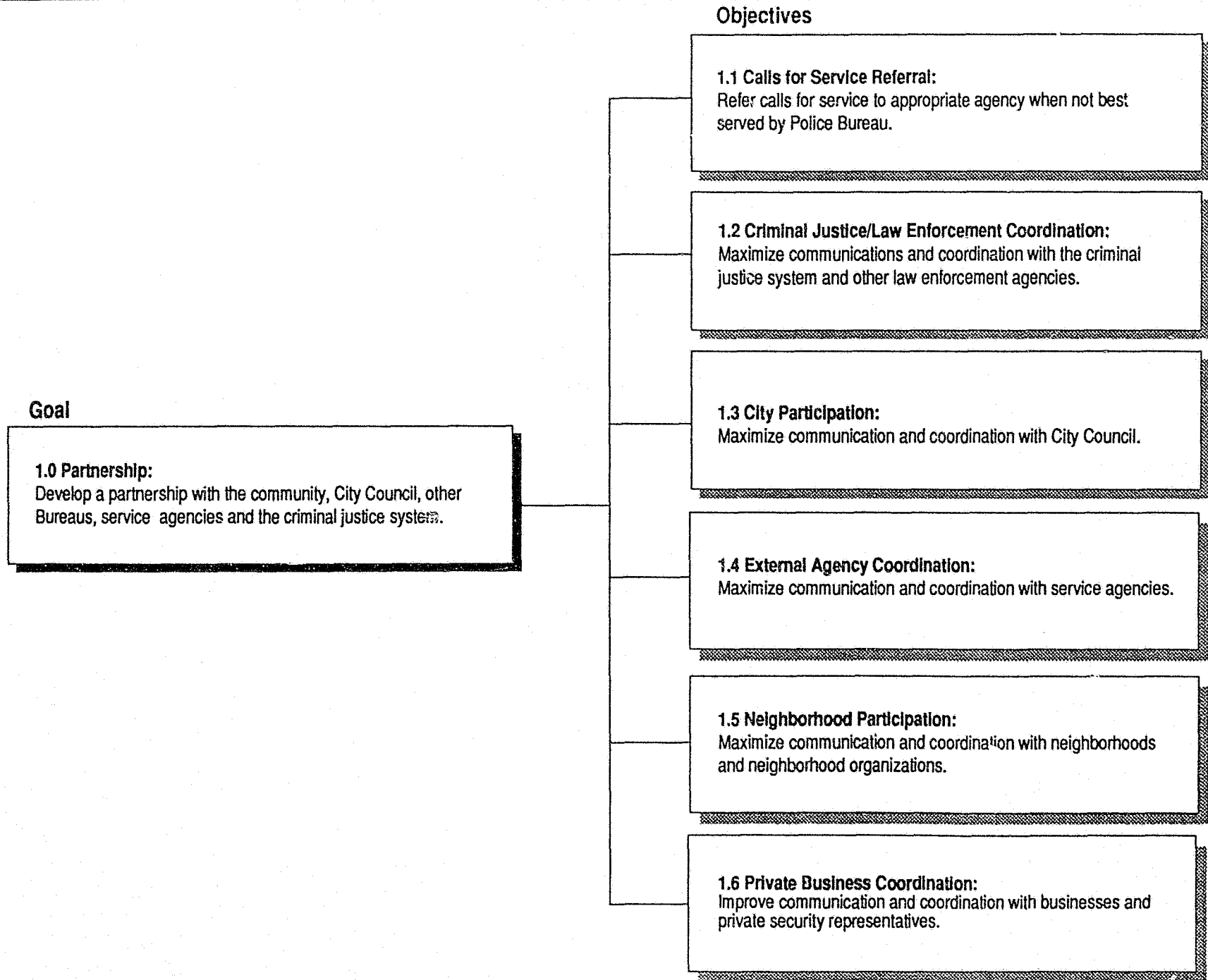
Develop a Partnership with the Community, Other Bureaus, Service Agencies and the Criminal Justice System.

The community's well-being, and even continued existence is influenced by the concept of partnership. A partnership is joint ownership and participation in an interest common to two or more parties. A community has common interests, attributes and values. A viable community is marked by participation and interaction among the citizenry, governmental bodies, businesses, civic organizations, schools and churches on issues that impact the community. The philosophy of Community Policing emphasizes that the Police Bureau functions as an integral part of the criminal justice system and the community, not apart from them.

Partnership among the Police Bureau, the criminal justice system, other governmental agencies and the citizenry must be the underlying framework for addressing all public safety-related problems facing the community. Within this system, the operative phrases are never "the citizens don't care" or "the police can't do anything," but instead, "how can we solve this problem?" or "how can we work together for improvement?" This partnership is not merely a convenience or an uneasy alliance during an emergency, but rather a continuous relationship for accomplishing the public safety mission.

Partnership in Community Policing is analogous to a successful marriage. It requires commitment, cooperation and communication. Its foundation is rooted in openness, trust and a sincere desire to value mutual interests and concerns. There is also a strong commitment to one another during periods of change or occasional conflicts. The partners learn to expand, adapt and grow into a better relationship.

Goals and Objectives



Goal 2.0 Empowerment

Develop an Organizational Structure and Environment that Reflects Community Values and Facilitates Joint Citizen and Employee Empowerment.

Community Empowerment

An empowered community possesses the capability and determination to impact crime, livability and economic conditions as these factors relate to its members. Empowered citizens participate in community affairs with a sense of ownership and responsibility for the larger community as well as individual neighborhoods and business districts. Within this environment, the whole is greater than the sum of the parts. This combination of efforts generates sufficient power to offset the influence of negative factors such as crime, drug abuse, dysfunctional families and poverty.

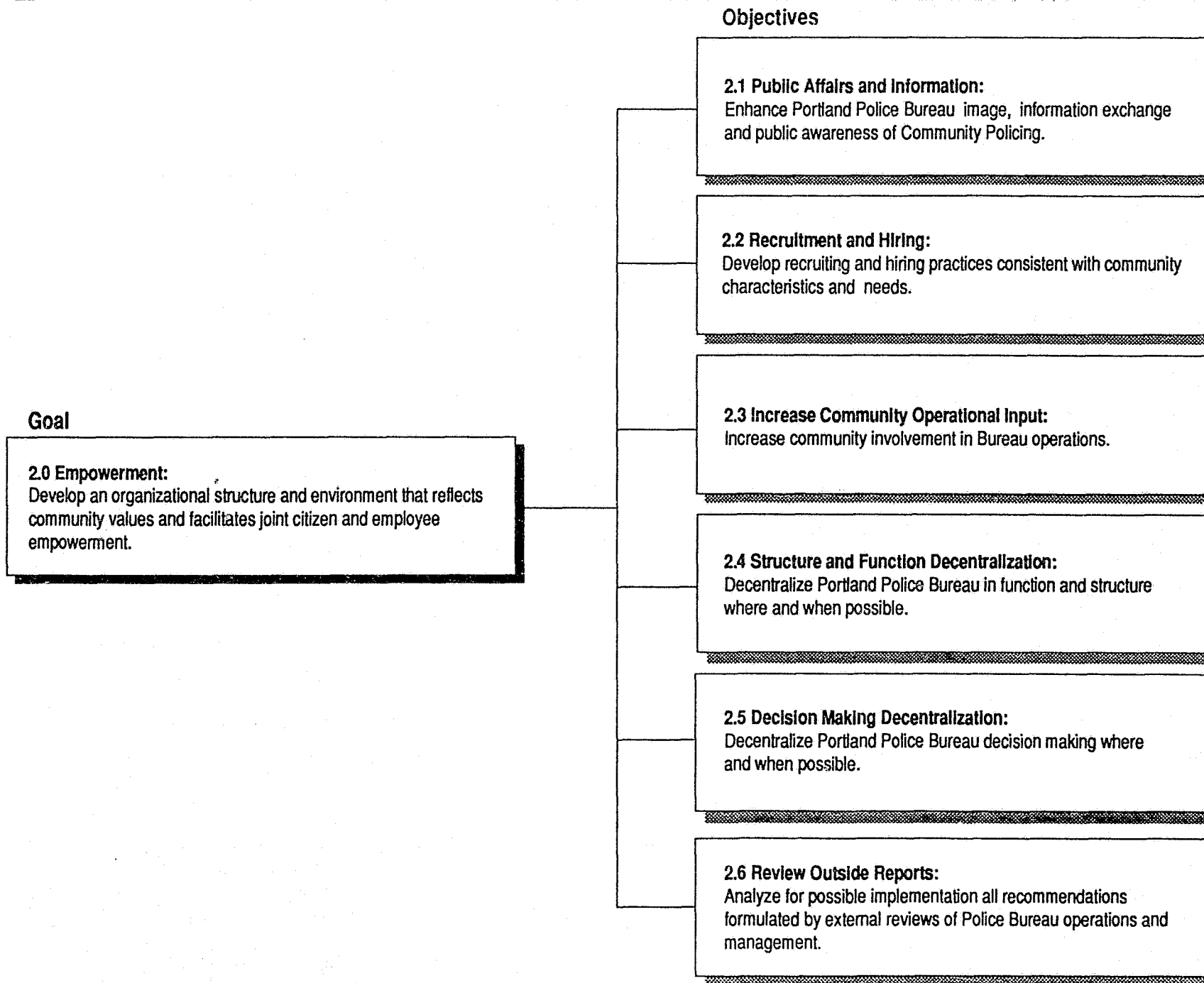
Citizen Empowerment

Maintaining an atmosphere of empowerment requires consistent effort and involvement on multiple levels. Empowerment is a reciprocal relationship between the government and residents of the community. Governmental bodies and agencies are empowered by citizens through the democratic process to deliver services for the benefit of the community. Community Policing, in turn, empowers the community to participate in the delivery of policing and other services to provide greater impact on public safety problems. The community values and priorities are directly reflected in the nature and direction of police service delivery. Within the Police Bureau, the process of citizen empowerment produces empathy, efficient service delivery and joint problem solving that marshals all available public and private resources for enhanced overall safety and an increased perception of security.

Employee Empowerment

The process of empowerment within the Police Bureau is another important element of Community Policing. Empowered managers clearly understand their role and are allowed to make decisions and commit resources to accomplish their charge. Employees on all levels are empowered through the community values which are institutionalized within the organization. Empowerment is facilitated when decision making, innovation, and creativity are encouraged on all levels of the organization. These conditions within the police organization enhance reciprocal empowerment between the police and the community in the form of increased public support for, and involvement in, the criminal justice system.

Goals and Objectives



Goal 3.0 Problem Solving

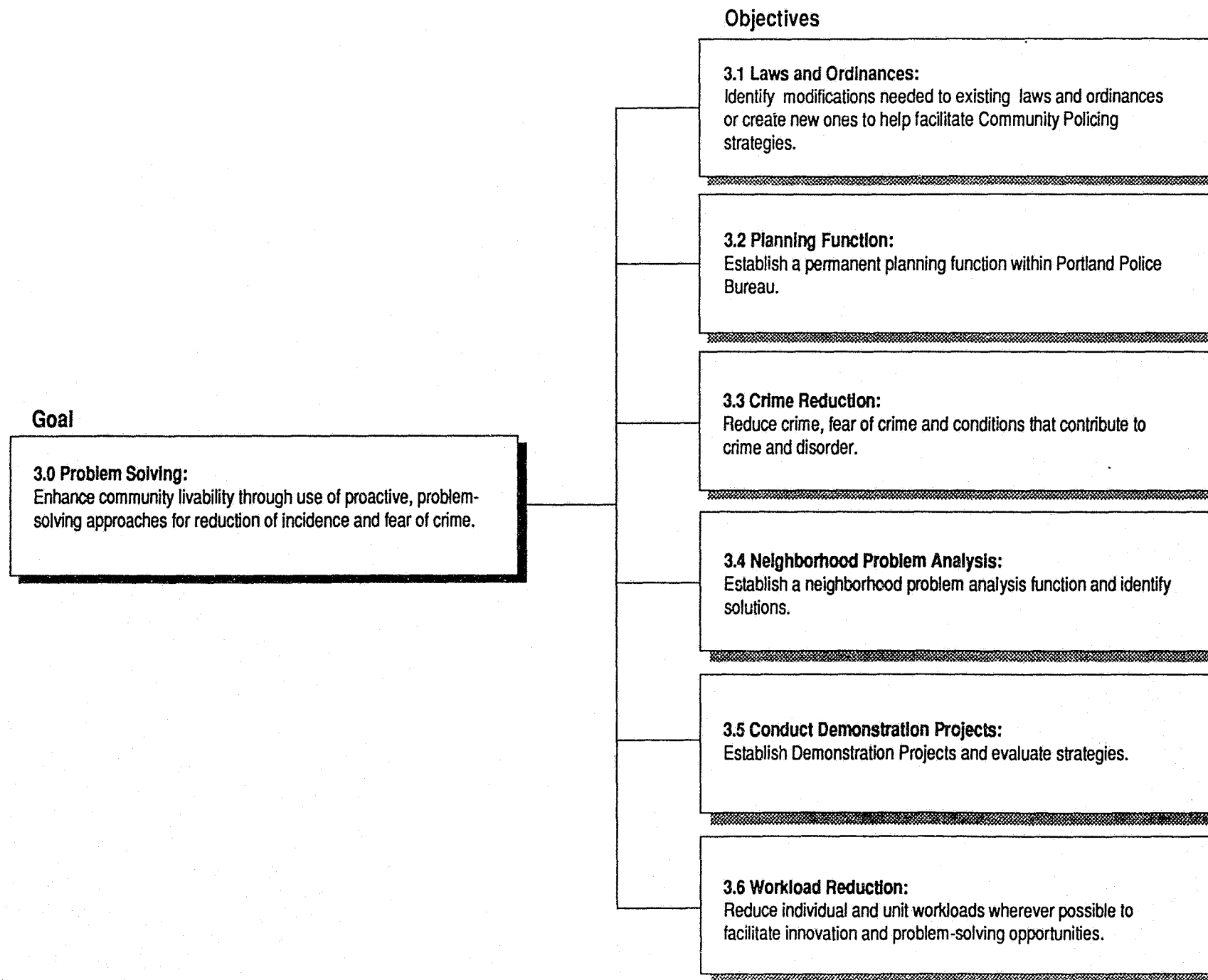
Enhance Community Livability Through use of Proactive, Problem-Solving Approaches for Reduction of Incidence and Fear of Crime.

From its origins the police have applied law enforcement and a highly visible presence to maintain public safety and order in the community. Significant interaction occurred between the "cop on-the-beat" and citizens to solve neighborhood problems. This concept of problem solving has slowly eroded due to the sheer magnitude of criminal activity and drug abuse, excessive workloads, inadequate police staffing, and an overburdened criminal justice system. Today, the Police Bureau, like most U.S. police agencies, has been reduced to taking a primarily reactive rather than proactive approach to crime. Police officers respond to the immediacy of a criminal incident within limited time constraints and options.

Community Policing represents a rebirth or renewal of a problem-solving approach to policing for the Portland Police Bureau. Criminal incidents and disruptive behavior are addressed as symptoms of problems, causation is studied, alternatives developed, and solutions identified. This allows resolution of issues in a more permanent and substantive way, not by a mere masking of symptoms. Problem solving necessitates short-term and long-range planning. It also signifies a switch from the reactive mode of operation to one where problems are anticipated and prevented.

Traditionally, police officers have primarily relied upon available internal Police Bureau resources. The Police Bureau is presently viewed as the sole responsible entity (public and private) for reduction of the incidence and fear of crime. The goal of problem solving in Community Policing is to position the Police Bureau as the catalyst among many public and private resources. The police organization becomes a means to an end, rather than the end itself. Problem solving requires a mental outlook that stresses product, rather than process; satisfaction with solutions rather than traditional responses. Together, the community takes responsibility with the Police Bureau for identification of significant issues and works in partnership with government to address them.

Goals and Objectives



Goal 4.0 Accountability

Foster Mutual Accountability for Public Safety Resources and Strategies Among Bureau Management and Employees, the Community and the City Council.

Accountability among citizens, police and other governmental agencies is a form of mutual checks and balances within the community. As with the goal of empowerment, reciprocity among these players is a key element of accountability within the context of Community Policing. Each partner in Community Policing must understand their responsibility for clearly identified, different tasks. Where this occurs, a sense of obligation is fostered and the values necessary for Community Policing are nurtured and sustained.

Leadership

Leadership is central to the concept of accountability. Leaders set the pace and tone for the organization through their attitudes, policies, practices and actions. Leaders seek responsibility and challenge while understanding that effective leadership is "leadership by example" in all behavior and performance expected of their subordinates. Leaders must also be sensitive to the needs and expectations of employees and value their input and participation in administration and operations.

Citizen Accountability

Accountable citizens are involved in their community far beyond mere living and working in the area. These citizens participate as members of the electorate, inform elected officials of their expectations, and hold them accountable for performance. They refuse to be passive bystanders in any matter impacting their community. Accountable citizens get involved and offer solutions for community problems.

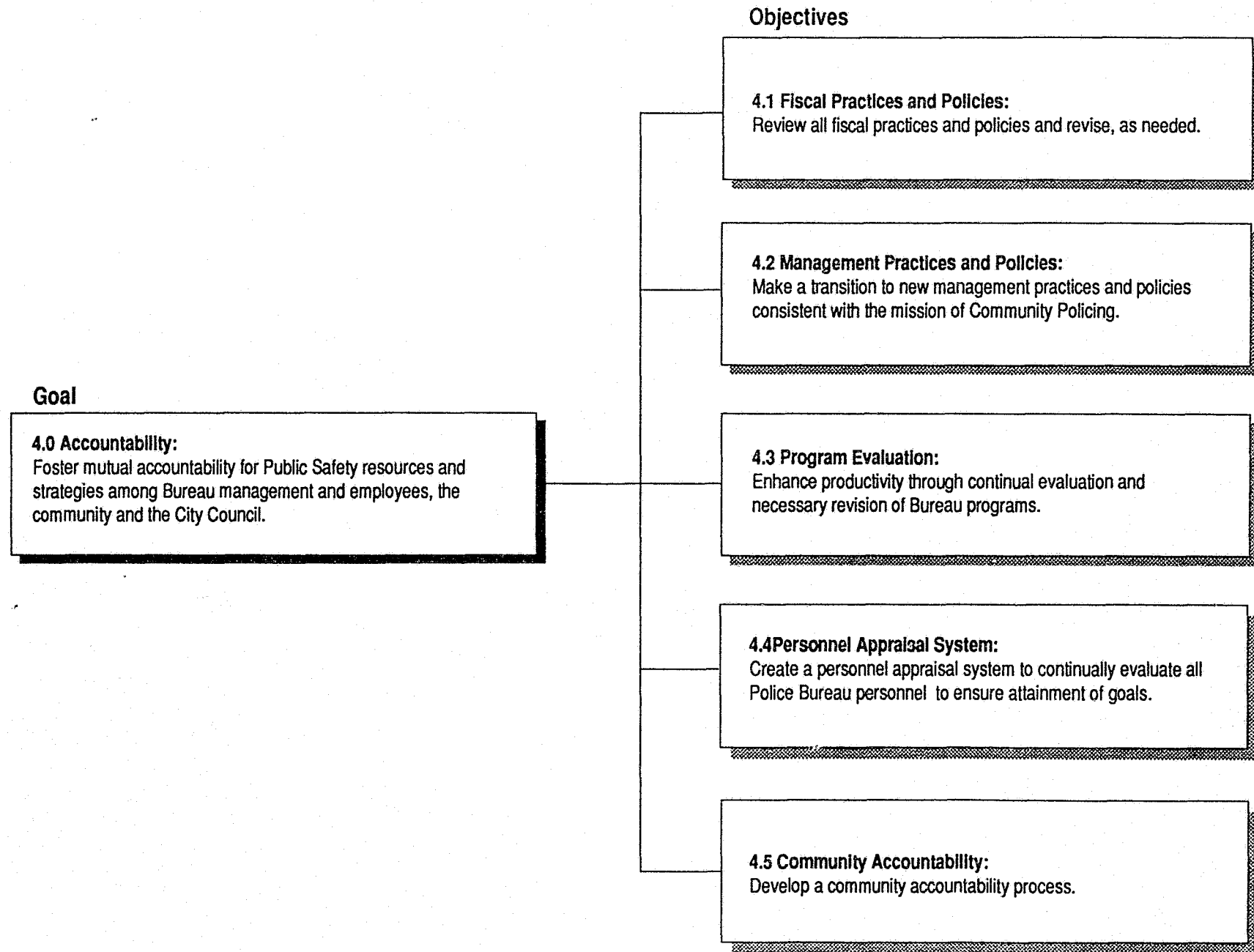
Political Accountability

In democracies, citizens elect public officials and hold them accountable for their activities, and those of their subordinates. Community Policing enhances political accountability when the City Council works with citizens and police to jointly establish more effective means to hold the police, and thus the City Council, more accountable for their behavior. Community Policing provides the mechanism for determining what level of resources is appropriate for existing and future problems.

Police Accountability

An accountable police agency is characterized by internal and external openness in responding to community-defined problems and applying traditional law enforcement techniques. Members of an accountable police agency are held to the highest standards of ethics and professionalism and will accept nothing less from their peers. Managers in this environment analyze problems, make efficient and effective use of resources entrusted to them, and answer for their performance.

Goals and Objectives



Goal 5.0 Service Orientation

Develop a Customer Orientation in our Service to Citizens and our Bureau Members.

Police Services Delivery

The Police Bureau is analogous to a business in that it has a "customer" which is the public and a "product" or "service" which are the police services it performs. A principal difference, however, is that the Police Bureau's customers are also its major stockholders and its product has greater impact on citizens' lives than the limited provisions of a product warranty.

The nature of society, crime and conflict dictates that all contact between the police and citizens will not be positive. "Customers" who have comments on Police Bureau service quality should receive prompt attention and follow-up and be satisfied that the Bureau has truly listened and responded appropriately to their suggestion, commendation or complaint. Also, some recipients of police services, i.e., criminals and suspects, may not have a legitimate claim to customer satisfaction. In all instances, however, the police must strive for objectivity in the application of the law and be restrained in the use of force.

External Customers—The Public

Within contemporary society, the police often may not solve all problems they confront. However, it is vital for the police to do whatever is possible in a positive manner evidencing empathy and respect for the citizen. A service orientation also requires that officers employ innovation and problem-solving techniques which address a variety of citizen needs. Citizens will help the police set clear standards for customer service, clarifying service expectations of the community, and continually evaluate our performance.

Internal Customers—Police Bureau Employees

True service orientation within a police agency can only occur when it is institutionalized and embraced on all levels of the organization. Ownership of organizational goals is enhanced on all levels through employee recognition, assignments and promotions based on performance and merit. Employees who feel valued and who have opportunities to realize their potential tend to transmit positive feelings, enthusiasm, and concern to the community. Also, police officers must have logistical support and sufficient time during shifts to deliver services. This requires effective resource allocation and management focused as much on quality as well as quantity.

Goals and Objectives

Goal

5.0 Service Orientation:
Develop a customer orientation in our service to citizens and our Bureau members.

Objectives

5.1 Internal-Employee Needs and Satisfaction:
Be responsive to employee needs, performance and participation.

5.2 External-Employee Community Policing Training:
Train all Bureau personnel in Community Policing strategies and techniques to implement an effective customer service orientation.

Goal 6.0 Project Management and Direction

Develop a Process for Overall Management and Direction of Community Policing Transition.

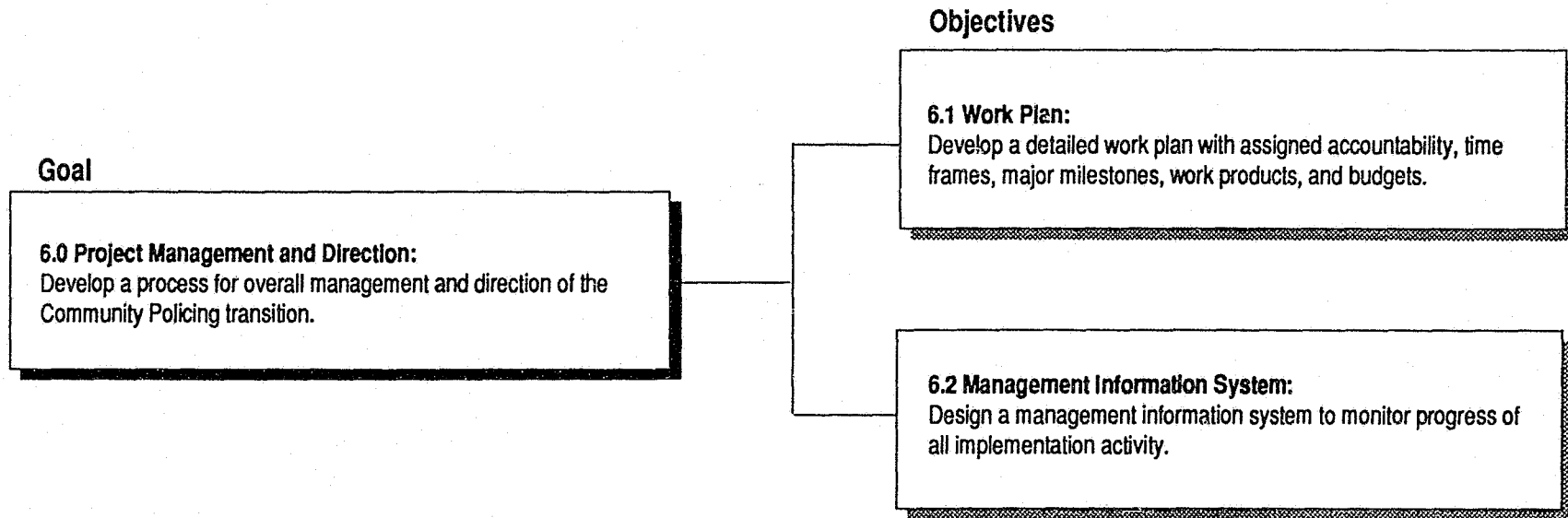
Implementation of Community Policing for the City of Portland is an undertaking of great magnitude. It will realign police and government resources to attain the goals and objectives established by the community. This ongoing process will impact the citizens of Portland and the entire metropolitan area. The Portland Police Bureau is beginning a transition process that will continue for five years and beyond. Each year the five year plan will be brought up to date and a new five year plan will emerge.

The potential impact on the community, members of the Police Bureau, other governmental agencies and the public resource base demands that the various processes and projects be controlled by sound management practices and techniques. An orderly process is required to manage the many implementation work tasks; keep the projects on schedule; track key events; keep the Bureau, City Council and public informed; and provide a central focus for budgeting. The Police Bureau will merge its planning efforts into the city's strategic planning process, so its efforts are compatible with the city's goals and budget plans.

Effective project management and controls are building blocks to ensure that the foundational concepts and values of Community Policing are fully realized. The planning and refining process will determine that resources match the size and scope of the problem.

The key to ultimate success in transforming the vision of Community Policing into operational reality is a committed community, city government and Police Bureau working together with adequate fiscal support, necessary skills and a shared vision of how our community will restore the livability and safety we once enjoyed.

Goals and Objectives



Outcomes and Resources

Beginning the Transition to Community Policing

The initial planning effort that resulted in this Transition Document has identified three strategic components to guide the five-year implementation period:

Rebuilding the Organization. The Police Bureau's resources have been greatly reduced over the past few years by the urgent need to redirect all available sworn personnel to battle the rapidly growing gang and drug problems. Yet, the precinct patrol officers are still understaffed to handle the workload. Many essential support functions and units need to be restored. Like an athlete, the Bureau must have a base level of fitness before it can pursue its new goal of Community Policing.

Refining the Organization. The Police Bureau must maximize the operating efficiency of existing resources so additional resources for Community Policing will be wisely deployed. The Bureau must revise its direction as a result of the continuing internal and external input of the strategic planning process. Like a ship, the Bureau must take frequent navigational sightings and make occasional course corrections to safely reach its destination of Community Policing.

Retooling the Organization. While rebuilding and refining the organization, the Police Bureau will begin laying the foundation for Community Policing. The vision of Community Policing will not become reality by merely reorganizing the Bureau. It requires a total transformation of the organizational culture to a service orientation. It calls for direct commitment at every level and in every activity of the organization. Like the U.S. auto industry, the Bureau must retool to convert its product line to be more streamlined, efficient, and responsive to its customers—the community.

Each of these components will be involved as the Police Bureau realigns the organization to its new mission statement. During the first year, the concentration will be on rebuilding the organization while identifying operating efficiencies and beginning the processes and projects that lay the foundation for Community Policing. In subsequent years, resources and effort will be increasingly shifted to the refining and retooling components as Community Policing is incrementally implemented.

Year One, Rebuilding

Precinct Patrol. Over the past five years, there have been significant increases in the number of serious crimes reported to the Police Bureau. The Uniform Crime Index increased 36 percent during the five-year period. While the nation's crime rate has been declining slightly, Portland's crime rate has been higher than cities of comparable size. During the same period, citizen calls for service have gone up by about one-third and high priority calls (priority 1 and 2) by over one-half. Despite shifting additional police officers to precinct patrol and diverting about 15 percent of lower priority citizen calls to a Telephone Reporting Unit, the Police Bureau has been overwhelmed by the increased workload. In the past five years, police response time to emergencies and serious calls for service has increased nearly 25% to just over 9 minutes per call.

The Police Bureau's resources have not kept pace with the size and scope of a growing crime problem fueled by drugs and gangs. Operation Jumpstart was recommended by the Mayor and approved by the City Council to begin restaffing the Bureau in support of the transition to Community Policing.

In Year One, 90% (54) of the 60 new police officer positions provided by Operation Jumpstart will be allocated to restaffing the precincts. This equates to approximately a 20 percent increase in patrol resources. Recruiting and hiring is currently underway to bring these new police officers into the Bureau by the beginning of Fiscal Year 1991 in July. Because of classroom and field training time, the full impact of these recruits will not be realized until later. Eventually, preliminary estimates forecast the need for an additional 140 to 170 personnel over the next five fiscal years.

Until police officers have sufficient blocks of uninterrupted time (from calls for service responses), they will not be able to get out of their patrol cars and spend time interacting with citizens to solve problems, i.e., time for Community Policing tasks. In 1988, the citizens of Portland reported about 70,000 serious crimes and patrol cars responded to about 285,000 calls for service. On some shifts and in some precincts, patrol cars run from call to call with no time for other police activities. Restaffing the precincts, then, is critical for transitioning to Community Policing.

Support Functions. Operation Jumpstart positions will also be allocated to important staff support functions for Community Policing such as planning, neighborhood problem analysis and information and referral specialists. During the sense of urgency over the past five years, planning, crime prevention and other proactive units were disbanded to get more police officers on the street. In subsequent fiscal years, additional proactive support function positions will be added, primarily within the precincts.

Year One, Refining

The Police Bureau will begin the process of maximizing operating efficiency during Year One by assigning high priority to the thorough evaluation of three different work efforts. These recommendations will be evaluated for greater efficiencies, increased effectiveness, and their contribution to moving the organization into Community Policing.

City Auditor. The City Auditor has conducted several different performance audits of various Bureau operations and functions.

Productivity/Workload Analysis Committee. This Community Policing committee of Police and City Bureau personnel and citizens submitted 43 recommendations in five major policy areas: calls-for-service referral, false alarms, organizational changes, efficiency, and budget.

ILJ Report. With the full cooperation of the Police Bureau, the Institute for Law and Justice (ILJ) performed a recent analysis of the Bureau under contract with the Citizens Crime Commission, an affiliate of the Portland Metropolitan Chamber of Commerce.

The Community Policing Division will continue to play the role of facilitator and coordinator in the strategic planning process and the Transition Committee that produced this Transition Plan will meet monthly. The dozen other working committees, however, will be integrated into the Bureau's existing organization structure along functional lines to assist in the process of building organization commitment and involvement in Community Policing.

Each of the first year activities has been assigned to a Branch of the Police Bureau to ensure accountability. Unit Commanders and the appropriate work committee in their functional area will then develop specific work plans for activities.

First year activities will achieve specific and highly visible outcomes. Significant communication and coordination will occur among the Police Bureau, City Bureaus, neighborhoods, criminal justice agencies and social service providers.

Ongoing Strategic Planning. A comprehensive strategic plan will be produced to guide subsequent year activities and serve as a program and budgeting document for fiscal years 1992-95 resource requirements. The Year Two and Beyond section describes an ongoing strategic planning cycle to project yearly events and resource needs.

Year One, Retooling

Training. The press of an onerous workload made it increasingly difficult to pull police officers off the street for in-service training. The amount and content of Bureau training programs decreased and funds were rarely available for outside training programs.

In Year One, in-service training will be significantly expanded and 60% of the training content has been targeted for Community Policing. Additional sworn and non-sworn positions will be allocated for development of the Community Policing training programs (outlined by the Training Committee) and actual instruction.

As part of the retooling component, the Police Bureau during in-service training will impart the interpersonal communication, problem solving, information and referral and customer service skills required by a Community Policing orientation. Police officers will learn how to conduct community meetings, build group consensus, formulate strategies and network with other agencies and social service providers. This begins the process of creating a customer service oriented organization.

Structural Changes. The Police Bureau will begin the process of looking at specific changes in its structure. Committees and focus groups will examine its promotion

systems, rewards systems, neighborhood officer assignments, decentralized decision making and operations, and related management and supervision issues.

Police Activities League. The Police Bureau along with other police agencies will demonstrate its commitment to addressing root causes of crime in Year One by the start-up of a Police Activities League (P.A.L.) for at-risk youth diversion and positive role modelling. This program will involve young people, the police, and the community in activities that build self-esteem and empower them to make a positive contribution to their community.

Demonstration Projects. Historically, the Police Bureau has planned, implemented and evaluated new programs almost entirely within the police organization environment. Early in the planning process, the Community Policing Work Group identified the need to conduct demonstration projects to test and evaluate various Community Policing activities. In keeping with the Community Policing concepts of partnership and empowerment, the Work Group brought the community in as a full partner in the identification of possible problem types, locations and strategies for demonstration projects.

A Demonstration Project Subcommittee was formed with participation from the Police Bureau, other City Bureaus, neighborhoods, business, social service, education and religious sectors. Key community agencies, organizations, and individuals were asked to submit problems for resolution and potential demonstration projects. Nearly 50 submissions were received by the Subcommittee.

The submissions were evaluated and seven community-identified problem areas were selected for potential demonstration projects using the following criteria:

Community Acceptance. Within an area of the city with residential and business acceptance of, and participation in, the demonstration project.

Visibility. A tangible, concrete and high profile project.

Feasibility. Ability to complete within known resource constraints.

Validity. Objective measurability of expected outcomes.

During Year One, three or more demonstration projects will be implemented. It is anticipated that each of the three precincts will host one or more demonstration projects. The Demonstration Project Subcommittee was so impressed with the insight and quality of the submissions that all proposals not accepted as demonstration projects are being referred to the respective precincts for further analysis and response.

The demonstration projects will allow the Police Bureau to not only experiment with and evaluate techniques, but also provide a window for the Bureau and the community to get a glimpse of how Community Policing works. As part of the "refining" strategic component, the Bureau will gain important feedback on the organizational changes required to support and institutionalize demonstration projects that show particularly great promise.

The following **First Year Outcomes** matrix lists the year one major activity categories, anticipated outcomes, specific activities, expected quarter of impact and new resources required in the fiscal year 90-91 budget. Each of the activities has been assigned to an organizational unit within the Police Bureau. Respective Branch, Division, or Unit managers will develop specific work plans in cooperation with the Community Policing Division for activities in their areas.

The major functional activities categories for Year One are: Increased staffing, new recruiting and hiring practices, new training programs, demonstration projects, improving resources to support Community Policing, interagency communication, and review and analysis of Police Bureau internal operations.

First Year Outcomes

Increased Staffing

As we increase staffing of operations we will be able to increase uniform visibility, redistribute and reduce individual officer workload and reduce response time to high priority radio calls by at least thirty seconds. This will allow time to complete the demonstration projects and restore the 40-hour annual in-service training program to include Community Policing training. As staffing increases officers will have time to engage in innovative problem solving and create more opportunities for the Police / Community Partnership. Eventually more public safety issues will be dealt with at the neighborhood level, instead of adding to the already overburdened Criminal Justice System.

Quarter of Impact:	Activities to accomplish the above outcome.	Police Bureau Assignment	Resources Required for Fiscal Year 90-91
4th Quarter	Assign 90% of Operation Jumpstart positions to Precincts.	Operations Branch	54 Sworn (package PO-2)
4th Quarter	North Precinct Patrol Enhancement (Evening overlap shift).	Operations Branch	
2nd Quarter	Establish an authorized strength for both sworn (officers) and non-sworn Police Bureau personnel to accommodate changing needs.	Community Policing Division	
1st Quarter	Neighborhood Response Team	Operations Branch	2 sworn 3 nonsworn (package PO-8)
4th Quarter	North Precinct Bicycle Patrol.	Operations Branch	
Ongoing	Information and Referral Specialist Position.	Community Policing Division	1 non-sworn (package CS-4)
Ongoing	Increase number of supervisors (Sgts.).	Operations Branch	6 sworn (package PO-4)
Ongoing	Increase responsibility of private security companies and alarm owners for the reduction of false alarms.	Management Services, Operations Branch	
Ongoing	Evaluate operating Telephone Report Unit on a 24-hour per day basis with nonsworn & disabled officers, routing more calls for service there.	Management Services	
Ongoing	Incorporate technology that saves officer time (i.e. direct report entry, Mobile Digital Terminals, vehicle locators, etc.) in the Computer Aided Dispatch Request For Proposal.	Management Services	
Ongoing	Evaluate training private security and developing means for them to issue citations to appear in court, and mail-in reports.	Services Branch (Legal Committee)	
Ongoing	Identify resources/develop plan for expanded use of community religious resources.	Services Branch (Chaplain's Office)	

First Year Outcomes

Increased Staffing

Quarter of Impact:	Activities to accomplish the above outcome.	Police Bureau Assignment	Resources Required for Fiscal Year 90-91
Ongoing	Chaplain's Office Liaison Program.	Employee Assistance Program	
Ongoing	Establish non-emergency number.	Operations Branch (Workload Committee).	
Ongoing	Improve training of 9-1-1 call takers.	Services Branch	
1st Quarter	Expand Prosecution Liaison Office to handle increased workload.	Services Branch Management Services	1 sworn (package OSS-2)
1st Quarter	Expand Identification Services to handle increased workload.	Investigations Branch	2 Non-sworn (package IO-2)
1st Quarter	Expand Records Services to handle increased workload.	Services Branch	3 non-sworn (package OSS-5)
1st Quarter	Expand clerical support for Gang Enforcement Team	Operations Branch	1 non-sworn (package PO-9)
2nd Quarter	Moving into Lloyd Center Police Facility	Management Services	Material & Services (package PO-6)
1st Quarter	Provide staffing for Seizure and Vehicle Forfeiture Unit	Management Services	3 non-sworn (package OS-8)
1st Quarter	Provide increased staffing for Weapons Permit Unit	Investigative Branch	1 sworn, 1 nonsworn (package OS-9)
1st Quarter	Expand clerical support for drug forfeiture processing	Investigations Branch	1 non-sworn (package SCI-2)

First Year Outcomes

New Recruiting and Hiring

Adopting **new recruiting and hiring practices** and committing resources to support them will enhance the Police Bureau's Affirmative Action recruitment and provide more police officers who reflect the ethnic and cultural diversity of Portland.

Quarter of Impact:	Activities to accomplish the above outcome.	Police Bureau Assignment	Resources Required for Fiscal Year 90-91
Ongoing	Continuous Entry Level testing.	Services Branch	
Ongoing	Determine means to expedite hiring process.	Services Branch	
Ongoing	Expand minority and female recruitment.	Services Branch	2 sworn, Services & Materials (package OS-4)
Ongoing	Analyze expansion of Police Explorer Program and assign to Police Activities League.	Operations Branch	
Ongoing	Determine feasibility of an Intern Program to facilitate the recruitment and hiring of qualified candidates.	Services Branch	
Ongoing	Conduct job analysis and create a job related performance evaluation process.	Services Branch	
Ongoing	Use performance evaluation scores as a factor in promotion.	Services Branch	
Ongoing	Work with Personnel Bureau to establish job-related exam processes and establish predictive validity of entry and promotional exams.	Services Branch	
1st Quarter	Expand Personnel Unit to handle increased hiring.	Services Branch	1 sworn, 1 nonsworn (package OS-3)

First Year Outcomes

New Training Programs

New training programs for both new and current employees will enhance their problem-solving orientation while honing order maintenance skills and abilities. We will be able to increase the specialized training of Bureau members to implement a customer service orientation, develop responsive team-oriented management, enhance investigative, supervisory, and nonsworn personnel.

Quarter of Impact:	Activities to accomplish the above outcome.	Police Bureau Assignment	Resources Required for Fiscal Year 90-91
4th Quarter	Hold one week in-service training session (60% Community Policing intensive).	Services Branch	
4th Quarter	Expand training staff and use outside experts.	Services Branch	6 sworn, 1 nonsworn (package OS-4) (package OSS-2)
4th Quarter	Evaluate rotating officers through public service agencies.	Community Policing Division	
4th Quarter	Develop Community Policing training for Field Training Officers.	Community Policing Division/ Services Branch	
4th Quarter	Implement evaluation of Field Training Officers by recruits.	Services Branch	
4th Quarter	Develop a "career" officer program aimed at job enrichment for officers who do not wish to advance through promotion. Develop career paths for all levels in organization.	Services Branch (Personnel)	
4th Quarter	Expand crime prevention training for all officers.	Community Policing Division/ Services Branch	
4th Quarter	Expand cross-cultural training.	Services Branch	
4th Quarter	Develop specialized training for line, supervisory, management, investigative, and non-sworn personnel.	Services Branch	

First Year Outcomes

Demonstration Projects

By **conducting demonstration projects**, we will test and evaluate Community Policing methods; educate the public, other service providers, and the Police Bureau; gain acceptance of the partnership concept within the Bureau; establish a task force approach to problem-solving; and publicize Community Policing.

Quarter of Impact:	Activities to accomplish the above outcome.	Police Bureau Assignment	Resources Required for Fiscal Year 90-91
4th Quarter	Perform baseline surveys, create evaluation methodology.	Community Policing Division/ Operations Branch	
Ongoing	Conduct training (internal and external) in basic Community Policing techniques.	Community Policing Division/ Operations Branch	
4th Quarter	Implement demonstration projects	Operations Branch	
1st Quarter	Operating donated storefront offices	Operations Branch	Materials and Services (package OS-5)

First Year Outcomes

Building Community Policing Support Resources

Improved resources to support Community Policing will first reinstitute long-term planning for the Police Bureau. We can then provide problem analysis for the Bureau and neighborhoods and put flexible unit work plans in place. There will be more citizen participation in police planning, an active role in the new Police Activities League and the time, training and personnel to have a more responsive, proactive relationship with the media. Planning capability will also enhance management practices .

Quarter of Impact:	Activities to accomplish the above outcome.	Police Bureau Assignment	Resources Required for Fiscal Year 90-91
1st Quarter	Expand planning staff	Community Policing Division	1 non-sworn (package CS-6) (package CS-5)
1st Quarter	Create a Neighborhood Resource Planning Unit to to analyze criminal, and community information and effectiveness of resources to solve problems.	Community Policing Division/ Management Services	1 sworn (package CS-2) (package PO-5)
4th Quarter	Provide accurate research and analysis of Bureau activities.	Community Policing Division/ Management Services	
4th Quarter	Determine limitations on citizen involvement due to confidentiality, data privacy, and officer safety.	Services Branch (Legal Committee)	
1st Quarter	Evaluate expansion of Crime Prevention Staff to support Community Policing.	Community Policing Division	
1st Quarter	Evaluate appropriate role and format for ongoing citizen advisory participation in Community Policing planning and implementation.	Community Policing Division	
4th Quarter	Develop methods for communicating major neighborhood impact problems to primary agency.	Community Policing Division/ Operations Branch	
1st Quarter	Hire Information & Referral Specialist.	Community Policing Division	1 non-sworn (package CS-4)
1st Quarter	Assign Coordinator to Police Activities League.	Operations Branch	1 sworn (package PO-3) (package PO-5)
2nd Quarter	Develop internal and community education programs to teach citizens and Bureau employees how they can participate in Community Policing.	Community Policing Division/ Operations & Services Branch	
1st Quarter	Upgrade Community Policing Division clerical support.	Community Policing Division	1 nonsworn (package CS-7)

First Year Outcomes

Building Community Policing Support Resources

Quarter of Impact:	Activities to accomplish the above outcome.	Police Bureau Assignment	Resources Required for Fiscal Year 90-91
1st Quarter	Perform outside agency impact analysis to determine additional needs/demands on other agencies.	Chief's Office	
1st Quarter	Publish and promote problem-solving guide.	Community Policing Division	
1st Quarter	Review Institute of Law and Justice report and Workload Productivity Recommendations.	Chief's Office	
1st Quarter	Develop and communicate a management/supervision philosophy for Community Policing and reinforce during in-service training.	Chief's Office/ Community Policing Division	
1st Quarter	Establish and maintain spans of control that facilitate effective management/supervision within the context of Community Policing.	Services Branch/Training Com.	
1st Quarter	Design a format and process for periodic reports of implementation progress.	Community Policing Division/Fiscal	
1st Quarter	Review and revise General Orders to facilitate decentralization of decision making and empowerment of Police Officers.	Chief's Office/ Community Policing Division	

First Year Outcomes

Interagency Communication

Developing an **interagency communication program** will increase communication, coordination and cooperation with: other law enforcement agencies, all other elements of the criminal justice system, other city bureaus, service agencies, and neighborhood organizations.

Quarter of Impact:	Activities to accomplish the above outcome.	Police Bureau Assignment	Resources Required for Fiscal Year 90-91
1st Quarter	Assign agency liaison coordination.	Chief's Office (Chief's Aide)	
1st Quarter	Asian community liaison.	Investigations Branch/ Operations Branch	
4th Quarter	Communicate, coordinate and develop programs with other effected Bureaus such as Parks, Buildings, Fire, Planning, and Fiscal.	Community Policing Division	
1st Quarter	Determine roles, responsibilities, and resources of the Police Bureau and Office of Neighborhood Associations and Neighbors Against Crime, regarding Community Policing implementation.	Community Policing Division Operations Branch	

First Year Outcomes

Internal Review and Analysis

A new interval review process will be essential during this period of major change to examine all fiscal practices and policies and revise them as needed. This continual evaluation and revision will provide more responsiveness to employees' needs to produce the job satisfaction that improves employee performance. Eventually, the Bureau will complete a transition to new management practices and policies that institutionalize Community Policing principles.

Quarter of Impact:	Activities to accomplish the above outcome.	Police Bureau Assignment	Resources Required for Fiscal Year 90-91
Ongoing	Examine possible "civilianization" areas.	Services Branch	
Ongoing	Fiscal services expansion.	Management Services	1 non sworn (package OS-5)
Ongoing	Seek additional means, including grants, to finance Police Bureau programs.	Management Services Division/ (Grants/Finance Committee)	
Ongoing	Evaluate current methods of operations for possible cost reduction measures.	Management Services Division (Fiscal Analyst)	
Ongoing	Investigate feasibility of establishing new user fees and evaluate the adequacy of current user fees.	Management Services Division	
Ongoing	Identify areas for decentralization.	Chief's Office	
1st Quarter	Create a means of soliciting and utilizing community input and feedback.	Chief's Office	
4th Quarter	Create a new personnel evaluation system.	Services Branch (Personnel)	
2nd Quarter	Integrate Community Policing Committees along functional lines within the Police Bureau.	Chief's Office	
Ongoing	Develop an employee needs/accomplishments/rewards system.	Services Branch	

Year Two and Beyond

Building on the foundation laid in Year One, the Police Bureau will continue to rebuild the organization, refine its processes through internal review and program development, and intensify Community Policing activities. There are two major thrusts to guide Years Two through Five: first, building in the Community Policing values of community and employee participation, initiative and empowerment; and second, the external coordination and networking with other City Bureaus, social service providers, and the criminal justice system.

On the following pages are graphics describing the Strategic Planning Process, the Year Two to Five Projected Implementation Schedule, and the value added to the community by increasing resources and the level of effort devoted to Community Policing strategies.

Strategic Planning Process

The Strategic Planning Process is the key for Year Two to Five activities. As a fully empowered partner, the community will be intimately involved in the planning, development, and implementation of Community Policing, not merely a recipient of the end work products.

This is a community-driven process of organizational development in which the Police Bureau and community jointly determine what organization changes are required, what new programs should be developed, the optimum use and allocation of resources, and which demonstration projects should be replicated or expanded.

Implementation Schedule

The Strategic Planning Process in Year One will result in a detailed Strategic Plan for Year Two to Five with support program and budget documents to guide City Council budget deliberations for Fiscal Year 91-92. It will outline in graphic and narrative form

the anticipated work products, major tasks to be accomplished, the sequencing of work activities, critical events, major milestones, timetables and units responsible for their completion.

Each successive year the planning cycle will yield an updated comprehensive work plan to guide the Bureau-wide Community Policing implementation in the following fiscal year. Police Bureau Unit Commanders will be provided with specific training during Year One in the preparation and development of work plans. They will learn new techniques for planning, scheduling, and management of activities assigned to them.

The Projected Implementation Schedule for Year Two to Five depicts the activities and outcomes for each of the major organizational and process issues which the City Council's Second Resolution directed the Police Bureau to address in the Transition Plan: recruitment and hiring, training, employee development and assistance, planning, budgeting, decentralization, external coordination, problem solving, and accountability.

A comprehensive Strategic Plan will be developed during the first year to provide much greater detail and sequencing of events for the next four years for all of the strategies listed in Appendix A: Matrix of Objectives and Strategies. The Projected Implementation Schedule, then, reflects the multi-Bureau Transition Committee's preliminary assessment of the progression of steps to achieve department-wide implementation of Community Policing by Fiscal Year 1995.

Under Problem Solving, for example, neighborhood problem analysis capabilities will be specified in Year Two; neighborhood profiles will be developed in Year Three; Year Four will integrate technology to assist district police officers in producing neighborhood profiles; and Year Five targets the eventual design and implementation of an automated neighborhood problem analysis and resource identification system.

Police/Community Resource Impact

This chart graphically depicts the impact of adding additional resources while shifting from the present reactive mode of operations to the proactive orientation of Community Policing. The critical element in the shift to Community Policing is the ability to free up blocks of uninterrupted time from calls-for-service response for patrol officers to engage in meaningful interaction with citizens.

Preliminary workload analysis forecasts an additional 140-170 patrol, supervisory and support positions beyond Operation Jumpstart to significantly reduce calls-for-service workload. These estimates are based on officers spending less than 35 percent of their time on calls-for-service.

Overall gains in Police Bureau effectiveness and efficiency accrue as additional officers are added to the precincts and organizational improvements and Community Policing programs are incrementally implemented. The enhanced role of external agencies and the public in problem solving, together with the Police Bureau's additional resources and programs, then, are depicted as the "community-added value" gained by investing in Community Policing.

Community Policing Strategic Planning Process

Throughout the process of developing the strategies and programs for Community Policing, community and other outside input have played a key role. A Strategic Planning Process has been developed to formulate future strategies and programs. The Planning Process is a loop that starts and continues with outside input. **To attempt a detailed forecast past this year's needs would discount the value of future community input.** We can only broadly suggest the direction and needs for future years based upon the input received thus far. As each year approaches and the planning cycle continues, desired outcomes and activities will change as the needs of the community change. This process allows for greater accountability to the community for any additional resources. **Resource needs evolve, not from the Police Bureau, but from the expectations of the community.**

Step 1 Input: The foundation for the planning consists of extensive input from all segments of the community. Citizens, outside agencies, various City and State government, and the Police Bureau all have opportunities to contribute to future planning.

Step 2 Outcomes: Desired or expected outcomes from Community Policing are identified based upon the input received in Step 1.

Step 3 Activities and Strategies: Activities and strategies needed to achieve desired outcomes are developed. Community input is still a key component because **activities and strategies may evolve from many sources, not just the Police Bureau.**

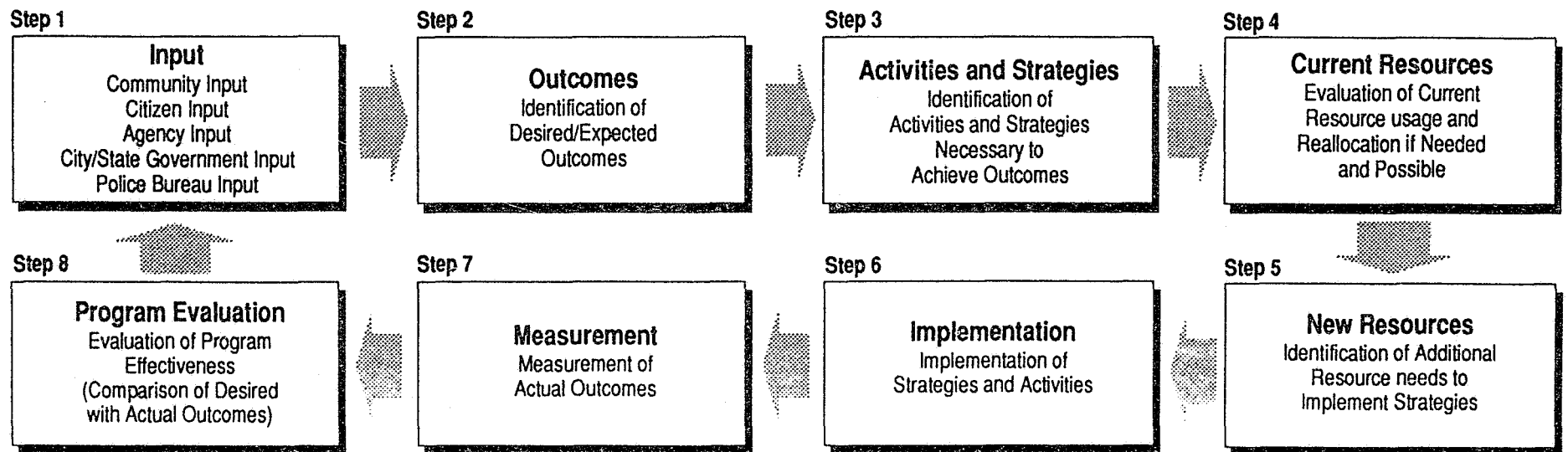
Step 4 Current Resources: After the determination of activities and strategies, a thorough examination of current resources is done. Are we using current resources in the best way to meet community need? Do we need to move resources from current activities and strategies that are no longer needed? Only after this is done do we look at additional needs to implement new strategies and activities.

Step 5 New Resources: New resource needs that are necessary to accomplish collectively identified strategies are identified and prioritized. **New needs of lower priority may be moved to future years,** depending upon available funds. These are not discarded but only suspended until resources are available.

Step 6 Implementation: Strategies and activities are implemented. This implementation may be a program of short duration (one year or less), long duration (one to five years), or indefinite duration (beyond five years).

Step 7 Measurement: Actual outcomes of strategies and activities are measured for evaluation.

Step 8 Program Evaluation: The actual and expected outcomes and strategies are compared and evaluated. Did the strategies accomplish the desired outcomes, or something else? Was the program effective, or should it be changed? **This evaluation information becomes just one piece of the input for the next year's planning cycle.** The strategic planning process then repeats in order to accurately determine the next year's needs.



Projected Community Policing Implementation Schedule For Years Two Through Five

	Year 2	Year 3	Year 4	Year 5
Recruitment & Hiring	Intensify Minority and Female Recruiting.	Testing Assistance Program Implemented	Enlarged Target Applicant Pool.	Significantly Increase Minority and Female Representation.
	Assess Predictive Validity of Exams	New Entry Level Exam Process	New Promotion Exam	Increased cultural, ethnic and gender diversity throughout the organization.
Training	Redefine Portland Police Bureau Training Modules	Institutionalize Community Policing Training Expertise	Utilize Field Supervisors as Community Policing Trainers	Police with Community Policing Skills and Neighborhood Orientation
	Management/Supervision training	Refine Management/Supervision Training	Sponsor Regional Community Policing Training	Management and Supervisors Skilled at Applying Community Policing Techniques
	Expand Training to Bureaus/Citizen Groups	Work with Bureau of Police Standards to determine appropriate Community Policing training	Neighborhood Focus Training	Problem solving Approach Applied City-wide Improved Citizen Satisfaction, and Neighborhood Livability.
Employee Programs	Employee Assistance Program Elements Defined	Implement Employee Assistance Program	Reduce Employee Stress	Increased Job Satisfaction.
	Career Officer Program Defined	Test Career Officer Program	Evaluate Career Officer Program	Implement Career Officer Program
	Employee Recognition Elements Defined	Experimental Program In Place	Employee Recognition Program Refined	Better Service From Valued Employees

Projected Community Policing Implementation Schedule For Years Two Through Five

	Year 2	Year 3	Year 4	Year 5
Empowerment	Employee/Citizen Participation in Decentralization Issues and Strategic Planning	Institutionalize Employee/Citizen Participation	Ongoing	Increased Citizen Satisfaction and Involvement in Public Safety Issues
	Develop Citizen Participation Training Programs	Field Test/Refine Citizen Participation Programs	Completed Neighborhood Business District Training	Shared Police/Citizen Decision-Making Authority
	Review Media Contacts for Openess	Develop new Media Activities	Decentralize Media Activities	Public Review of Police Activities through Media
Planning	Develop Second Year Plan (planning process)	Upgrade Third Year Plans (planning process)	Upgrade Fourth Year Plan (planning process)	New 5 Year Community Policing Plan
	Begin Integration into City Strategic Plan	Increased Involvement with Other City Bureaus	Improved Coordination with Other Agencies	Fully Integrated into City's Strategic Plans
	Evaluate and Refine Demonstration Projects	Incorporate Demonstration Projects into Bureau Activities	Select and test New Demonstration Projects	Ongoing Evaluation of New Ideas for use in the Police Bureau
	Revise Strategic Plan	Revise five year plan	Revise Five Year Plan	Revise Five Year Plan
	Citizen Input Mechanisms Refined	Permanent Citizen Input Mechanisms	Neighborhood/Business Input Mechanism Institutionalized	Citizen Input Internalized by Police Bureau
	Test Appropriate Institute of Law & Justice Audit Recommendations	Evaluate Recomendations	Implement recommendations	Gain Greater Efficiency/Effectiveness
Decentralization	Determine Areas of Operational Decentralization	Implement Test Programs and Sites	Evaluate	Conform Police Districts to Neighborhood Boundaries
	Develop the Means for Decentralized Decision Making	Test New Decision Making Concepts	Refine and Adopt Successful Methods	Decision Making Occurs at Lowest, Most Effective Level

Projected Community Policing Implementation Schedule For Years Two Through Five

	Year 2	Year 3	Year 4	Year 5
Budgeting	Train All Supervisors/Managers	Involvement in Budget Preparation	Decentralize Responsibility/ Accountability for Budget Preparation/ Implementation	Community Directed Budget Process. Problems & Resources drive Budget Process
	Community Education	Community Involvement	Community Partnership	Community Support, Customer Orientation throughout the Police Bureau.
Coordination	Develop Joint Strategies to Better Coordinate with Neighborhoods, Businesses, Other Information & Referral Bureaus.	Ongoing	Ongoing	Automated Information & Referral System
	Interagency Agency Liaison Established	Identify and refine Outside Liaison	Routine Coordination with All Appropriate Agencies	Systems Approach to Resource Utilizations
Problem Solving	Distribute Problem Solving Guide to Officers	Evaluate Use of Problem Solving Guide	Refine and Revise Problem Solving Guide	Problem Solving Guide Available Throughout Community
	Rebuild Organization Crime Prevention Programs	Rebuild organization's Support functions	Rebuild, review, realign organization	Review organization's capacity to respond to problems.
	Train Officers in Use of Problem-Solving Guide	Train community in Guide Use	Make Guide More Useful Outside the Police Bureau	Problem Solving Guide Used by all Elements of community
	Develop Neighborhood Problem Analysis Program	Develop Neighborhood Profiles	Integrate Improved Technology to Allow District Officers to Produce Neighborhood Profiles	Automated Neighborhood Problem analysis and Resource Identification Capabilities

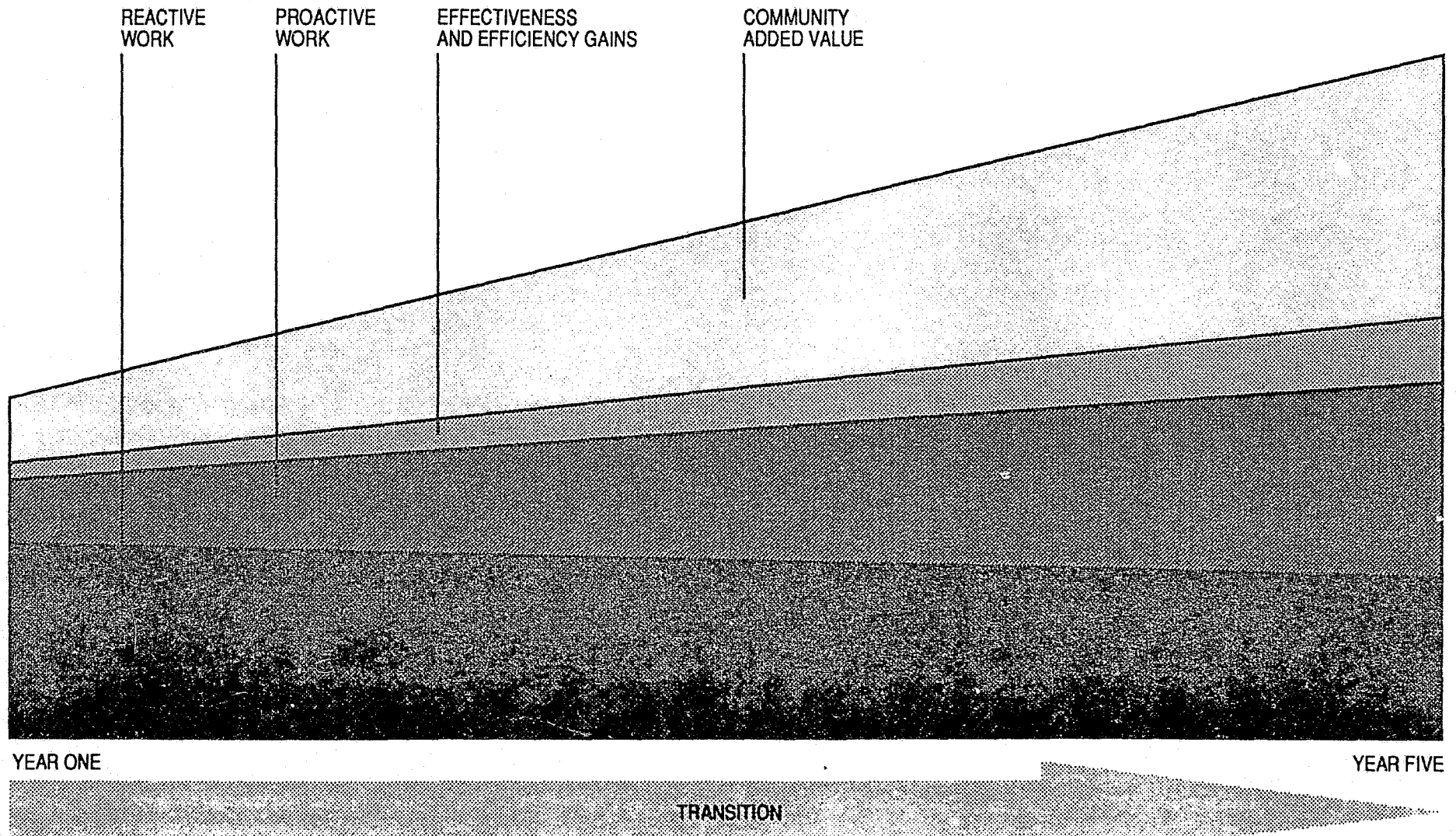
Projected Community Policing Implementation Schedule For Years Two Through Five

	Year 2	Year 3	Year 4	Year 5
Problem Solving (Con't)	Identify Needed Modifications to Existing laws and Ordinances	Obtain community input on Legal Code Modification	Draft Legislative Plan to Support Community Policing	Legislative Changes Reduce Workload
	Identify Needed Crime Prevention Support	Expand Crime Prevention Staff Both Inside and Outside Police Bureau	Develop and Implement Community-Identified Crime Prevention Needs	Crime Prevention Integrated at all Levels of All City Bureaus and Neighborhoods
	Identify At-Risk Groups	Design Programs to Address Needs of At-Risk Groups	Adopt Specialized Programs	Evaluate Specialized Programs and Refine
Accountability	Quarterly Reports to City Council	Quarterly Reports to City Council	Quarterly Reports To City Council	Quarterly Reports to City Council
	Examine Existing Fiscal Practices	Evaluate Alternative Fiscal Practices	Adopt Appropriate New Fiscal Practices	Apply New Revenue to Most Appropriate Community-Identified Problems
	Develop Police Personnel Appraisal System for All Levels	Test Personnel Appraisal System Including Subordinates Evaluation of Superiors	Conduct Bureau-Wide Personnel Evaluations	Integrate Community Input Into Personnel Evaluation
	Identify Management Concepts Conducive to Community Policing	Educate Existing Management	Incorporate Concepts into Promotional Procedure	Community Policing Institutionalized at Management Level

Police/Community Resource Impact

This chart shows the combined effect of adding resources and changing our approach to policing over the next five years. Patrol officers now spend almost all their available patrol time on reactive tasks. As resources are added this will change. By spreading the radio call workload over a larger number of patrol officers sufficient time will be

made available so that each officer can improve problem-solving skills and build productive partnerships with the community. It is this partnership, symbolized on the chart as "Community Added Value", plus the change from reactive to proactive policing methods that will maximize the investment value of the additional resources.



A Call to Action

Community Policing requires the best efforts of everyone. Whether it is citizens improving the safety of their local communities, officers directing resources to the root problems in their districts, or agency heads and Council members pursuing more effective solutions, each individual must feel as if the problem was their own, pushing ourselves, and working with others, to solve them.

Community Policing will work to the degree that we, as a community, can assume individual responsibility for making our City work, and to the degree that we, as a community fulfill our role in helping to make that happen.

The task ahead is a large one and changes are required. Community Policing will require new resources and new attitudes - one without the other will make little difference. The combination will be powerful.

No one of us should wait for Community Policing to come to our doorstep, or find its way onto our desk. Rather, we must go out and get started.

The men and women of the Portland Police Bureau: We ask that you be open minded, yet impatient. Success will require your openness to new approaches and your willingness to give those approaches the very best chance to work. But it will also require that you not wait for innovations, but instead pursue them. Look for new ways,

large and small, that can help address crime and its root causes in the City. Search for ways to build a more effective partnership with the citizens we serve. And when you find solutions, share them.

“Community Policing will require new resources and new attitudes - one without the other will make little difference”

Those who are in a position to influence policy and allocate resources: We ask that you maintain the courage of your commitment to a fully implemented Community Policing - providing resources equal to the job and support for a more active, empowered citizenry. We ask you to challenge us - to use our resources wisely so we can realize Community Policing's full potential and restore Portland as one of America's premier cities.

The citizens of Portland: If you haven't already, get involved! Whether it is through the Police Bureau, the Office of Neighborhood Associations, some other agency, or on your own, learn what you can do to strengthen the safety of your own block, your own community. Once you have begun that, look around to see if you can help someone with their problem. Think of our city as our family. As neighborhood organizers have pointed out, "living in a decent neighborhood is both a right and a responsibility". Without your help, we can't succeed. The success of Community Policing depends on the willingness of each of us to get involved.

Much has been done. Much remains to be done. Make it happen today.

Matrix of Objectives and Strategies

GOAL: 1:0 Partnership

OBJECTIVE:		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
1.1	Refer calls for service to appropriate service agency when not best served by the Police Bureau. Develop a partnership with the community, other bureaus, service agencies and the criminal justice system.				
STRATEGIES:					
1.1.1	Secure an automated comprehensive information and Referral System.	2	Yes	Community Policing Division	
1.1.2	Establish a full-time Information and Referral specialist position within the Police Bureau.	1-2	Yes	Community Policing Division	
1.1.3	Train all employees in the use of Information and Referral Systems.	1-5	Yes	Services Branch	
1.1.4	Evaluate contracting with United Way to provide Information and Referral services to the Bureau through an Information and Referral specialist.	2	Yes	Community Policing Division	Various Service Agencies and United Way
1.1.5	Improve training of 9-1-1 call takers to better screen police service calls.	1-5	No	Services Branch	Bureau of Emergency Communications
1.1.6	Develop better coordination and identification of joint problems and strategies with other Bureaus such as Parks, Fiscal, Fire, Buildings and traffic management.	1-5	Yes	Community Policing Division	
1.1.7	Define roles and responsibilities with Office of Neighborhood Associations and Neighbors Against Crime in developing crime prevention programs and activities.	1-5	Yes	Community Policing Division	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 1:0 Partnership

OBJECTIVE:

- 1.2 Maximize communication and coordination with the criminal justice system and other law enforcement agencies. Crime problems often cross jurisdictional boundaries, e.g.: drug abuse and gangs. The Police Bureau must maintain liaison with other law enforcement agencies (federal, state, county, local) and actively participate in joint enforcement efforts and interagency investigative units. Police officers must know how to access and effectively use the resources in applying problem-solving strategies at the neighborhood level.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
STRATEGIES:					
1.2.1	Inform Court Administration and judges of goals and activities of Community Policing. Request their input and provide them with feedback.	1-5	No	Community Policing Division	District & Circuit Courts
1.2.2	Work with Juvenile Court regarding the holding of juveniles more than 3 hours and help develop a juvenile holding matrix.	2	No	Investigations Branch	Juvenile Court
1.2.3	Encourage the creation of diversion programs in prostitution sentencing.	2	No	Investigations Branch	Council for Prostitution Alternatives, New Beginnings, Juvenile Court
1.2.4	Include the Justice Coordinating Council in the goals/activities of Community Policing.	1	No	Community Policing Division	Justice Coordinating Council
1.2.5	Work with the Sheriff's Office to develop a prisoner holding matrix, policy, method and system to add points for community impact offenders.	2	Yes	Chief's Office	Multnomah County Sheriff's Office
1.2.6	Encourage the development of alternative responses in lieu of prosecution for low-priority cases.	2	No	Chief's Office	District Attorney
1.2.7	Develop interagency investigator's liaison.	1-5	Yes	Investigative Branch	Federal and State investigative agencies.
1.2.8	Educate Police Bureau personnel in the use of interagency task forces.	1	No	Services Branch	
1.2.9	Conduct periodic seminars for law enforcement officers & citizens on information resources & problem-solving.	3	Yes	Services Branch	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 1:0 Partnership

OBJECTIVE:

- 1.3 Maximize communication and coordination with City Council and City Bureaus.
 The Police Bureau should only be viewed as the primary or coordinating City Bureau for crime prevention and reduction. Community Policing requires full utilization of each City of Portland Bureau resource that can help eradicate those conditions breeding criminal activity. The result of this coordination will support the development of comprehensive approaches to solving community safety problems.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
	STRATEGIES:				
1.3.1	Inform the City Attorney's Office of goals and activities of Community Policing.	1-5	No	Community Policing Division	City Attorney
1.3.2	Evaluate the possible use and role of fire personnel and facilities in Community Policing.	2	No	Community Policing Division	Fire Bureau
1.3.3	Train other City Bureaus' personnel to recognize and report criminal behavior. (City Watch)	2	No	Services Branch	City Bureaus
1.3.4	Encourage resource sharing between Fire and Police where feasible.	2	No	Chief's Office	Fire Bureau
1.3.5	Create an interagency task force to help resolve neighborhood problems and disputes.	1-5	No	Community Policing Division	Office of Neighborhood Associations, Neighborhoods Against Crime, City Bureaus
1.3.6	Coordinate new technology applications finances by the serial levy with the Bureau of Emergency Communications from 9-1-1 serial levy.	1-3	Yes	Services Branch	Bureau of Emergency Communications, Fire Bureau

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 1:0 Partnership

OBJECTIVES:

- 1.4 Maximize communication and coordination with service agencies.
 In addition to City Bureau involvement, there are a number of social service providers and regulatory agencies that respond to persons impacted by criminal activity or that regulate activities or establishments where criminal activities may occur. Closer coordination with these agencies can assist in problem-solving strategies and greater efficiency in use of Police Bureau resources.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
STRATEGIES:					
1.4.1	Determine alternative methods of transportation of children and mental patients.	2	No	Operations Branch	Mental Health Services, Children's Services Division
1.4.2	Expand the working relationship with the Oregon Liquor Control Commission.	1	No	Investigative Branch	Oregon Liquor Control Commission
1.4.3	Reevaluate our system for dealing with the mentally ill at the street level. Develop useful strategies to resolve those problems.	1-5	No	Operations Branch	Mental Health Services
1.4.4	Improve liaison with public service providers.	1-5	No	Operations Branch	Red Cross, Salvation Army, etc.
1.4.5	Evaluate possible rotation of employees through public service agencies.	2	No	Services Branch	Public service providers

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 1:0 Partnership

OBJECTIVE:

- 1.5 Maximize communication and coordination with neighborhoods and neighborhood organizations. The focal point of Community Policing is the neighborhood or business district with its unique mix of characteristics, attributes, demographics and safety problems. This plan will require both individuals and the collective group to express their priorities and concerns regarding police services, crime strategy development and order maintenance problems. In addition to City Bureau involvement, social service providers and regulatory agencies respond to persons impacted by criminal activities or regulate activity or establishments where criminal activity may occur. Closer coordination with these organizations can develop problem-solving strategies and greater efficiency in the use of Police Bureau resources.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
1.5.1	STRATEGIES: Assist Neighborhoods Against Crime and the City Office of Neighborhood Associations in increasing the number of community watches/patrols.	2-5	No	Community Policing Division	Neighborhoods Against Crime, Office of Neighborhood Associations
1.5.2	Enhance neighborhood organizations through more block watches, phone trees, neighborhood patrols.	2-5	No	Operations Branch	Neighborhoods Against Crime, Office of Neighborhood Associations
1.5.3	Develop methods for communicating major neighborhood problems to the primary agency.	1	No	Operations Branch	Office of Neighborhood Associations
1.5.4	Coordinate, with Office of Neighborhood Associations, methods to increase the use of mediation personnel.	2	Yes	Community Policing Division	Office of Neighborhood Associations
1.5.5	Increase the responsibilities and number of Block Homes in Portland.	2	No	Community Policing Division	
1.5.6	Create a Police Activities League with other law enforcement agencies .	1	Yes	Operations Branch	Bureau of Parks
1.5.7	Use established church/religion-based resources to resolve neighborhood issues and needs when appropriate.	2	No	Operations Branch	Volunteer Chaplains

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 1:0 Partnership

OBJECTIVE:

1.6 Improve communication and coordination with business and private security representatives.

Many businesses are developing in-house security operations and private security companies are proliferating. The Police Bureau must work with this expanding element of the community to maximize their input and utility in the reduction of crime and fear throughout the city.

	Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
STRATEGIES:				
1.6.1	2	No	Investigations Branch	District Attorney's Office, Private Security Companies
1.6.2	2	Yes	Investigations Branch	
1.6.3	3	Yes	Operations Branch	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 2.0 Empowerment

OBJECTIVE:

- 2.1 Enhance Portland Police Bureau image, information exchange, and public awareness of Community Policing. Community Policing is a significant change from traditional policing activities, although various elements of problem-solving are presently used. Change can cause anxiety and uncertainty—both internal and external to the organization. It is important to maximize employee and public information about the transition to Community Policing. This effort will minimize anxiety; project and reinforce a positive Community Policing image to the public and to potential police officer applicants. Additionally it will maintain a high visibility profile in neighborhoods; and inform the media, employees and the public about significant events during the transition.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
STRATEGIES:					
2.1.1	Develop a logo/motto for Community Policing.	1	No	Community Policing Division	
2.1.2	Create a Community Policing speaker's bureau.	2	No	Community Policing Division	
2.1.3	Develop a comprehensive multi-media public affairs campaign for recruitment of qualified applicants for employment representing the community's cultural diversity.	1	Yes	Chief's Office	
2.1.4	Redefine the Public Information Officer's role to include distribution of Community Policing information.	2-5	No	Chief's Office	
2.1.5	Create a better communication liaison with the community.	2-5	Yes	Chief's Office	
2.1.6	Develop media and education programs for ethnic groups regarding Community Policing activities.	2-5	Yes	Chief's Office	
2.1.7	Provide the media and community with examples of Community Policing successes.	1	No	Chief's Office	
2.1.8	Establish a media/information library on Community Policing.	2-5	No	Chief's Office	
2.1.9	Develop, distribute, and analyze periodic surveys of public attitudes and perceptions of Community Policing.	2-5	Yes	Chief's Office	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 2.0 Empowerment

OBJECTIVE:

- 2.2 Develop recruiting and hiring practices consistent with community characteristics and needs. Under a Community Policing orientation, police officers must reflect the community's demographics and cultural diversity, have analytical ability and interpersonal communication skills, and have a problem-solving orientation. As a service organization, policing is heavily dependent upon an adequate pool of qualified applicants. A formalized system must be in place for recruitment and selection of police officers with the required background, skills, and attributes for Community Policing.

STRATEGIES:

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
2.2.1	Recruit, hire, and train personnel that are representative of community demographics and Community Policing philosophy.	1-5	Yes	Services Branch	Bureau of Personnel
2.2.2	Create a recruitment and training program to prepare minority and female candidates for Portland Police Bureau Civil Service exam.	2-5	Yes	Services Branch	
2.2.3	Establish ongoing personnel operation and testing to have qualified applicants available to fill vacancies at any time.	1-5	Yes	Services Branch	Bureau of Personnel
2.2.4	Expand the availability of personnel application forms to locations such as Neighborhood Association offices, the Urban League, and patrol precincts to enhance application opportunities.	1	No	Services Branch	
2.2.5	Work with Personnel Bureau to establish job related exam processes and establish predictive validity of entry and promotional exams.	2	No	Services Branch	Bureau of Personnel
2.2.6	Create a second Reserve Coordinators position.	2-3	Yes	Operations Branch	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 2.0 Empowerment

- 2.3 **OBJECTIVE:**
 Increase community involvement in Bureau operations.
 The community is a full-fledged "partner" only if it has a voice in police resource allocation and service delivery. The Bureau desires appropriate input consistent with safe and efficient police operations, adherence to confidentiality of information concerns, and data privacy legal restrictions.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
2.3.1	STRATEGIES: Determine the extent of citizen involvement while maintaining confidentiality, data privacy and officer safety.	1-5	No	Chief's Office	City Attorney
2.3.2	Develop internal and community education programs to increase citizen participation in Community Policing.	2	Yes	Chief's Office	
2.3.3	Train and educate citizens to help them address criminal activities and neighborhood livability issues.	2	Yes	Chief's Office	Office of Neighborhood Associations

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 2.0 Empowerment

OBJECTIVE:

- 2.4 Decentralize Portland Police Bureau in function and structure where and when possible. Most traditional police units are highly centralized with all functions performed by sworn police officers. Community Policing is based on allocating and distributing resources to specific areas with identified problems. Neighborhoods, business districts, and police officers must be able to easily access Bureau resources without diminishing availability to other areas and problems.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
STRATEGIES:					
2.4.1	Review areas within the Bureau where civilians can be employed to replace sworn officers ("civilianization").	1	No	Services Branch	
2.4.2	Establish "Kobans"/mini-precincts/store fronts within the community.	3	Yes	Operations Branch	
2.4.3	Determine feasibility of the Detective Division creating Precinct-oriented investigative sections.	2	Yes	Investigations Branch	
2.4.4	Review and simplify general orders.	2	No	Community Policing Division	
2.4.5	Redistrict or redeploy personnel to be consistent with Community Policing and service needs.	2	Yes	Operations Branch	Bureau of Emergency Communications Office of Neighborhood Associations
2.4.6	Determine optimal configuration of patrol areas and precincts to facilitate Community Policing.	2	Yes	Operations Branch	Bureau of Emergency Communications Office of Neighborhood Associations
2.4.7	Evaluate which police services, units, activities and positions should be decentralized to the precinct or neighborhood level.	2	No	Operations Branch	
2.4.8	Create a community interaction unit. (Neighborhood Response Team.)	1-5	Yes	Operations Branch	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 2.0 Empowerment

OBJECTIVE:

2.5 Decentralize Portland Police Bureau decision making where and when possible.

Decision making is largely centralized and follows the chain of command structure traditional to police and para-military organizations. Community Policing encourages problem-solving by empowering the police officer and citizen to work together. This can only occur when police officers have the authority to undertake commitment of resources and course of action. Guidelines and conditions must be developed to empower police officers and citizens without usurping authority, discipline and order in Police Bureau operations.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
2.5.1	STRATEGIES: Define specific problems and appropriate levels for decision making.	2	No	Chief's Office	
2.5.2	Review Department Manual/General Orders to give police officers greater latitude, discretion and authority in decision making.	2	No	Chief's Office	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 2.0 Empowerment

OBJECTIVE:

- 2.6 Analyze all recommendations by external reviews of Police Bureau operations and management for possible implementation. Periodically, groups or individuals outside the Police Bureau examine our operations to identify possible areas of improvement. It is essential that the Police Bureau thoroughly evaluate any well intentioned suggestion.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau Agency, Group, Service, etc.
2.6.1	STRATEGIES: Give priority to changes with the greatest impact on Bureau efficiency and effectiveness.	1	No	Community Policing Division	Research Function
2.6.2	Identify and implement recommendations which will directly enhance Community Policing goals and objectives.	1	No	Chief's Office	Research Function
2.6.3	Analyze recommendations from internal review committees for possible implementation.	1-5	No	Chief's Office	
2.6.4	Analyze recommendations from city auditor for possible implementation.	1-5	No	Chief's Office	
2.6.5	Analyze recommendations from Institute for Law and Justice report for possible implementation.	1	No	Chief's Office	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 3.0 Problem Solving

OBJECTIVE:

- 3.1 Identify modifications needed to existing laws and ordinances or create new ones to help facilitate Community Policing strategies. Traditional policing is law enforcement oriented and enforces primarily criminal statutes. Enactment of new legislation or city ordinances is an available option for constricting or regulating activities, practices or conditions that contribute to neighborhood safety problems or place a disproportionately high work load on police officers.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
3.1.1	STRATEGIES: Review City Codes, State laws, and City ordinances, and seek revisions to solve neighborhood and law enforcement problems.	2-5	No	Chief's Office	City Council
3.1.2	Create City Alarm Ordinance to reduce false alarm incidents and their impact on police resources.	1	No	Chief's Office	City Council Alarm companies
3.1.3	Expand enforcement and investigations aimed at pimp, prostitute, and prostitute customer.	1	No	Investigations Branch	
3.1.4	Examine private security industry and continue to work with their representatives toward establishing standards.	2-5	No	Chief's Office	Alarm companies Security companies

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 3.0 Problem Solving

OBJECTIVE:

3.2 Establish a permanent planning function within Portland Police Bureau.

Planning is an integral part of the administrative process. Police commanders and supervisors are regularly involved in planning to meet the operational objectives of their units. This frequently encompasses day-to-day tactical planning activities in patrol, investigations, special events and major incident responses. Improving or changing policies, practices and procedures and applying them in actual operations also requires planning. But this type of planning should be formalized to take a broad view of short-term and long range organizational needs such as staffing, training, budgeting and operational impediments. This is the most effective method of managing the dynamics of change implicit in a transition to Community Policing.

	Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
STRATEGIES:				
3.2.1	1	Yes	Community Policing Division	
3.2.2	1	No	Services Branch	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 3.0 Problem Solving

OBJECTIVE:

3.3 Reduce crime and fear of crime.

Reduction of the incidence and fear of crime is the most basic core of the Police Bureau mission statement. Patrol units should respond to the scene of Priority 1 & 2 calls for service as rapidly as possible to make an arrest, minimize injury or property loss and resolve the incident. Proactive measures directed at prevention of and resistance to crime are equally important under Community Policing. Crime prevention addresses eradication of crime-causing conditions while crime resistance focuses on reducing vulnerability to crime. Crime prevention includes the targeting of chronic offenders and locations that breed crime. Crime resistance includes target hardening, public education and security improvements to reduce vulnerability to crime.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
	STRATEGIES:				
3.3.1	Expand Crime Prevention role and evaluate existing programs for application to Community Policing.	2	Yes	Community Policing Division	
3.3.2	Expand Home Security and Locks Program.	2	Yes	Community Policing Division	
3.3.3	Determine the feasibility of following up on Crime Reports with specific information mailed to complainant.	2	Yes	Community Policing Division	
3.3.4	Examine increasing criminal investigative support.	2	Yes	Investigations Branch	
3.3.5	Target repeat/chronic offenders for arrest and incarceration.	2	Yes	Operations Branch	
3.3.6	Train officers and public on the use of Crime Prevention Through Environmental Design (CPTED).	2	No	Community Policing Division Operations Branch	
3.3.7	Reduce response time to emergency calls for service.	1-5	Yes	Operations Branch	
3.3.8	Establish a target strength for reserve unit of 100 reserve officers.	2	Yes	Operations Branch	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 3.0 Problem Solving

OBJECTIVE:

3.4 Establish neighborhood problem analysis function and identify solutions.

The central focus of Community Policing is the neighborhood and business district. Jointly empowered, police officers and citizens can work together in problem-solving. In the design phase, citizen focus groups identified twelve (12) major community safety problems in neighborhoods and business districts that diminish their livability and increased their vulnerability to crime. These were: abandoned buildings, burglary, thefts from vehicles, chronic theft/vandalism, drugs, gangs, loitering youths, parks, problem liquor outlets, prostitution, street people and traffic problems. The Menu Committee then compiled for each problem area a comprehensive list of applicable problem-solving resource agencies, strategies, and techniques. Further refinement into a Problem-solving Guide, with training on its use, will form the basis for analyzing, targeting, and resolving identified problems at the neighborhood level.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
3.4.1	STRATEGIES: Create a Problem-solving Guide and train employees and public in its use.	1-2	Yes	Community Policing Division	
3.4.2	Create a Crime and Problem Analysis Unit to analyze information and programs necessary to address neighborhood problems.	2	Yes	Community Policing Division	
3.4.3	Evaluate and implement most appropriate alternative patrol techniques for neighborhood problem-solving.	2	No	Operations Branch	
3.4.4	Target at-risk youth for special attention through Juvenile Division/Program.	3	Yes	Investigations Branch	Police Activities League, Children Services, Public Schools
3.4.5	Refer at-risk youth and families to appropriate community, religious, and social service resources.	1	No	Operations Branch	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 3.0 Problem Solving

OBJECTIVE:

3.5 Establish Demonstration Projects.

Before new strategies and techniques can be successfully implemented Bureau-wide, they must first be tested, evaluated and revised in an applied research setting. A demonstration project affords the opportunity to put a public-view microscope on the practices of Community Policing as developed and applied by the Portland Police Bureau and the community. It is a workshop and experimental testing ground under real but controlled Bureau operating conditions. Critical to its success is a post implementation review to evaluate its success.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
	STRATEGIES:				
3.5.1	Plan, Implement and Evaluate Demonstration Projects	1	Yes	Community Policing Division	
3.5.2	Create evaluation methodology for Community Policing Demonstration Projects.	1	Yes	Operations Branch	
3.5.3	Test information and referral in Demonstration area.	1-5	Yes	Operations Branch	
3.5.4	Establish selection criteria for officer participation in Demonstration Project.	1	No	Operations Branch	
3.5.5	Give officers working Demonstration Project Area opportunity to assist in the Project.	1	No	Operations Branch	
3.5.6	Maintain a Community Policing Division support to the Demonstration Project.	1	No	Community Policing Division	
3.5.7	Identify the most effective strategies and programs in the Demonstration Project.	1	Yes	Community Policing Division	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 3.0 Problem Solving

OBJECTIVE:

3.6 Reduce individual and unit workloads wherever possible to facilitate innovation and problem-solving opportunities.

The availability of continuous blocks of time sufficient for meaningful activities is critical to the success of Community Policing. This can occur by increasing the number of police officers, reducing existing officer workload or a combination thereof. During the design phase, a Productivity Workload Analysis Committee was given free rein to examine various issues and methods of reducing the workload of Bureau members. The basic premise of the Committee was that the police should limit their activities to their basic mission of protecting life, property, and individual rights, i.e., focusing on hot (vs. cold) calls for service that require sworn police authority, training and expertise. The total hours "saved" annually in the Committee recommendations yield on the average up to one and one-half hours of freed availability for each fielded patrol unit. Each of these officer workload redistribution recommendations should be thoroughly evaluated as well as others which may evolve from the Demonstration Project. Reduction of calls for service workload (i.e., committed unit utilization time) will affect the additional patrol officer requirements for Community Policing.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
STRATEGIES:					
3.6.1	Examine feasibility of telephone report unit expansion.	1	Yes	Services Branch	
3.6.2	Determine feasibility of allowing private security to issue citations to appear in court and mail-in reports.	2	No	Community Policing Division	District Attorney's Office, Private Security Companies
3.6.3	Incorporate technology that saves officer time (i.e., direct report entry, Mobile Digital Terminals, vehicle locators, etc.) in computer aided dispatch request for proposal.	2-3	Yes	Services Branch	Bureau of Emergency Communications
3.6.4	Determine the feasibility of establishing an alternative telephone number for non-life-threatening situations.	2	Yes	Services Branch	Bureau of Emergency Communications
3.6.5	Increase responsibility of private security companies and alarm owners for reductions/response to false alarms.	1	No	Chief's Office	Private Security Companies, City Council

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 4.0 Accountability

OBJECTIVE:

4.1 Review all fiscal practices and policies and revise, as needed.

Most management decisions have a financial impact. The Community Policing objectives and strategies in this Transition Plan involve changes to existing programs and the addition of new resources and programs. The budget process is necessary to express the funds needed for planning, implementation, and ongoing operations of Bureau functions. As the Bureau moves into Community Policing, it is important to integrate line item and internal operating unit costs into specific programs and activities of Community Policing. The Police Bureau will actively seek all available outside sources of funding for Community Policing implementation including foundation, state and federal grants, service fees and/or revenue enhancements.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
4.1.1	STRATEGIES: Seek additional means, including grants, to finance Police Bureau program.	1	No	Management Services.	
4.1.2	Evaluate current methods of operation for possible cost reduction measures.	1	No	Management Services.	
4.1.3	Design budget process training for supervisory and command personnel.	1	No	Management Services.	
4.1.4	Investigate feasibility of establishing new user fees and evaluate the adequacy of current user fees.	1-5	No	Management Services.	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 4.0 Accountability

OBJECTIVE:

- 4.2 Make a transition to a management practice and policy consistent with the mission of Community Policing. Direction and control in a police organization is essential in maintaining order and consistency, that adheres to administrative and procedural law, while protecting civil rights. The Chief of Police sets the administrative tone through a management style, policies and written communications. Decision making follows a hierarchical rank structure that is guided by those policies, and the Bureau's General Orders. Successful implementation of Community Policing requires open and frequent communication at all levels of the Bureau with management practices and policies that embrace the mission of Community Policing.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
STRATEGIES:					
4.2.1	The Chief should express a personal vision for Portland Police Bureau for the next five years.	1	No	Chief's Office	
4.2.2	The Police Bureau will expedite the decision making process whenever possible.	1-5	No	Chief's Office	
4.2.3	Develop and communicate a management/supervision philosophy for Community Policing and reinforce this philosophy during in-service training.	1-5	No	Chief's Office	
4.2.4	Establish and maintain spans of control that facilitate effective management/supervision within the context of Community Policing.	1-5	No	Chief's Office	
4.2.5	Review and revise General Orders to help decentralize decision making and empower employees.	1	No	Chief's Office	
4.2.6	The Police Bureau will encourage decision making at the lowest effective level.	1-5	No	Chief's Office	
4.2.7	Develop and provide leadership training for management and supervisors that is consistent with Community Policing Goals.	1-2	No	Services Branch	
4.2.8	Improve the Bureau's response to recommendations by its members.	1	No	Chief's Office	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 4.0 Accountability

STRATEGIES:		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau Agency, Group, Service, etc.
4.2.9	Develop management evaluation and performance review system that is consistent with Community Policing.	2	No	Chief's Office	
4.2.10	Examine stabilizing all Bureau assignments, especially district officers.	1	No	Chief's Office	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 4.0 Accountability

OBJECTIVE:

- 4.3 Enhance productivity through continual evaluation and necessary revision of Bureau programs.
 The many strategies for Community Policing in this Transition Plan document involve innovation and an element of risk taking. It is not possible in advance to accurately predict their success or failure in contributing value to the concept of Community Policing. A formal program evaluation system should be in place to qualitatively and quantitatively measure the organizational impact of internal and external resources and effort expended. It must provide sufficient flexibility to allow revisions to program content and structure and to allow for changing conditions in the community and the Police Bureau's organization.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
4.3.1	STRATEGIES: Develop Police Bureau service delivery performance measures that are both qualitative and quantitative.	1-5	No	Community Policing Division	
4.3.2	Establish ongoing Community Policing evaluation to assess this Bureau's transition to Community Policing.	1-5	No	Community Policing Division	
4.3.3	Develop performance measures based upon citizen's assessment of our ability to solve community problems.	1-5	No	Community Policing Division	
4.3.4	Develop evaluation programs flexible enough to provide a constructive response to ineffective outcomes of risk taking.	1-2	No	Chief's Office	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 4.0 Accountability

OBJECTIVE:

- 4.4 Evaluate, on a continuing basis, all Portland Police Bureau personnel to insure attainment of Bureau goals. Current periodic evaluation of employee performance is important to provide feedback on the quality of their work. Performance evaluations also assist in testing and ratings for promotions. Community Policing will place emphasis on personal attributes and job skills not currently evaluated or rewarded. It also places a high value on rewarding community-oriented police behavior. A personnel appraisal system should be in place to encourage and reward appropriate Community Policing behaviors. Effective Community Policing performance should not preclude opportunities for traditional career path development and promotion.

	Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
4.4.1 STRATEGIES: Develop a promotional probationary performance evaluation system for all positions within the Police Bureau that is consistent with goals of the Police Bureau and Community Policing.	2	Yes	Services Branch	Bureau of Personnel
4.4.2 Develop a job-related performance evaluation system consistent with goals of Community Policing for all positions within the Police Bureau.	1-5	Yes	Services Branch	
4.4.3 Develop promotional practices based on demonstrated performance and testing measures which embody Community Policing philosophy.	2	No	Services Branch	
4.4.4 Develop a response to inadequate performance that focuses on improvement rather than punitive measures.	2-5	No	Services Branch	
4.4.5 Develop a process for subordinates to evaluate their superiors.	1-5	No	Services Branch	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 4.0 Accountability

OBJECTIVE:

4.5 Develop a community accountability process.

Community Policing is a process for creating greater accountability of citizens and organizations for criminal activity and conditions impacting the safety of their neighborhood and business districts. They become joint stakeholders with the Police Bureau and other agencies in their vitality and livability. Portland is fortunate to have well organized and developed neighborhood associations and business districts. These organizations are a logical base for Police Bureau accountability for its crime prevention and reduction efforts in those areas. But they can also provide accountability for disorderly behavior management and referral of individuals and problem locations or conditions to appropriate agencies. The Police Bureau values the active participation of citizens during the Design Phase of Community Policing. To insure continued direction, counsel and feedback by the community during the Transition, the Bureau desires to create an ongoing advisory group of citizens.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
	STRATEGIES:				
4.5.1	Create methods to obtain better community input in all Bureau operations.	2	No	Community Policing Division	Office of Neighborhood Associations Neighborhoods Against Crime
4.5.2	integrate Community Policing committees along functional lines within the Police Bureau.	1	No	Community Policing Division	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 5.0 Service Orientation

OBJECTIVE:

- 5.1 Be more responsive to employee needs, performance, and participation.
 Before an organization can successfully motivate employees to be oriented toward the customers (citizens) it serves, management must be a service organization for its employees. If the Bureau is to value community participation and position itself to better meet citizens' expectations, then the Bureau must fully demonstrate its concern for Bureau members and be responsive to their needs, problems, and expectations. This internal customer service orientation should be reflected not only in words, but in the actions of Bureau employees.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
	STRATEGIES:				
5.1.1	Establish an employee recognition and reward program that incorporates Community Policing accomplishments.	1-5	Yes	Services Branch	
5.1.2	Expand Employee Assistance Programs.	1-2	Yes	Services Branch	
5.1.3	Create a stress-reduction program.	2	Yes	Services Branch	Chaplain's Office
5.1.4	Institute a "career" officer program aimed at job enrichment for officers.	1-2	Yes	Services Branch	
5.1.5	Create methods for improving internal information, suggestions, and feedback.	1	Yes	Chief's Office	
5.1.6	Provide training on substance abuse rehabilitation programs for Bureau members.	1	Yes	Services Branch	
5.1.7	Encourage employees to achieve proficiency in second language.	1-2	No	Services Branch	
5.1.8	Develop and provide training in internal conflict resolution techniques.	2	No	Services Branch	
5.1.9	Continue to involve employees in setting of Precinct/Bureau goals and objectives.	1	No	Community Policing Division	
5.1.10	Investigate the feasibility of requiring all sworn personnel to work Precinct shift on a quarterly basis.	2	No	Community Policing Division	
5.1.11	Place more emphasis on informing employees about city programs and benefits.	1	No	Services Branch	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 5.0 Service Orientation

STRATEGIES:		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau Agency, Group, Service, etc.
5.1.12	Increase the Police Bureau's public support for officers involved in sensitive incidents when the officer's actions are appropriate.	1	No	Chief's Office	
5.1.13	Establish and maintain better contact with employees on leave of service and retirees.	1-5	No	Services Branch	

Note: These strategies are a starting place. As studies are undertaken, some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 5.0 Service Orientation

OBJECTIVE:

- 5.2 Train all Bureau personnel in Community Policing strategies and techniques.
 Community Policing during the next five years will change the Bureau from a law enforcement and crime suppression agency to a proactive, problem-solving organization that is responsive to the unique crime and order maintenance problem assessments and priorities of varied neighborhoods and business districts. Empowering employees to make decisions (providing both the responsibility and authority) is the essence of exemplary customer service programs. Bureau members will first need training in some generic topics of skills-building and reinforcement designed to convey this new role. Topics include customer service (citizen satisfaction), problem-solving, communication, information and referral. Bureau members then need training in how to access all the available resources to provide the best solution to a particular problem and set of circumstances. During the Design Phase, the Training Committee outlined 33 lesson plans that focus on strategies that can be applied to the twelve community safety problems identified in the five community focus groups. A number of other training recommendations were identified by the nine committees in the Design Phase.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
STRATEGIES:					
5.2.1	Develop a comprehensive training curriculum on Community Policing problems and strategies.	1	Yes	Services Branch	
5.2.2	Identify and develop an internal and external training staff and any necessary resources.	1	Yes	Services Branch	
5.2.3	Integrate Community Policing training into the existing Bureau training schedules.	1	No	Services Branch	
5.2.4	Increase Training Unit sworn and civilian training staff, as needed.	1	Yes	Services Branch	
5.2.5	Examine expanding the rotation of police trainees through additional Bureau units.	2-3	No	Services Branch	
5.2.6	Expand cross-cultural training.	1-5	No	Services Branch	
5.2.7	Expand the use of injured and partially disable employees.	1	No	Services Branch	
5.2.8	Train all newly hired employees in Community Policing.	1	Yes	Services Branch	
5.2.9	Train supervisors and officers to be "trainers" of Community Policing.	1	Yes	Services Branch	
5.2.10	Train all employees in the new personnel evaluation system.	2-5	No	Services Branch	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 5.0 Service Orientation

STRATEGIES:		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau Agency, Group, Service, etc.
5.2.11	Include training for investigators in annual in-service training sessions.	2	Yes	Services Branch	
5.2.12	Train officers in use of City ordinances that are useful in Community Policing strategy.	1	Yes	Services Branch	
5.2.13	Provide more training opportunities.	2	Yes	Services Branch	
5.2.14	Establish Portland Police Bureau as a training resource for local agencies.	3-5	No	Services Branch	Bureau of Police Standards and Training

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 6.0 Project Management and Direction

OBJECTIVE:

- 6.1 Develop a detailed work plan with assigned accountability, time frames, major milestones, work products and budgets. The objectives and strategies in this Transition Plan document are a compilation of issues, alternative modes of police service delivery, new techniques and resources and changes in Bureau organization and environment. Coordination among public and private resources is required to implement Community Policing. A detailed work plan and schedule of events prioritizes activities, assigns specific accountability, and defines work products to be delivered within an agreed upon schedule.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
	STRATEGIES:				
6.1.1	Develop a statement of objectives and values. Reevaluate and modify yearly.	1-5	No	Community Policing Division	
6.1.2	Prioritize Programs and Strategies.	1-5	No	Community Policing Division	
6.1.3	Perform outside agency impact analysis to determine additional needs/demands on other agencies.	1	Yes	Services Branch	Office of Neighborhood Associations
6.1.4	Identify public and private funding sources for Community Policing.	1-5	No	Management Services	Office of Finance and Administration
6.1.5	Determine the duration that the funding sources will be available for Community Policing strategies.	1-5	No	Management Services	Office of Finance and Administration
6.1.6	Establish and authorize sworn/non-sworn strength for Portland Police Bureau to accommodate changing needs.	1-5	No	Services Branch	

Note: These strategies are a starting place. As studies are undertaken some strategies will be replaced or deleted as others are found to be more feasible.

GOAL: 6.0 Project Management and Direction

OBJECTIVE:

- 6.2 Design a management information system to monitor progress of all implementation activity.
 An orderly process is required to manage the many implementation work tasks and activities; monitor the projects and work products on an ongoing basis; record key events and dates; provide a central focus for budgeting and finance and establish reporting requirements to keep the Bureau, City Council, and the community informed of progress.

		Time Frame 1-5 Years	New Financial Impact	Possible Police Bureau Assignment of Responsibility	Possible Impacted Bureau, Agency, Group, Service, etc.
6.2.1	STRATEGIES: Develop a feedback mechanism to insure that information passed along is received and reviewed.	1	No	Community Policing Division	
6.2.2	Conduct internal Bureau review process, including Chief's office, command staff, police officers and the Bureau committees on Community Policing.	1	No	Community Policing Division	
6.2.3	Survey citizen victimization rates, reporting rates, satisfaction levels, and other baseline data to evaluate Community Policing effectiveness.	1-5	Yes	Services Branch	Office of Neighborhood Associations
6.2.4	Design a format and process for periodic reporting of implementation progress.	1	No	Services Branch	

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MEETINGS AND FOCUS GROUPS

Focus Group Meetings

Albina Ministerial Alliance
Burnside Community Council
Association for Portland Progress
Business District Associations
Chamber of Commerce
City Bureau Managers
Portland Metropolitan Commission on Aging
County Chair
County Social Services Division
County Health Division
Crime Prevention Coordinators
District Attorney's Office
Franklin-Marshall High School's Cluster
Grant Cluster

International Refugee Center of Oregon
Judges (Courts)
Media
Native American Rehabilitation Association
Office of Neighborhood Associations
Oregon Council for Hispanic Advancement
Portland Public Schools
Portland City Counsel
Portland Police Officers Association
Portland Police Command Officers Association
U.S. Attorney's Office
Wilson Cluster Advisory Committee
Wilson High School Cluster
Youth Commission

Open Community Meetings

Binnsmead School
Southeast Portland
University of Portland
North Portland
Multnomah Center
Southwest Portland
Lincoln High School
West/Northwest Portland
King Neighborhood Facility
Northeast Portland

Acknowledgements

Committee Reports

- Criminal Justice Committee Report, November 1989, Portland Police Bureau.
- Information and Referral Committee Report, September 1989, Portland Police Bureau.
- Legal/Legislative Committee Report, October 1989, Portland Police Bureau.
- Media and Education Committee Report, November 1989, Portland Police Bureau.
- Menu Committee Report, September 1989, Portland Police Bureau.
- Productivity/Workload/Analysis Committee Report, September 1989, Portland Police Bureau.
- Training and Recruitment Committee Report, October 1989, Portland Police Bureau.

Advisory Committee Reports

- Command Advisory Committee Report, October 1989, Portland Police Bureau.
- Investigative Advisory Committee Report, October 1989, Portland Police Bureau.
- Nonsworn Advisory Committee Report, October 1989, Portland Police Bureau.
- Officers Advisory Committee Report, October 1989, Portland Police Bureau.
- Supervisors Advisory Committee Report, November 1989, Portland Police Bureau.

Surveys

- Community Meeting Surveys, April through June 1989, Portland Police Bureau.
- Community Policing National Agency Survey, July 1989, Portland Police Bureau.
- Portland Police Bureau Employee Survey, February 1989, Portland Police Bureau.

Resolutions

- A Definition of Community Policing, City of Portland Resolution No. 34587, July 5, 1989.
- A Design for Community Policing, City of Portland Resolution No. 34627, October 25, 1989.