

SPECIAL INVESTIGATIONS UNIT

The Special Investigations Unit is responsible for enforcing laws and investigating complaints pertaining to gambling, prostitution, obscenity, drug violations, the recovery of stolen property and general investigative work indirectly related to narcotic and vice violations. It is responsible for informing the Sheriff regarding the vice and narcotics situation in Multnomah County.

Special Investigations officers investigate vice and narcotics activities, arrest suspects, appear in court and make speeches to public groups and presentations to the Police Academy. Emphasis of the unit is on reducing vice and narcotics activity both to reduce associated crimes and to discourage the presence of organized crime.

Goal 1: To develop an effective juvenile narcotic program.

Objective 1.1. Development of a hitline-crisis intervention for juvenile drug abusers in the Reynolds and Gresham School Districts.

Activity 1.1.1. Conduct survey of available juvenile drug abuse programs.

1.1.2. Analyze cost effectiveness of a hotline program.

1.1.3. Identify persons and resources needed for the program.

1.1.4. Develop a budget for this program.

1.1.4.1. - Identify various funding sources.

1.1.4.2. - Develop a grant application for outside funding.

1.1.4.3. - Identify any matching or cooperative funds through the community.

1.1.5. Upon adequate funding, actual implementation of the program.

Objective 1.2. To develop a comprehensive program with the school districts to handle the drug problems in schools throughout the County.

Activity 1.2.1. Identify the school drug problem..

1.2.2. Identify resources needed for the program.

1.2.3. Identify solutions to problems and methodology for solutions.

1.2.4. After identification of problem, resources, solutions and methodology, implement with school district assistance, an adequate program.

Objective 1.3. To effectively reduce the potential drug market among juveniles by 15% in 1976.

Activity 1.3.1. Identify the juvenile drug market in Multnomah County

1.3.2. Analyze the drug market as to type of drug.

1.3.3. Identify drug purveyors as they relate to the juvenile drug market.

1.3.4. Develop an aggressive effective drug enforcement program.

Goal 2: To develop an integrated narcotics task group in Multnomah County.

Objective 2.1. To offer the citizens of Multnomah County a unified narcotics group to enforce the State's narcotics law.

Activity 2.1.1. Identify current drug enforcement within Multnomah County.

2.1.2. Identify present cost of drug enforcement in Multnomah County.

2.1.3. Identify the resources needed for the integrated group in:

- 2.1.3.1. - Personnel
- 2.1.3.2. - Equipment
- 2.1.3.3. - Facilities
- 2.1.3.4. - Funds

2.1.4. Meet with drug enforcement agencies in Multnomah County and form a committee to draw up an integrated Unit.

2.1.5. Present the proposed integrated plan to the administration of participating agencies for acceptance.

2.1.6. After acceptance, institute the new plan as an operational function with Multnomah County.

2.1.7. If plan is not accepted, re-evaluate the plan and our current operation.

Goal 3: To establish a Unit-Community Drug educational program.

Objective 3.1 To create a greater drug abuse awareness among the community.

Activity 3.1.1. Develop a drug abuse awareness campaign.

3.1.2. Meet with all community sectors and discuss drug abuse.

Objective 3.2 Develop a program of Police-Community drug abuse forums throughout Multnomah County.

Activity 3.2.1. Participate with community organizations in holding drug abuse seminars and workshops.

Goal 4: To increase enforcement in areas of prostitution and gambling crimes from virtual zero enforcement to a level that keeps abreast of this type of criminal activity.

Objective 4.1. To prevent organized groups to establish prostitution and gambling organization.

Activity 4.1.1. Provide greater training in gambling and prostitution laws.

4.1.2. Develop a greater intelligence awareness of known gamblers and prostitutes.

4.1.3. Provide training in enforcement techniques in the gambling and prostitution crime area.

Goal 5: To up-grade and streamline the S.I. U. Operational equipment and techniques.

Objective 5.1 To enable the S.I.U. to perform its enforcement function more effectively, safely, and efficiently.

Activity 5.1.1. Review all unit equipment.

5.1.2. Identify what equipment is needed.

5.1.3. Identify cost of replacing or renewing equipment.

5.1.4. Determine if there are alternatives to current equipment and replacements.

5.1.5. Exchange techniques and equipment use ideas with other agencies.

Goal 6: To develop an efficient unit statistical program.

Objective 6.1. To provide a method to accurately determine enforcement effectiveness.

Activity 6.1.1. Analyze present statistical procedures.

6.1.2. Determine what statistics are needed and their availability.

6.1.3. Develop an accurate unit retrieval method for statistical data.

6.1.4. Implement statistical records and retrieval system.

6.1.5. Monitor program to assure accuracy, need, and compatibility with any divisional program.

CRIME PREVENTION UNIT

The purpose of the Crime Prevention Unit is to reduce crime through the development of effective crime prevention techniques. This effort focuses primarily on educating the public about precautions they can take to inhibit or prevent successful criminal activity.

Neighborhood block meetings are organized and conducted to educate residents in the techniques of burglary prevention. Commercial burglary reduction is promoted through security surveys and appropriate procedural or equipment recommendations to commercial property owners and operators.

The Crime Prevention Unit will also operate a newly funded Senior Citizen Crime Prevention program which will research the nature and extent to which the elderly population is victimized by crime and design a follow-up program to prevent criminal actions against this group.

This Unit is located in the Sheriff's Office to emphasize the Division commitment to crime prevention. It performs a legislative liaison function for the Sheriff and serves as the public information arm of the Division, processing press releases and working with the press on major cases.

Goal 1: To develop an effective, efficient and responsive management system.

Objective 1.1. To develop 5 and 10 year goals for the Community Affairs/Crime Prevention Unit in 1976.

Activity 1.1.1. Identify 5 year (1980) and 10 year (1990) goals for Multnomah County Division of Public Safety.

1.1.2. Research Crime Prevention goals and objectives for other Crime Prevention agencies throughout the country.

Goal 2: To increase agency community involvement.

Objective 2.1. To continue at the same level to interact with five existing neighborhood Crime Prevention organizations in 1976 (unless they are turned over to the teams).

Activity 2.1.1. Identify and inform neighborhood organizations of burglary activities within their boundaries (unless turned over to teams).

2.1.2. Publish a crime prevention newsletter for neighborhood organizations (regardless of whether turned over to teams).

2.1.3. Maintain records of same.

- Objective 2.2 To continue to consult with lock, alarm, private security and insurance representatives.
- Activity 2.2.1. Meet with these individuals and groups on a non-routine basis to discuss common problems and address cooperative solutions.
- Objective 2.3. To develop a handbook for architectural and planning institutions that delineates the acceptable security components of spaces and structures according to Crime Prevention theory and practice by June, 1977.
- Activity 2.3.1. Provide workshops for above listed institutions to increase their awareness of Crime Prevention through design of space and structures.
- 2.3.2. Research existing data on possible content of handbook.
- 2.3.3. Assemble material and publish handbook for distribution.
- Objective 2.4 To continue to maintain liaison with mass media representatives.
- Activity 2.4.1. Promote public service and news stories for crime prevention and other divisional activities.
- 2.4.2. Provide Public Information Office liaison with media on major cases.
- 2.4.3. Disseminate press releases for Division.
- 2.4.4. Keep records of releases and published items from local and national publications.
- Objective 2.5. To produce the 1976 Sheriff's Annual Report by February, 1977.
- Activity 2.5.1. Determine scope and format for 1976 annual report.
- 2.5.2. Solicit and receive all relevant information to be included in report.
- 2.5.3. Layout articles, photos and other included items preparatory to printing.
- 2.5.4. Publish predetermined number of copies and deliver to Sheriff.

- Objective 2.6 To design special Crime Prevention programs for Older Americans based on first year's study. (Activities not determined yet, pending outcome of current study.)
- Objective 2.7 To conduct Crime Prevention programs for Older Americans. (Activities not determined yet, pending outcome of current study.)
- Objective 2.8 To evaluate Crime Prevention programs for Older Americans. (Activities not determined yet, pending outcome of current study.)
- Goal 3: To provide a more effective allocation of services to the community.
- Objective 3.1 To develop and make available to Division members 44 hours training in community crime prevention methods and techniques in 1976.
- Activity 3.1.1. Develop and make available 8 hours In-service Training for sworn members four times per year in the theory and practice of Crime Prevention.
- 3.1.2. Develop and make available 5 hours In-service Training for non-sworn members four times per year in Crime Prevention theory and practice.
- 3.1.3. Coordinate divisional In-service Training with the training section.
- Objective 3.2 To train additional ten deputies to conduct group and block meetings by August, 1976.
- Objective 3.3 To reduce the number of non-bonafide burglar alarms by 50% in 1976.
- Activity 3.3.1. Secure passage of county ordinance regulating alarm industry based upon performance standards.
- 3.3.2. Set up Alarm Coordinator's Office to monitor alarm industry.
- 3.3.3. Enforce alarm ordinance provisions.
- Objective 3.4 To develop and conduct a crime prevention program for grade school children by December, 1976.
- Activity 3.4.1. Consult with local educators, school officials and media representatives.
- 3.4.2. Conduct research on existing grade school programs.

Activity 3.4.3. Offer programs to elementary schools in unincorporated Multnomah County.

3.4.4. Seek sources of funding for development of multi-media citizen responsibility/crime prevention series for grade school children.

Goal 4: To reduce the number of suppressible crimes.

Objective 4.1. To reduce the number of residential burglaries by 5% in 1976.

Activity 4.1.1. Conduct 500 residential block meetings.

4.1.2. Operate Display Center to serve as permanent resource for citizens.

4.1.3. Provide property I.D. program.

4.1.4. Provide free engraving program for shut-ins and senior citizens.

4.1.5. Promote residential burglary prevention at displays, home shows and fairs.

4.1.6. Keep records and evaluate projects and programs.

Objective 4.2. To reduce commercial burglary by 3% in 1976.

Activity 4.2.1. Seek funds via the grant process to provide security surveys to 1400 businesses.

4.2.2. Provide security surveys to commercial establishments upon request.

4.2.3. Keep records and evaluate projects and programs.

NEIGHBORHOOD TEAM 1

Team #1 is charged with protecting the public, enforcing laws, apprehending violators of laws and providing citizen-requested police services. This is done by maintaining twenty-four hour patrol throughout the team zone both to respond to calls for service and to serve as a potential deterrent to illegal activities. In addition, traffic control, investigation of serious traffic accidents, traffic safety education, investigation of all reported juvenile offenses, reported runaways or missing persons calls and investigation of criminal cases in the team zone. In addition, the providing of complaint specialists for all the Neighborhood Teams except the Support Team, will be this team's responsibility.

A patrol officer must be proficient at a variety of tasks rather than skilled in a limited field. The officer responds to calls for police service, apprehends suspects for both criminal and traffic offenses, determines whether to release suspects with a warning or a citation or to arrest them, does preliminary and follow-up investigations, testifies in court, makes appropriate referrals to social service agencies, intercedes in family and neighborhood crisis situations and recovers stolen/lost property.

The patrol officer is the most visible representative of county government. It is to the officer that people turn in their most traumatic moments. The officer must be sensitive and understanding but must maintain a high level of professionalism in order to insure that the best interests of both the individual and the community are furthered.

Goal 1: To develop an effective, efficient, and responsive management system.

Objective 1.1. To obtain team participation and input by organizing the decision making process on the basis that the smallest unit should be approximately eight (8) persons in size for effective and efficient input and decision making.

Activity 1.1.1. A survey will be conducted at the end of the 1976 year to determine what the team feeling is in regards to the effectiveness and responsiveness of the team management system. On a scale of excellent, good, fair and poor, the goal by December 31, 1976 will be an average rating of good by the team.

Goal 2: To increase agency-community involvement.

Objective 2.1. To develop a formal community involvement program by April 1, 1976.

- Activity 2.1.1. Make two grade school contacts per week.
- 2.1.2. Make two high school contacts per week.
- 2.1.3. Make two college contacts per week.
- 2.1.4. Make two business contacts per week.
- 2.1.5. Staff the field office (Alpenrose) at those times when large numbers of people are present:
- A. Christmas
 - B. Easter
 - C. July 4th

Goal 3: To provide a more effective allocation of services to the community.

Objective 3.1. To complete an analysis of the team area by August 1, 1976.

Activity 3.1.1. Devote a portion of each team meeting, beginning immediately, to getting member input.

3.1.2. Analyze Officer's daily reports by March 1976.

3.1.3. Survey citizen's groups by July 1, 1976.

Objective 3.2. To base team operations on west side by June 1, 1976.

Activity 3.2.1. Identify a suitable site by May 1, 1976.

Objective 3.3. Improve game law enforcement expertise and delivery of members by September 1, 1976.

Activity 3.3.1. Send six members to Game Law Enforcement School.

Objective 3.4. To increase delivery of crime prevention methods by November 1, 1976.

Activity 3.4.1. Send six members to Crime Prevention School..

Goal 4: To increase job satisfaction of Division employees.

Objective 4.1. To reward exemplary performance of members.

Activity 4.1.1. Review each member's commendable performance records, sergeant and fellow members monthly.

Objective 4.2. To encourage members to "self-actualize" by enriching job challenge.

- Activity 4.2.1. Catalogue individuals' areas and levels of expertise by July 1, 1976, and to utilize members in their areas of expertise.
- Goal 5: To reduce the number of suppressible crimes.
- Objective 5.1. To increase the ratio of clearances to burglaries committed by the end of 1976.
- Activity 5.1.1. Assign the team intern to glean burglary/clearance statistics for Team #1 from records, to be completed by April 1, 1976.
- 5.1.2. Make 30 house checks per week.
- 5.1.3. Make 30 business checks per week.
- 5.1.4. Make 1 contact with Dunthorpe Patrol per week.
- 5.1.5. Maintain an up to date burglary pin map.
- 5.1.6. Establish a business file of persons to contact when a burglar is believed inside.
- 5.1.7. Initiate one business premise survey per week.
- 5.1.8. Increase expertise through supervision and training in follow-up investigations.
- Objective 5.2. To provide crime prevention methods to constituents.
- Activity 5.2.1. Initiate one block meeting per month.
- 5.2.2. Provide crime prevention training to all team members.
- 5.2.3. Advise all burglary victims of crime prevention methods.
- Objective 5.3. To develop "crime watchers".
- Activity 5.3.1. Gain cooperation of delivery persons, i.e., milkman, mailmen, newspaper person, etc.
- Objective 5.4. To suppress traffic crimes.
- Activity 5.4.1. Work radar once a week per officer.
- 5.4.2. Meet "Traffic Index".

NEIGHBORHOOD TEAM 2

Team Two (2) is charged with protecting the public, enforcing laws, apprehending violators of laws and providing citizen-requested police services. This is done by maintaining twenty-four hour patrol throughout the team zone both to respond to calls for service and to serve as a potential deterrent to illegal activities. In addition, traffic control, investigation of serious traffic accidents, traffic safety education, investigation of all reported juvenile offenses, reported runaway or missing persons calls and investigation of criminal cases in the team zone.

A patrol officer must be proficient at a variety of tasks rather than skilled in a limited field. The officer responds to calls for police service, apprehends suspects for both criminal and traffic offenses, determines whether to release suspects with a warning or a citation or to arrest them, does preliminary and follow-up investigations, testifies in court, makes appropriate referrals to social service agencies, intercedes in family and neighborhood crisis situations and recovers stolen/lost property.

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Goal 1: To develop an open and responsive Team Management concept.

Objective 1.1. To develop a procedure to obtain team participation and input in decision making on topics and issues which are relevant to Team Two.

Activity 1.1.1. Team Two will have one voluntary meeting per month, with a minimum attendance of twelve members present.

1.1.2. Implement procedure.

Goal 2: To increase agency-community involvement.

Objective 2.1. To increase team-community involvement.

Activity 2.1.1. Contact 100 businesses in Team Two area.

2.1.2. Initiate business premise surveys of the businesses desirous of this program.

2.1.3. Establish and maintain a current emergency phone number and business owner file of all businesses in the team area.

Objective 2.2. To assign community projects to Team Two patrol officers.

Activity 2.2.1. Conduct ten speaking assignments at different community groups or schools.

2.2.2. Assignment of liaison officers to schools in team number two for crime prevention and bike theft purposes.

Goal 3: To provide a more effective allocation of services to the community.

Objective 3.1. To identify those services, problem areas or specific crimes upon which more effective resources allocation would impact.

Activity 3.1.1. Review statistical information relative to team number two which pertains to calls for service: day, time, classification.

3.1.2. Adjust manpower to assure prompt police service.

Goal 4: Increase job satisfaction of all team number two members.

Objective 4.1. To recognize commendable performances and supply appropriate accolades.

Activity 4.1.1. Review each member's performance records quarterly.

4.1.2. Update exemplary performance records continually.

4.1.3. Counsel each member yearly (oftener when appropriate).

Objective 4.2. To develop a system where special schools or assignments are afforded each member based on productivity, merit, desire and aptitude.

Activity 4.2.1. Research productivity and merit measurement methods by July 1, 1976.

4.2.2. Implement the system by August 1, 1976.

Objective 4.3. To develop and utilize the expertise of each Team Two member.

Activity 4.3.1. Research and document each team member's expertise.

4.3.2. Utilize the expertise to cross-train team members in keeping with the Generalist concept.

Goal 5: To reduce the number of suppressible crimes.

Objective 5.1. To reduce the number of commercial burglaries by 5% in Team Two area.

Activity 5.1.1. Develop and maintain a current file on commercial burglaries in Team Two area.

5.1.2. Implement and maintain a current commercial burglary pin map.

5.1.3. Make thirty business checks per week.

5.1.4. Train six deputies for the purpose of giving crime prevention presentations.

NEIGHBORHOOD TEAM 3

Team Three (3) is charged with protecting the public, enforcing laws, apprehending violators of laws and providing citizen-requested police services. This is done by maintaining twenty-four hour patrol throughout the team zone both to respond to calls for service and to serve as a potential deterrent to illegal activities. In addition, traffic control, investigation of serious traffic accidents, traffic safety education, investigation of all reported juvenile offenses, reported runaway or missing persons calls and investigation of criminal cases in the team zone.

A patrol officer must be proficient at a variety of tasks rather than skilled in a limited field. The officer responds to calls for police service, apprehends suspects for both criminal and traffic offenses, determines whether to release suspects with a warning or a citation or to arrest them, does preliminary and follow-up investigations, testifies in court, makes appropriate referrals to social service agencies, intercedes in family and neighborhood crisis situations and recovers stolen/lost property.

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Goal 1: To improve team management practices and organizational structure.

Objective 1.1. To improve team three organizational effectiveness by December 1976.

Activity 1.1.1. Develop and establish an effective management structure by July 1976.

1.1.2. Develop job descriptions for team manager, assistant manager, supervisors and other team members by September 1976.

1.1.3. Assign functional responsibilities commensurate with authority according to job descriptions by December 1976.

Objective 1.2. To improve the team decision making process by December 1976.

Activity 1.2.1. Evaluate team management information needs by July 1976.

1.2.2. Develop data sources to obtain relevant management information required to improve decision making by October 1976.

Activity 1.2.3. Develop and conduct in-service training to improve decision making skills among all team members by December 1, 1976.

Objective 1.3. To improve communication and information sharing skills among team members by December 1976.

Activity 1.3.1. Develop and conduct in-service training to improve understanding of inter-personal communication and instill specific related skills by September 1976.

1.3.2. Explore various methods of sharing information among team members by July 1976. (i.e., roll calls, information bulletins, newsletter, etc.)

Goal 2: To improve job satisfaction among team members.

Objective 2.1. To reduce the number of factors which negatively affect team moral by December 1976.

Activity 2.1.1. Identify the significant factors which impact on individual team member job satisfaction through interviews and questionnaire by September 1976.

2.1.2. Develop a plan to reduce the negative impact of some factors and eliminate other negative factors by October 1976.

2.1.3. Develop a plan to increase the positive effect of factors which increase job satisfaction by October 1976.

2.1.4. Develop individual goal and statements from each team member by December 1976.

2.1.5. Develop methods of evaluating and rewarding individual performance and accomplishment by December 1976.

Objective 2.2. To improve team unity and cohesiveness by December 1976.

Activity 2.2.1. Identify team sub-groups considering scheduling, mutual interest and compatibility through discussion with team members by May 1976.

2.2.2. Develop a new structure for holding team meetings by June 1976.

2.2.3. Identify and conduct team social activities on an on-going basis beginning in May 1976.

Goal 3: To improve team crime prevention and suppression methods to reduce the incidence of suppressible crimes during 1976.

Objective 3.1. To develop an integrated system of crime prevention programs at the team level by January 1977.

Activity 3.1.1. Organize, schedule and conduct 40 residential block meetings aimed at reducing residential burglary by January 1977.

3.1.2. Identify all businesses in the team area by July 1976.

3.1.3. Conduct premise surveys of businesses in the team area by January 1977.

3.1.4. Identify all businessmen's associations and security organizations in the team area by July 1976.

3.1.5. Meet with all local businessmen's associations and security organizations to educate them to crime prevention methods by January 1977.

Objective 3.2. To develop tactical enforcement, suppression strategies to reduce the incidence of residential and commercial burglary by 1977.

Activity 3.2.1. Conduct crime analysis of localized areas having a high incidence of residential or commercial burglary during 1976.

3.2.2. Direct specific crime prevention community education programs in the identified areas.

3.2.3. Implement tactical enforcement strategies in cooperation with the Burglary Tactical Unit as crime patterns indicate.

3.2.4. Develop means of measuring reduction of burglary per number of residences or businesses at risk by July 1976.

Goal 4: To improve the quality of criminal investigation by team members.

Objective 4.1. To develop and conduct in-service training for all team members covering basic investigations, interviewing and case management by September 1976.

Activity 4.1.1. Identify specific level of training required by July 1976.

4.1.2. Develop training curriculum to meet team needs by August 1976.

Activity 4.1.3. Schedule and conduct training for all team members by November 1976.

Objective 4.2. To improve case management methods to insure timely and complete investigations and effective case load distribution by April 1976.

Activity 4.2.1. Establish single responsibility for case monitor system by April 1976.

4.2.2. Conduct monthly reviews of all team members' assignment logs to validate case monitor system beginning March 1976.

4.2.3. Improve supervisory review of major cases to insure complete investigation has occurred by March 1976.

Objective 4.3. To reduce the number of cases declined for prosecution due to investigative deficiencies.

Activity 4.3.1. Review with the investigator all cases declined for prosecution due to deficient investigation.

4.3.2. Correct deficiencies where possible and re-submit for prosecution.

4.3.3. Improve reporting efficiency through increased use of dictation equipment on major cases by April 1976.

Objective 4.4. To improve investigative follow-up through the assignment of specialized team investigators by December 1976.

Activity 4.4.1. Select and assign investigators by July 1976.

4.4.2. Evaluate the impact of this program on patrol call response capabilities of the team by December 1976.

4.4.3. Evaluate effectiveness with regard to clearance rate of specialist vs. generalist investigator by December 1976.

4.4.4. Evaluate the impact of this program on over-all job satisfaction.

4.4.5. Based on evaluations, determine continuation of program by December 1976.

Goal 5: To improve team member-community involvement.

Objective 5.1. To increase communication between team members and community leaders by December 1976.

- Activity 5.1.1. Identify community leaders representing organizations and groups in the team area by July 1976.
- 5.1.2. Schedule and conduct meetings with community leaders and team members to identify mutual concerns by September 1976.
- 5.1.3. Explore the development of a team area advisory committee to explore solutions to community concerns by November 1976.

Objective 5.2. To improve total service delivery through utilization of all available community resources by December 1976.

- Activity 5.2.1. Identify all agencies, organizations and other potential resources available to provide service to the community by August 1976.
- 5.2.2. Establish team liaison with resource agencies and groups to insure effective response by October 1976.
- 5.2.3. Develop a training program to provide all team members with knowledge of available resources by November 1976.
- 5.2.4. Develop working agreements with major resource agencies by December 1976.

NEIGHBORHOOD TEAM 4

Team Four (4) is charged with protecting the public, enforcing laws, apprehending violators of laws and providing citizen requested police services. This is done by maintaining twenty-four hour patrol throughout the team zone both to respond to calls for service and to serve as a potential deterrent to illegal activities. In addition, traffic control, investigation of serious traffic accidents, traffic safety education, investigation of all reported juvenile offenses, reported runaway or missing persons calls and investigation of criminal cases in the team zone.

A patrol officer must be proficient at a variety of tasks rather than skilled in a limited field. The officer responds to calls for police service, apprehends suspects for both criminal and traffic offenses, determines whether to release suspects with a warning or a citation or to arrest them, does preliminary and follow-up investigations, testifies in court, makes appropriate referrals to social service agencies, intercedes in family and neighborhood crisis situations and recovers stolen/lost property.

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Goal 1: To develop an effective, efficient and responsive team management system.

Objective 1.1. To develop and implement a system of participatory decision making.

Activity 1.1.1. Use a task force system for problem solving.

1.1.2. Hold one team meeting monthly.

1.1.3. Develop a survey for members to evaluate the team management system by December 1976.

Goal 2: To increase team four agency-community involvement.

Objective 2.1. To increase team members involvement with the community.

Activity 2.1.1. Make one business contact each week.

2.1.2. Make two grade school contacts each week.

2.1.3. Staff both store fronts at a set time each week.

- Goal 3: To adjust team allocation of services to increase efficiency.
- Objective 3.1. To develop a system for more effective allocation of services.
- Activity 3.1.1. Obtain information on present allocation of services and identify what services are needed.
- 3.1.2. Adjust team allocation of services based on results of study.
- Objective 3.2. To develop a program, incorporating the concept of N.T.P. and Crime Prevention.
- Activity 3.2.1. Send five members to crime prevention training.
- 3.2.2. Train five members to combine crime prevention and neighborhood team policing.
- 3.2.3. Implement program by July 1, 1976.
- Goal 4: To increase job satisfaction of all Team 4 members.
- Objective 4.1. To conduct an ongoing analysis of commendable activity with proper team and division recognition.
- Activity 4.1.1. Review with supervisors and co-workers; work performance records every other month.
- 4.1.2. Encourage officers to attend special schools and training opportunities.
- 4.1.3. Develop and maintain an individual record of each officer's abilities and interests.
- Goal 5: To reduce the number of suppressible crimes in Team 4.
- Objective 5.1. To develop a program designated to reduce the number of burglaries.
- Activity 5.1.1. Set up business file with emergency numbers.
- 5.1.2. Have follow-up by C.S.A. employees to encourage crime prevention and N.T.P. activity.
- 5.1.3. Ten resident checks per week.
- 5.1.4. Ten business checks per week.
- Objective 5.2. To increase clearance rates of burglaries by 3%.

Activity 5.2.1. Tactical assignment of personnel.

5.2.2. Increase individual team members investigate ability by supervision and training.

NEIGHBORHOOD TEAM 5

Team Five (5) is charged with protecting the public, enforcing laws, apprehending violators of laws and providing citizen requested police services. This is done by maintaining twenty-four hour patrol throughout the team zone both to respond to calls for service and to serve as a potential deterrent to illegal activities. In addition, traffic control, investigation of serious traffic accidents, traffic safety education, investigation of all reported juvenile offenses, reported runaway or missing persons calls and investigation of criminal cases in the team zone.

A patrol officer must be proficient at a variety of tasks rather than skilled in a limited field. The officer responds to calls for police service, apprehends suspects for both criminal and traffic offenses, determines whether to release suspects with a warning or a citation or to arrest them, does preliminary and follow-up investigations, testifies in court, makes appropriate referrals to social service agencies, intercedes in family and neighborhood crisis situations and recovers stolen/lost property.

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Team Five (5) will provide desk officers to meet the public at the Operations Section Headquarters office on a 24 hour basis. The desk officer takes reports, answers the telephone and handles various desk duties.

Team Five (5) will provide Park Patrol through the use of paid reserve and posse officers for Blue Lake and Oxbow Park for the purpose of maintaining order, enforcing county ordinances within the parks, assisting the public, handling of first aid and emergency situations.

The manager of Team Five (5) is responsible for the Department Search and Rescue Unit. The SAR Unit is staffed by regular officers from throughout the Department who work with various volunteer search and rescue groups. These groups participate in rescue operations and educate the public as to the potential danger in the mountains and wild areas.

Goal 1: To develop an effective, efficient and responsive management system within Team 5 by including members in the decision making process.

Objective 1.1. To develop an effective and responsive system for participating in team decisions.

- Activity 1.1.1. Develop a policy statement and operating procedures. (type of decisions to be made at what level)
- 1.1.2. Hold a team meeting a least every 60 days.
- 1.1.3. Allot responsibility to members for team projects.

Goal 2: To increase agency-community involvement through commitment by the team members and the community.

Objective 2.1. To encourage team members to make community contacts.

- Activity 2.1.1. Make 10 business contacts per month.
- 2.1.2. Attend 1 community meeting a month.
- 2.1.3. Make 1 contact per week at each school.
- 2.1.4. Man store fronts for one 4-hour period per week.

Goal 3: To provide a more effective allocation of services to the community.

Objective 3.1 To identify the type, level and amounts of service as contained in the boundaries of Team Five.

- Activity 3.1.1. Develop a list of non-police services available to the community by April 1, 1976.
- 3.1.2. Distribute this list to all Team Five personnel for referral use.
- 3.1.3. Obtain information on what referral services are delivered and what services are needed.
- 3.1.4. Maintain the allocation of service based on this information.

Goal 4: To increase job satisfaction of all Team members.

Objective 4.1. To acknowledge good work by Team members.

Activity 4.1.1. Review quarterly individual performance records with Team members and supervisors and give appropriate feedback.

Objective 4.2. To develop and maintain a file of members special skills and interest by June 1, 1976.

Activity 4.2.1. Make use of information by utilizing members special skills and interests.

4.2.2. Encourage members to obtain training in areas of interest.

Goal 5: To reduce suppressible crimes.

Objective 5.1. To decrease the number of burglaries by 3%.

Activity 5.1.1. Initiate one crime prevention meeting per month.

5.1.2. Initiate two business surveys per month.

5.1.3. Develop and maintain a file of emergency business numbers for all business in Team area by May 1, 1976.

5.1.4. Make 10 business checks a day.

5.1.5. Make 10 residence checks a day.

Objective 5.2. To suppress traffic crimes.

Activity 5.2.1. Use radar unit two days a week.

5.2.2. Notify Road Department of hazardous road conditions.

DETECTIVE TEAM

The Detective Team is responsible for the investigative functional assistance to the five patrol teams in the investigation of crime, initiate and execute search and arrest warrants, make arrests, recover stolen property, testify in court, and other activity which the patrol teams request. (This unit's most recent order on pre-investigative responsibilities include: all crimes of violence - homicide, suicide, questionable deaths, robbery, rape (morals), assault, harassment, reckless endangering, menacing, kidnapping, extortion, forgeries, vehicle theft, arson and bombing, child abuse and neglect, the investigation of active known burglars and the protective services of those in need of this service.)

The Detective Team is also responsible for responding to calls from teams to conduct detailed systematic crime scene searches employing scientific methods and techniques to aid in the solution of all phases of crimes. It utilizes specialized methods in obtaining all items of evidentiary value, including laboratory-analysis of objects, photographic evidence, and any and all potential physical evidence items, including fingerprints, for use in the courts.

Investigators employ special photographic techniques; prepare sketches; develop, lift and compare latent fingerprints; take post-mortem fingerprints of deceased persons; prepare Identi-kit composites of suspects and testify in court regarding their findings.

The unit is also responsible for the installation and maintenance of silent alarm systems at the request of the investigator.

Goal 1: To develop an effective, efficient and responsive investigative management system.

Objective 1.1. To develop and implement an Investigator/Management Case Monitoring System.

Activity 1.1.1. Conduct a systems analysis of current procedures; devise and implement a system providing more efficient utilization of Detective Team resources.

Objective 1.2. To develop and implement a Reported Death Log system.

1.3. To develop and implement a Reported Robbery Log and robbery analysis system.

1.4. To reduce the on-duty response time to the scene of questionable deaths to thirty (30) minutes.

Activity 1.4.1. Develop and implement procedures to reduce the on-duty response time to the scene of questionable deaths to thirty (30) minutes or less.

1.4.2. Develop and implement procedures to monitor the progress of reducing on-duty response time to the scene of questionable deaths.

Objective 1.5. To reduce the off-duty response time to the scene of questionable deaths to fifty (50) minutes or less.

Activity 1.5.1. Develop and implement procedures to reduce the off-duty response time to the scene of questionable deaths to fifty (50) minutes or less.

1.5.2. Develop and implement procedures to monitor the progress of reducing off-duty response time to the scene of questionable deaths.

Objective 1.6. To develop and implement a procedure for conducting critiques of major crime scene investigation.

Goal 2: To increase Detective Team/Community involvement.

Objective 2.1. To develop and implement a public awareness program for specific crimes.

Activity 2.1.1. Develop and implement procedures with Crime Prevention Unit and Teams I - V for voluntary speakers to be made available at community meetings for the purpose of informing the public on specific crimes.

2.1.2. Develop a list of voluntary speakers for specific crimes.

Objective 2.2. To develop and implement a procedure for issuing press releases by the Detective Team.

Goal 3: To provide a more cost-effective allocation of Detective Team services to the community.

Objective 3.1. To reduce the overtime expenditures of the Detective Team by 10%.

Activity 3.1.1. Conduct a systems analysis of current procedures and devise a system for monitoring overtime expenditures.

3.1.2. Develop procedure limiting authorization of overtime expenditures to Team Manager and Assistant Team Manager.

Activity 3.1.3. Implement the revisal procedures developed in Activity 3.1.1. and 3.1.2.

Goal 4: To increase job satisfaction for Detective Team members.

Objective 4.1. To develop a professional Compensation Program proposal for Detective Team members.

RIVER PATROL UNIT

The enforcement of boating laws and regulations is the responsibility of the Sheriff of Multnomah County. The River Patrol is charged with enforcing these laws and regulations within all waterways of the County.

The unit, funded under a contract with the Oregon Marine Board, conducts water associated search and rescue operations, investigates boating accidents, assists boats in distress, recovers drowning victims and provides public education regarding safe boating practices. Water emergencies, such as fire and injuries are responded to by this unit. During the summer, a crime deterrence night patrol is periodically assigned to assist in reducing thefts, burglaries and malicious behavior along the river on a "need" basis. Criminal incidents which occur on boats and at moorages or marinas requiring police action are also handled by this unit during the summer months.

Goal 1: To increase safe water usage practices within Multnomah County.

Objective 1.1. To reduce accidents, injuries and deaths on the waters of Multnomah County.

Activity 1.1.1. Enforcement of Oregon State boating laws and promulgated regulations by conducting 5% more safe boating inspections than in 1975. In 1975 this unit conducted 2,800 safe boating inspections, this is projected to increase 5% to a minimum of 2940 inspections.

1.1.2. Conduct public education activities as related to water usage by lecturing and guest appearances before various boating, sporting and concerned groups. This unit conducted 15 classes involving 594 people during 1975 and project a 10% increase in this activity.

Goal 2: To increase agency-community involvement.

Objective 2.1. To develop better communications with other agencies and citizen groups related to water usage.

Activity 2.1.1. Increase the number of meetings with other agencies and interested groups, (U.S. Coast Guard, U.S.C.G. Auxiliary, State Marine Board, Portland Area Safe Boating Council, Power Squadron, various yacht and sporting groups), who deal with water related activities.

2.1.2. Identify mutual problems and cooperatively work towards a solution.

- Goal 3: To provide a more effective allocation of services to the boating community.
- Objective 3.1. To relieve this unit of 5% more of it's assistance work in order to better allocate time to safety inspections, enforcement and search and rescue duties.
- Activity 3.1.1. Extend the use of the Coast Guard Auxiliary in assistance patrols into the Willamette River.
- Goal 4: Increase job satisfaction of all unit members.
- Objective 4.1. To develop and implement an awards/recognition program for unit members.
- Activity 4.1.1. To develop, along with the Oregon State Marine Board, a system of recognition for marine safety units and individuals employed within the program
- 4.1.2. Implement this program.
- Goal 5: To reduce the number of suppressible water related crimes.
- Objective 5.1. To develop a more efficient and effective water related crime suppression program by organizing 3 block groups during 1976.
- Activity 5.1.1. To develop citizen involvement through a prevention program in coordination with the Crime Prevention Unit. These block groups will be organized through existing water related organizations.

INFORMATION PROCESSING UNIT

The Information Processing Unit is responsible for receiving, processing, maintaining and retrieving various law enforcement and law enforcement-related information, including crime reports, accident reports, gun registrations, towing records and communications dispatch tickets.

The unit, which operates around the clock, matches case file numbers with police reports. Crime reports are coded for entry into the CRISS system, which produces various managerial and uniform crime reports. Reports are distributed to proper investigating authorities and other interested parties, including insurance companies and the general public. Police incidence reports, which include accident and crime data, are entered into a computer and sent to the Oregon State Department of Motor Vehicles and the Oregon State Bureau of Identification, a component of the Oregon State Police. The unit also retrieves records, as requested by police official.

Since the uniform crime reports project has been completed and the records program integrated into the CIRSS system, the primary new emphasis of the Information Processing Unit will be to produce useful and accurate reports for managerial purposes.

Goal 1: Develop a more effective, efficient and responsive management system within the unit.

Objective 1.1. Develop an understanding of current management activities and procedures.

Activity 1.1.1. Conduct an analysis of current management practices.

1.1.2. Conduct an analysis of current procedures.

1.1.3. Put findings into practice.

Goal 2: Increase unit responsiveness to Criminal Justice Agency and community needs.

Objective 2.1. Develop an understanding of the role and impact of Criminal Justice Agencies and the community in unit planning.

Activity 2.1.1. Identify existing agencies and citizens concerned with the delivery of criminal information.

2.1.2. Develop better communications with the community and Criminal Justice Agencies.

2.1.3. Increase exchange of information with other agencies.

2.1.4. Identify mutual problems and solutions.

Goal 3: Provide a more effective allocation of services.

Objective 3.1. Determine the current level of service delivered by MCDPS Information Processing Unit to agencies and citizens.

Activity 3.1.1. Identify type, level and amount of services provided.

3.1.2. Analyze the cost effectiveness of the delivery of services.

3.1.3. Identify current services requested but not provided.

3.1.4. Identify unit resources available for the delivery of services.

3.1.4.1. Funds

3.1.4.2. Personnel

3.1.4.3. Equipment

3.1.4.4. Facilities

Goal 4: Develop method to increase job satisfaction of all unit employees.

Objective 4.1. Increase employees understanding of unit's function.

Activity 4.1.1. Identify areas where training is needed.

4.1.2. Increase individual's responsibility within the unit.

4.1.3. Increase employee's participation in planning and decision making.

Goal 5: Increase percentage of calls for service handled by telephone.

Objective 5.1. Identify criteria for reports taken by telephone.

Activity 5.1.1. Inform the public of the service offered.

PROPERTY CONTROL UNIT

The Property Control Unit is responsible for all property coming into the custody of the Sheriff. This requires holding facilities and a system to track and make property available as needed for evidence at trial, release to owners, or sale or destruction by court order.

Master property logs are maintained showing date of receipt and transfer of property to crime labs and courts. Property is stored at the Court House, in a storeroom at the Burnside Bridge, in the offices of Scientific Investigation Unit, and in vehicle and bicycle storage facilities on the Edgefield Properties. Personnel are required to transport or accompany property as it goes to courts, crime labs and storage facilities. Upon authorized release by the District Attorney and detectives, release appointments are scheduled with owners, and property is photographed and released.

Major stored property categories include narcotics, firearms and contraband, which is held as evidence and destroyed as ordered by the Court; automobiles involved in criminal activities; bicycles; and household property. Personnel costs for one sergeant's position are budgeted in this unit. Support costs are budgeted in the Scientific Investigation Unit.

Goal 1: To develop a more effective, efficient and responsive management system.

Objective 1.1. To develop a unit procedures manual by July 1, 1976.

Activity 1.1.1. Review current practices and procedures.

1.1.2. Develop procedures, reflecting current operating activities.

Goal 2: To increase agency-community involvement.

Objective 2.1. To develop a system whereby identified, returnable property is returned to the owners within 30 days.

Activity 2.1.1. Identify agencies and groups interested in the return of property to the rightful owners.

2.1.2. Develop guidelines with these agencies, i.e. District Attorney, relative to the return of property and/or the use of photographs in lieu of holding property.

2.1.3. Hold meetings with these agencies to pursue these goals.

- Goal 3:** To develop and administer a formal program to better serve the community.
- Objective 3.1.** To determine the current level of community service provided by the Property Control Unit.
- Activity 3.1.1.** Identify types of community services provided by the Property Control Unit.
- 3.1.2. Analyze cost effectiveness of delivering the services.
- 3.1.3. Identify resources available for the delivery of services.
- 3.1.3.1. Funds available
- 3.1.3.2. Personnel required
- 3.1.3.3. Equipment needed
- 3.1.3.4. Facilities required
- 3.1.4. Implement the program.

Goal 4: To increase job satisfaction for all MCDPS employees.

Objective 4.1. To develop a career ladder for advancement within the unit.

- Activity 4.1.1.** Identify the various steps of advancement possible within the unit.
- 4.1.2. Establish a ranking system for advancement.

COURT SERVICES UNIT

The Multnomah County Division of Public Safety is required by law to serve all criminal warrants in the County. The Court Services unit is responsible for serving all such warrants and for transporting suspects and others in extradition cases where they must be brought from out-of-county to Multnomah County for trial. In addition, this unit provides court guard and other security services to courts, including escorting prisoners from the Court House Jail to Court.

The City of Portland also serves many warrants. However, that practice will be discontinued on advice of counsel. This will lead to a substantial increase in the number of warrants which the court services unit will be required to serve.

Goal 1: To establish a more efficient clerical system allowing rapid entry and deletion of arrest warrants from automated and hand files.

Objective 1.1. To reduce the time necessary to clear an arrest warrant from automated and hand files by 50%, reducing the current time of 6 hours to 3 hours.

Activity 1.1.1. Conduct a systems analysis of current procedures and devise a system providing more efficient utilization of equipment and manpower sources.

1.1.2. Develop procedures to monitor the progress of the Detail toward the objective.

1.1.3. Implement the revised procedures developed in Activity 1.1.1. and 1.1.2. above.

Objective 1.2. To reduce the time necessary to process Circuit Court warrants received by 62%, reducing the current time of 13 working days to 5 working days.

Activity 1.2.1. Conduct a systems analysis of current procedures and devise a system providing more efficient utilization of equipment and manpower sources.

1.2.2. Develop procedures to monitor the progress of the Detail toward the objective.

1.2.3. Implement the revised procedures developed in Activity 1.2.1. and 1.1.1. above.

Objective 1.3. To reduce the time necessary to process District Court criminal warrants received by 76%, reducing the current time of 21 working days to 5 working days.

Activity 1.3.1. Conduct a systems analysis of current procedures and devise a system providing more efficient utilization of equipment and manpower resources.

1.3.2. Develop procedures to monitor the progress of the Detail toward the objective.

1.3.3. Implement the revised procedures developed in Activity 1.3.1. and 1.3.2. above.

Objective 1.4. To reduce the time necessary to process District Court traffic warrants as follows: major traffic charges-maintain status quo of 7 working days for processing, minor traffic charges-reduce the current time by 87%, from 4 months to 14 working days, pedestrian and parking violation charges-reduce current time by 81%, from the current time of 4 months to 21 working days.

Activity 1.4.1. Conduct a systems analysis of current procedures and devise a system providing more efficient utilization of equipment and manpower sources.

1.4.2. Develop procedures to monitor the progress of the Detail toward the objective.

1.4.3. Implement the revised procedures developed in Activity 1.4.1. and 1.4.2. above.

Objective 1.5. To process for service all felony warrants received for service from agencies outside of Multnomah County.

Activity 1.5.1. Conduct a systems analysis of current procedures and devise a system providing more efficient utilization of equipment and manpower resources.

1.5.2. Implement the revised procedures developed in Activity 1.5.1. above.

Goal 2: To establish an efficient warrant service system responsive to Judicial and community demands for bringing accused persons to trial within a reasonable period of time.

Objective 2.1. To make a minimum of 1 service attempt on "A" felony warrants within 5 working days after clerical processing, and a minimum of 3 service attempts, when practical, within 45 working days after processing.

Activity 2.1.1. Conduct an analysis of current procedures and develop a system providing more efficient utilization of equipment and manpower sources within the Warrant and Extradition Detail.

2.1.2. Develop procedures to regularly monitor the progress of the Detail toward the objective.

2.1.3. Implement the revised procedures developed in Activity 2.1.1. and 2.1.2. above.

Objective 2.2. To make a minimum of 1 service attempt on "B" and "C" felony and "A" misdemeanor warrants within 15 working days after clerical processing, and a minimum of 3 service attempts, when practical, within 45 working days after processing.

Activity 2.2.1. Conduct an analysis of current procedures and develop a system providing more efficient utilization of equipment and manpower resources within the Warrant and Extradition Detail.

2.2.2. Develop procedures to regularly monitor the progress of the Detail toward the objective.

2.2.3. Implement the revised procedures developed in Activity 2.2.1. and 2.2.2. above.

Objective 2.3. To make a minimum of 1 service attempt on "B" and "C" misdemeanor warrants and violation warrants within 20 working days after clerical processing, and a minimum of 2 service attempts, when practical, within 90 working days after processing.

Activity 2.3.1. Conduct an analysis of current procedures and develop a system providing more efficient utilization of equipment and manpower sources within the Warrant and Extradition Detail.

2.3.2. Develop procedures to regularly monitor the progress of the Detail toward the objective.

2.3.3. Implement the revised procedures developed in Activity 2.3.1. and 2.3.2. above.

- Objective 2.4. To make a minimum of 1 service attempt on all categories of traffic warrants-major, minor, pedestrian and parking violations-within 30 working days after clerical processing.
- Activity 2.4.1. Conduct an analysis of current procedures and develop a system providing more efficient utilization of equipment and manpower resources within the Warrant and Extradition Detail.
- 2.4.2. Develop procedures to regularly monitor the progress of the Detail toward the objective.
- 2.4.3. Implement the revised procedures developed in Activity 2.4.1. and 2.4.2. above.
- Objective 2.5. To make 1 service attempt on felony warrants received from outside agencies within 15 working days after clerical processing, and notify the originating agency of the result of the attempt.
- Activity 2.5.1. Conduct an analysis of current procedures and develop a system providing more efficient utilization of equipment and manpower resources within the Warrant and Extradition Detail.
- 2.5.2. Develop procedures to regularly monitor the progress of the Detail toward the objective.
- 2.5.3. Implement the revised procedures developed in Activity 2.5.1. and 2.5.2. above.
- Goal 3: To establish an efficient prisoner transportation procedure allowing for the timely return of prisoners for trial and increasing officer safety.
- Objective 3.1. To have no escapes made by prisoners being returned to Multnomah County by Warrant and Extradition Detail personnel.
- Activity 3.1.1. Continually review prisoner security procedures employed by Detail members.
- 3.1.2. Implement revised procedures, if any, and acquire additional security devices deemed necessary.
- Objective 3.2. To have no subjects released from custody of outside agencies, both interstate and intrastate, due to a failure of Multnomah County agents to take custody in a timely fashion.

Activity 3.2.1. Continually review Detail procedures relating to extradition and prisoner pick-up activities to identify problem areas.

3.2.2. Establish efficient communication channels between outside agencies and the Warrent and Extradition Detail.

Goal 4: To increase job satisfaction of all sworn and non-sworn members of the Warrant and Extradition Detail.

Objective 4.1. To reduce the work loads of sworn and non-sworn personnel to manageable levels by reducing by 75% the backlog of warrants to be processed and served.

Activity 4.1.1. Conduct a systems analysis of current procedures and devise a system providing more efficient utilization of equipment and manpower resources.

4.1.2. Develop procedures to regularly monitor the progress of the Detail toward the objective.

4.1.3. Implement the revised procedures developed in Activity 4.1.1. and 4.1.2. above.

TRAINING UNIT

The Training Unit is responsible for all pre-service and in-service training for all members of the Division of Public Safety. This normally includes one police academy session for new recruits, two academies for Reserve Deputy Candidates and numerous in-service classes and seminars for all Division personnel.

The Training Unit staff plans and coordinates the training sessions, relying on persons outside of the Unit to provide specialized information on the desired subjects.

In addition, the Training Unit maintains liaison with the training branch of the Oregon State Board on Police Standards and Training as well as other police agencies and educational institutions.

Goal 1: To prepare members of the Division of Public Safety so that they can most effectively implement the overall goals of the Division.

Objective 1.1. To develop and administer a program to assist the Division's membership in dealing with the frustrations of change during the transitional period from the traditional organizational model to the Neighborhood Team Policing model.

Activity 1.1.1. Provide on a quarterly basis In-Service Bulletins on subject of "Change".

1.1.2. Obtain guest lecturers on organizational behavior.

1.1.3. Problem identification with each team in order to identify possible training programs.

Objective 1.2. To serve as a resource to all Division personnel and respond to 100% of all training requests.

Activity 1.2.1. Provide outside training resources to Team Managers.

1.2.2. Provide audio-visual equipment as requested by Division members.

1.2.3. Provide instructors on requested topics from Unit/Team and individuals in the Division.

1.2.4. Coordination and training program development for civilian employees of the Division.

Objective 1.3. To develop and administer a system to reenforce the stated Division Goals during the affected time span.

Activity 1.3.1. Provide written communications stating Division Goals to all Division members.

1.3.2. Assist Team/Unit Managers during Team/Unit meetings in clarifying the Division Goals and the parameters of those Goals.

Goal 2: To enhance the service delivery capabilities of the Division membership.

Objective 2.1. Survey the Criminal Justice System quarterly and identify any new or interesting concepts that may be utilized by the Division of Public Safety.

Activity 2.1.1. Subscribe to membership in Criminal Justice publications.

2.1.2. Establish and maintain rapport with colleges and Universities at the local level.

2.1.3. Request and obtain literature from the Board on Police Standards and Training, I.A.C.P. and L.E.A.A.

Objective 2.2. Develop and administer a comprehensive training program for deputies, supervisors, managers and civilian employees in the Division.

Activity 2.2.1. Afford sworn personnel quarterly firearms training and annual defensive driver's training and other technical training.

2.2.2. Use role-playing for training in the areas of domestic disputes, owner-renter conflicts, owner-patron problems, etc.

2.2.3. Develop team problem solving approaches through communication skills.

2.2.4. Afford opportunity for members to attend outside training schools.

Objective 2.3. Develop and administer a program to get Division personnel acclimated to the concept and overall philosophy of Neighborhood Team Policing.

Activity 2.3.1. Provide management training.

2.3.2. In-Service bulletins on participative management quarterly.

2.3.3. In-Service bulletins on community involvement on a quarterly basis.

PERSONNEL UNIT

The Personnel Unit is responsible for recruiting and processing all applicants for all sworn and non-sworn positions within the Division of Public Safety.

The Personnel Unit manages all Division personnel actions in conjunction with the Multnomah County Personnel Office, Payroll, and other agencies. In connection with these duties, the Unit maintains personnel records and files and monitors the Division Affirmative Action Plan.

In addition, the Personnel Unit manages the Sheriff's Intern Program which serves as a recruiting and training tool within the Division.

Goal 1: To develop and administer a program to identify and adjust unsatisfactory working conditions which influence the job performance and job satisfaction of the members of the Division of Public Safety.

Objective 1.1. To identify problem areas which create dissatisfaction with employment conditions.

Activity 1.1.1. Distribute a questionnaire to all members to determine problem areas in job satisfaction.

1.1.2. Conduct interviews based on results of questionnaires with at least 2 persons in each job classification.

1.1.3. Prepare and distribute an in-depth evaluation of problem areas and solicit suggestions for solutions.

Objective 1.2. To develop a program to dispell employment-related dissatisfaction.

Activity 1.2.1. Assemble data based on questionnaires, interviews, and suggestions and develop data based on current material available on the state of the art and develop a procedure for addressing problem areas.

1.2.2. Counsel members regarding employment-related problems and areas which are identified as causes of employment dissatisfaction from a personal point of view.

1.2.3. Identify employment practices which result in grievances and attempt to resolve problems before formal grievances are filed.

1.2.4. Accomplish early identification of grievances and attempt to resolve them at the informal level prior to implementation of the formal grievance procedure.

- Goal 2:** To increase the availability of more varied, individual oriented professional services for members who are referred for these services.
- Objective 2.1.** To assess the progress of the Traumatic Incident Counseling program and restructure that program to increase effectiveness and voluntary participation.
- Activity 2.1.1.** Interview participants in the Traumatic Incident Program to determine members' perception of the effectiveness and value of the program.
- 2.1.2. Identify alternative counseling programs which will allow members a choice of alternatives for Traumatic Incident counseling and identify the costs of these programs.
- 2.1.3. Identify alternative means of paying for specialized counseling programs.
- 2.1.4. Develop a new Division of Public Safety procedure for the implementation of a newly structured Traumatic Incident Counseling program.
- Objective 2.2.** To develop additional counseling programs in areas of Alcohol abuse, Mental health, and Physical health for members of the Division of Public Safety.
- Activity 2.2.1.** Assemble a data base of information concerning the most current programs available in mental and physical health and alcohol abuse, with costs and sources identified.
- 2.2.2. Identify alternative means of paying for each variation of counseling program and determine desirability and feasibility of developing each program.
- 2.2.3. Develop procedures for each counseling program that is determined to be both feasible and desirable.
- Goal 3:** To provide modern, functional administrative personnel records system for all members of the Division of Public Safety.
- Objective 3.1.** To restructure the administrative records-keeping policy and practices of the Personnel Unit and to review and revise all Division of Public Safety personnel files to insure an adequate, orderly, and efficient personnel file for each member of the Division.

- Activity 3.1.1. Design a new file system for personnel files, select and purchase new file folders.
- 3.1.2. Review existing files and implement the new file system utilizing the presently filed material to build the new system base.
- 3.1.3. Review each member's personnel file with that member to determine accuracy of information and completeness of material on file.
- 3.1.4. Revise the Unit Procedure for structure and maintenance of member's individual personnel files.
- 3.1.5. Review all policy and procedures to assure that these policy and procedures conform to all current laws regulating personnel files.

Goal 4: To develop a new system for assessment of a member's qualifications for promotion.

Objective 4.1. To develop a promotion system which meets both the needs of the Division of Public Safety and the requirements of the County Merit System as well as EEOC guidelines.

Activity 4.1.1. Conduct an in-depth analysis of the present promotional system to identify problem areas which must be addressed in a new system.

4.1.2. Assemble an adequate data base to establish the current state of the art of evaluation for promotion and identify resources which are available to construct a new promotional selection process.

4.1.3. Develop a procedure for conducting a new selection process.

Goal 5: To decrease the time, within the control of the Division of Public Safety, which a position remains vacant.

Objective 5.1. To provide to the Director of Public Safety a list of qualified applicants eligible for appointment within 8 hours of identification of a vacant position.

Activity 5.1.1. Assess the present status of eligible lists for each classification and determine the expiration date of each list.

5.1.2. Develop a system to assure timely examinations are given so as to have current lists of candidates available at all times.

Activity 5.1.3. Conduct a thorough, timely selection process to assure that candidates are immediately available for consideration for appointment.

5.1.4. Monitor the resignation/termination process so that vacancies which are occurring are identified and processed in a timely manner.

5.1.5. Revise Personnel Unit Procedure for preparation of paperwork to insure correctness of preparation and eliminate delays in processing.

Goal 6: To develop a meaningful and effective recruitment program aimed at attracting more qualified, minority group members to positions with the Division of Public Safety.

Objective 6.1 To recruit, qualify, and select sufficient minority group candidates for positions in the Division of Public Safety to reduce any present disparity in all classifications.

Activity 6.1.1. Up date the statistics portion of the Division of Public Safety's Affirmative Action Plan to determine exact status of employment disparity.

6.1.2. Hold recruitment oriented meetings with as many minority representative groups as will participate to gain contacts and input into building an effective recruitment program.

6.1.3. Assemble data base of information on successful minority recruitment programs in both Criminal Justice and private industry.

6.1.4. Develop a procedure for recruitment for the Personnel Unit which will direct a positive effort toward minority recruitment.

Objective 6.2. To reduce attitudes and conditions within the Division of Public Safety which create unfavorable working conditions for minority group members.

Activity 6.2.1. Interview present minority employees to identify situations which are regarded as problems from their personal point of view.

6.2.2. Interview Supervisors to determine what problems they have encountered which relate to the employee being a minority.

6.2.3. Design and implement an education program aimed at reducing conditions which create unfavorable working conditions for minority group members.

Goal 7:

To restructure the present process of employee performance evaluation within the Division of Public Safety.

Objective 7.1

To develop a system of employee performance evaluation which is more responsive to the Division of Public Safety's current concept of delivery of service and which addresses job-related criteria.

Activity 7.1.1.

Assemble a data base of information concerning currently active processes of employee performance evaluation from which to build a new system.

7.1.2.

Conduct a series of discussions and interviews with Supervisors and line personnel to obtain in-put concerning areas of concern which they feel should be addressed in an employee performance evaluation system.

7.1.3.

Devise a new employee performance evaluation system proposal to be presented to the staff, Union, and County Merit System, Civil Service Council for approval.

Goal 8:

To develop a system of recognition for members of the Division of Public Safety whose job performance, in the areas of concern other than law enforcement, is exemplary.

Objective 8.1

To recognize employees' efforts in behalf of the citizens of Multnomah County and the Division of Public Safety in areas other than law enforcement.

Activity 8.1.1.

Assess activities outside of the law enforcement field in which members are involved and assess member's involvement.

8.1.2.

Develop an appropriate system of awards relating to non-law enforcement activities.

8.1.3.

Develop a system and criteria to determine to whom awards should be presented.

8.1.4.

Prepare a procedure to implement a system of recognition for exemplary service by members, outside the area of law enforcement.

END