



Report of the City of Portland – Multnomah County Joint Public Safety Collaborative

Project Sponsors

Tom Potter, Mayor

Sam Adams, Commissioner

Diane Linn, Chair, Multnomah County Board

Serena Cruz Walsh, Multnomah County Commissioner

Jim Jeddelloh, Citizen Crime Commission

Greg Goodman, Citizen Crime Commission

Steering Team

City of Portland

Maria Rubio

Tim Grewe

Rosie Sizer

John Canda

Don Carlson, Project Manager

Multnomah County

Dave Boyer

Matt Nice

Carol Ford

Larry Aab

Karyne Dargan, Project Manager

Maggie Miller, Citizen Crime Commission

Bobby Robertson, Digital Development Corporation

Project Consultant

The Public Strategies Group, Inc.

Laurie Ohmann & Tom Moss, Principal Consultants



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BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

RESOLUTION NO. 05-163

Authorizing Participation in a Joint City of Portland and Multnomah County Public Safety System Planning and Budget Process

The Multnomah County Board of County Commissioners Finds:

- a. The City of Portland and Multnomah County share the responsibility of providing a public safety system for citizens of Portland and Multnomah County.
- b. Citizens of Multnomah County do not draw distinctions between services provided by the County or those provided by the City, they look for services to fulfill community needs.
- c. Jurisdictions across the country seek innovative and cost effective ways of serving their populations in the face of rising taxes, a slowly reviving economy, and a reduction of state and federal funding.
- d. The public safety services provided by the City and the County are interconnected and require a balance of prevention, enforcement, incarceration, supervision and treatment.
- e. Multnomah County citizens want to feel and be safe in their homes, neighborhoods and communities.

The Multnomah County Board of County Commissioners Resolves:

1. The County will participate in a joint planning and budgeting process with the City of Portland to help identify the community's public safety priorities.
2. The joint planning and budgeting process will:
 - map out the existing City/County public safety system to identify gaps, overlap, duplication, and opportunities for funding collaboration as it relates to public safety priorities; and
 - involve public safety stakeholders in the process.
3. The County will work with the City to accomplish the goals established in this collaboration project and develop a framework leading to a City/County Public Safety System and full budget process with pooled resources for future fiscal years.

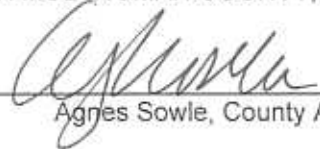
ADOPTED this 22nd day of September, 2005.



REVIEWED:

AGNES SOWLE, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

By


Agnes Sowle, County Attorney

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON


Diane M. Linn, Chair

COMPARISON OF CITY OF PORTLAND AND MULTNOMAH COUNTY PUBLIC SAFETY EXPENDITURES

FY 2002-03 Actual to FY 2005-06 Budget

12-Oct-05

Organization/Department	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Adopted Budget
City				
Bureau of Emergency Communications (911)	14,518,285	12,557,443	12,566,865	14,627,406
<i>FTE Level</i>	133.0	137.0	125.5	130.8
Bureau of Police	119,697,579	126,107,202	133,894,876	132,362,671
<i>FTE Level</i>	1,284.0	1,257.0	1,300.1	1,225.7
Portland Office of Emergency Management	749	1,118,849	5,673,578	6,721,366
<i>FTE Level</i>	0.0	6.0	8.0	10.0
Bureau of Fire	65,361,816	68,647,551	71,638,137	73,220,759
<i>FTE Level</i>	710.4	700.5	702.8	699.5
Fire & Police Disability Retirement Fund	90,910,138	99,975,113	96,261,422	111,506,541
<i>FTE Level</i>	N/A	N/A	N/A	N/A
Office of Neighborhood Involvement - Crime Prevention Program	1,337,376	1,316,079	1,062,117	995,183
<i>FTE Level</i>	12.2	11.3	11.8	13.3
Special Appropriations - Multnomah County Jail Beds, Public Safety Coordinating, Downtown Security, FPDR Study	166,028	16,291	21,893	2,163,150
<i>FTE Level</i>	N/A	N/A	N/A	N/A
Sub-Total City	291,991,971	309,738,528	321,118,888	341,597,076
<i>FTE Level</i>	2,139.6	2,111.8	2,148.3	2,079.3
County 1/				
Sheriff's Office 2/	106,974,978	104,822,542	98,366,232	99,216,122
<i>FTE Level</i>	875.65	844.04	833.53	832.11
Department of Community Justice	73,016,814	71,235,915	75,010,466	77,497,361
<i>FTE Level</i>	597.21	540.15	546.04	553.73
District Attorney	18,476,256	20,289,741	21,418,864	22,977,673
<i>FTE Level</i>	212.9	212.9	216.05	218.3
Sub-Total County	198,468,048	196,348,198	194,795,562	199,691,156
<i>FTE Level</i>	1,685.8	1,597.1	1,595.6	1,604.1
GRAND TOTAL	490,460,019	506,086,726	515,914,450	541,288,232
<i>FTE Level</i>	3,825.3	3,708.8	3,743.9	3,683.4

**** Taken from Portland FY 2005-06 Adopted Budget and Multnomah County FY 2004-05 and 2005-06 Adopted Budget**

The City expenditures are budgeted in the General Fund, the Emergency Communications Fund, and the Fire & Police Disability Retirement Fund.

The County expenditures are budgeted in the General Fund, State and Federal, Emergency Communications, Inmate Welfare, Jail Levy, Justice Services Special Ops, and Justice Bond Project Funds.

CITY OF PORTLAND RESOLUTION NO. 36336

Approve a joint City of Portland and Multnomah County public safety system planning and budget process (Resolution)

WHEREAS, the City of Portland and Multnomah County share the responsibility of providing a public safety system for citizens of Portland and Multnomah County; and

WHEREAS, citizens do not draw distinctions between services provided by the County or those provided by the City, they look for services to fulfill community needs; and

WHEREAS, jurisdictions across the country seek innovative and cost effective ways of serving their populations in the face of rising taxes, a slowly reviving economy, and a reduction of state and federal funding; and

WHEREAS, the public safety services provided by the City and the County are interconnected and require a balance of prevention, enforcement, incarceration, supervision and treatment; and

WHEREAS, the public desires to feel and be safe in their homes, neighborhoods and communities;

NOW, THEREFORE, BE IT RESOLVED, the City of Portland and Multnomah County governments will conduct a joint planning and budgeting process to help identify the community's public safety priorities; and

BE IT FURTHER RESOLVED, that the City of Portland and Multnomah County will map out the existing City/County public safety system to identify gaps, overlap, duplication, and opportunities for funding collaboration as it relates to public safety priorities; and

BE IT FURTHER RESOLVED, the City of Portland and Multnomah County will involve public safety stakeholders in the process; and

BE IT FURTHER RESOLVED, the City and the County will enter into an Intergovernmental Agreement in order to accomplish the goals established in this collaboration project; and

BE IT FURTHER RESOLVED, the City of Portland, Multnomah County, and other participating jurisdictions will develop a framework leading to a City/County Public Safety System and full budget process with pooled resources for future fiscal years; and

BE IT FURTHER RESOLVED, This resolution is non-binding city policy.

Adopted by the Council,

Mayor Tom Potter
Commissioner Sam Adams
Prepared by: Jane Ames, and Maria Rubio
September 8, 2005

GARY BLACKMER
Auditor of the City of Portland
By _____ Deputy

Agenda No.

RESOLUTION NO.

Title

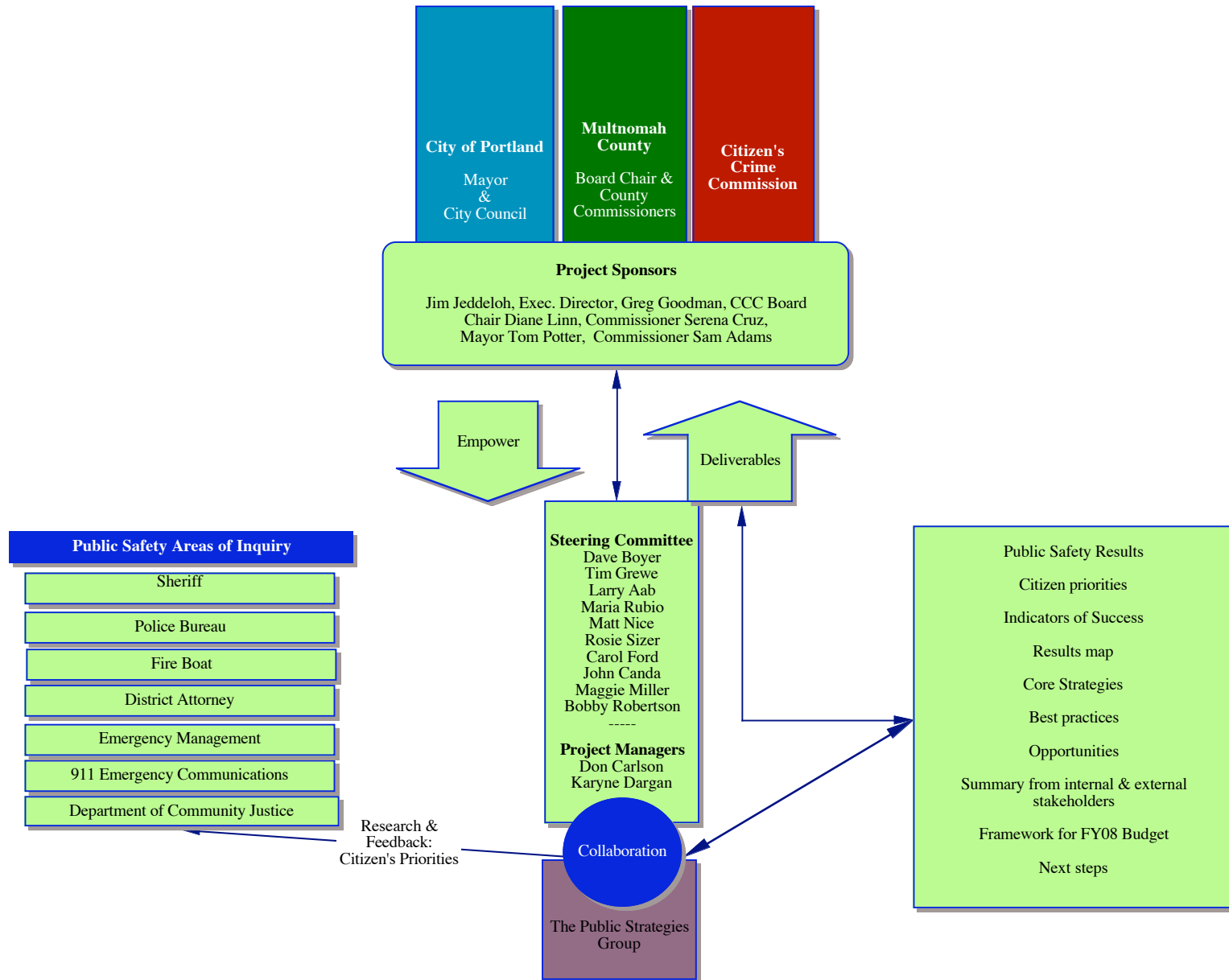
Approve a joint City of Portland and Multnomah County public safety system planning and budget process (Resolution)

<p style="text-align: center;">INTRODUCED BY Mayor Potter, Commissioner Adams</p>	DATE FILED:		
<p style="text-align: center;">NOTED BY COMMISSIONER</p> <p>Affairs</p> <p>Finance and Administration</p> <p>Safety</p> <p>Utilities</p> <p>Works</p> <p style="text-align: center;">BUREAU APPROVAL</p> <p>Bureau:</p> <p>Prepared by Date September 8, 2005 Jane Ames Maria Rubio</p> <p>Budget Impact Review: <input type="checkbox"/> Completed <input checked="" type="checkbox"/> Not Required</p> <p>Include in PPD: Yes <input checked="" type="checkbox"/> No</p> <p>Filename: Public Safety Partnership 090805</p> <p>Bureau Head:</p>	<p style="text-align: center;">Gary Blackmer Auditor of the City of Portland</p> <p>By: _____</p> <p style="text-align: center;">— Deputy</p> <p>For Meeting of: _____</p> <p>ACTION TAKEN:</p>		

AGENDA		FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:		
				YEAS	NAYS
Consent	Regular <input checked="" type="checkbox"/>	Adams	Adams		
NOTED BY		Leonard	Leonard		
City Attorney		Saltzman	Saltzman		

	Sten	Sten		
	Potter	Potter		

Safety for Our Residents



CITY OF PORTLAND – MULTNOMAH COUNTY PUBLIC SAFETY COLLABORATIVE

PROJECT SUCCESS

This document was prepared for the expressed purpose of clarifying the scope and limits, if any, of an engagement being undertaken by the City of Portland and Multnomah County, with the support of the Citizen's Crime Commission. This document reflects the understanding to date between the Project Sponsors, the Public Strategies Group and the effort's Steering Team and is a work in progress.

PROJECT SPONSORS

Project sponsors are considered the champions of this effort and are those who represent the organizations that authorized this effort through their commitment of financial, time and staff resources. As a single group, they are the "client" for the work completed in this phase by The Public Strategies Group and the Steering Team. They are, for the:

City of Portland: Mayor Tom Potter and Commissioner Sam Adams
Multnomah County: Board Chair Diane Linn and Commissioner Serena Cruz
Citizen's Crime Commission: Jim Jeddelloh and Greg Goodman

MISSION OF THE PUBLIC SAFETY COLLABORATIVE

To develop a framework for joint budgeting of City/County Public Safety resources beginning in fiscal year 2008. The intent is to deliver more value for the resources available for public safety.

MEASURES OF SUCCESS FOR PHASE I

The City and County envision a two-year, multi-phased effort to complete the stated mission. Phase I will be completed between September–December 2005 and will produce the deliverables listed below. We will be successful in Phase I if we:

- Strengthen the commitment from the City and County to joint problem solving on public safety issues, and set the stage for continued and expanded collaboration
- Look systemically, not bureau by bureau or department by department, at how the City's and County's resources contribute to public safety
- Get beyond just informing how the parts fit together in the public safety system and actually do something jointly that improves public safety results
- Remain open to ideas about how best to use resources and staff, as well as members of the community, to achieve the desired public safety results
- Provide insights and learning about the overlaps or gaps in service delivery in today's public safety system
- Involve stakeholders in the process of developing opportunities

MEASURES OF SUCCESS FOR THE WORK PRODUCED

We will be successful in Phase I if the deliverables:

- Develop a shared understanding of how citizen's define overall public safety results and current priorities
- Prepare the City and County to budget jointly for public safety in the FY08 budget
- Identify opportunities to improve public safety results and system efficiencies either through savings or reallocation of current resources
- Name two-three specific such projects to move forward jointly in 2006

THE PROJECT'S DELIVERABLES

1. A statement of citizens' public safety priorities
2. Identification of key public safety outcomes and recommended measures for assessing progress against those results
3. A map depicting the factors that contribute most to producing the public safety results desired
4. Three to six key strategies to produce these results, built from the contributing factors
5. Brief descriptions of public safety best practices obtained from local and national research and evidence
6. A list of opportunities for improving value to citizens through elimination of duplicative efforts or in reallocation of resources to service gaps or to address identified priorities
7. A summary of themes regarding these options from the stakeholder focus group
8. A framework and principles for budgeting with joint resources for 2007-08

CUSTOMER

The customers of the overall public safety collaborative – that is *the primary intended beneficiaries* – are the residents of the City of Portland and Multnomah County.

Sustained collaboration on public safety will involve a wide universe of stakeholders, including social service agencies, and other local jurisdictions. For this first phase the stakeholders include:

- County Executive Linn and the Board of County Commissioners
- Mayor Potter and the Portland City Council Commissioners
- Sheriff Bernie Guisto
- District Attorney Mike Schrunk
- Leaders of those public safety agencies identified in the joint resolutions:
 - Police Bureau Chief Derrick Foxworth
 - Fire Bureau Chief Dave Spando
 - Bureau of Emergency Communications Director Carl Simpson
 - Portland Office of Emergency Management Interim Director Mike McGuire
 - Department of Community Justice Director Joann Fuller
 - Multnomah County Emergency Management, Tom Simpson/Rob Fussell
- City Office of Neighborhood Involvement
- Citizen's Crime Commission
- Local Public Safety Coordinating Council
- Portland Business Alliance
- Portland Dept. of Transportation (Traffic Safety)
- Mayors, City Managers and Police Chiefs of Gresham, Troutdale, Wood Village & Fairview
- Mental health and alcohol & drug treatment services providers

SCOPE OF THE EFFORT

There are no preferred solutions or pre-determined conclusions in this effort. Nor is the collaborative aimed at increasing or decreasing the amount currently spent on public safety. The project sponsors consider this an opportunity to look anew at public safety services to residents.

This effort addresses only those activities currently performed by either the City of Portland or by Multnomah County. Phase I is expected to provide an independent review of opportunities within the services provided by:

- the Police Bureau,
- Fire Boat Patrol,
- the Bureau of Emergency Communications,
- the Portland Office of Emergency Management,
- the Multnomah County Sheriff's Organization, including the potential transfer of law enforcement services
- Multnomah County Emergency Management,
- Multnomah County District Attorney's Office, and
- the County Department of Community Justice.

For purposes of this effort, the identification of opportunities will not extend into the Portland Fire Bureau beyond boat patrol services nor include the Port of Portland river patrol services. Furthermore, this effort will not extend to public safety direct services now delivered by any other municipalities within Multnomah County.

The deliverables for this phase should be understood as “short, crisp, understandable, and actionable.” This will not be an extensive analysis of operational workings, but a high-level strategic review of strategies to deliver public safety, in the context of best practices, and opportunities for collaboration to eliminate duplicative efforts and reallocate resources to improve the value of public safety services delivered. The work will reflect the interests of various stakeholders, but will not ensure ownership or acceptance.

RESOURCES

Project sponsors have committed their organizations to support this effort. A steering team will be chartered to work with The Public Strategies Group to recommend the deliverables to the project sponsors. Both the City and County will have project managers to support the Steering Team and PSG in completing their work.

Project sponsors are expected to meet a minimum of four times during Phase I. Expectations for these meetings are as follows:

1. Meeting 1: Affirm a single definition of project success by the project sponsors (November 14).
2. Meeting 2: Affirm public safety results desired by citizens, statement of citizen priorities and indicators of success (December 5th).
3. Meeting 3: Review and affirm remaining deliverables (results map, core strategies, opportunities, best practices) for stakeholder review (December 12th).
4. Meeting 4: Briefing of stakeholder feedback and receipt of final deliverables (December 19th).

PSG will manage the overall effort, facilitate project sponsor meetings, facilitate Steering Team meetings and ensure the completion of deliverables within the expected timeframe.

The City and County will manage communications about the collaborative through means mutually acceptable to the project sponsors.

PORTLAND - MULTNOMAH COUNTY PUBLIC SAFETY COLLABORATIVE

STAKEHOLDER INVOLVEMENT

The following persons were individually interviewed for their input in Phase I of the Public Safety Collaborative effort:

City of Portland

- Mayor Tom Potter
- Commissioner Sam Adams
- Commissioner Randy Leonard
- Jeff Cogan & Brendan Finn, Staff to Commissioner Saltzman
- Bob Durston, Chief of Staff to Commissioner Sten
- Mike McGuire, Interim Director, Emergency Management
- Derrick Foxworth, Chief of Police, Portland Police Bureau
- Jane Bratten, Manager, Portland Police Bureau Planning and Support Division
- Dave Spando, Chief, Portland Fire Bureau
- Jimmy Brown, Office of Neighborhood Involvement
- Eric King, Office of Neighborhood Involvement Crime Prevention
- Carl Simpson, Director, Emergency Communications
- Jane Ames, Senior Policy Director, Commissioner Sam Adams' Office
- Maria Rubio, Public Safety and Security/Police Liaison, Office of the Mayor
- Tim Grewe, Chief Administrative Officer
- Jennifer Sims, Financial Planning Manager
- Andy Miller, Senior Program Manager, Bureau of Community Services
- Heather Lyons, Homeless Program Manager, Bureau of Community Services
- Jeff Myers, Portland Police Central Precinct Neighborhood Response Team
- Dan Andrews, Portland Police Detective
- Gary Blackmer, City Auditor
- Yvonne Deckard, Director, Bureau of Human Resources
- Matt Lampe, Chief Technology Officer
- Robert King, President, Portland Police Association
- Mitch Copp, Portland Police Association
- Jack Graham, Business Operations Manager, Portland Fire Bureau
- Genny Depre, Business Operations Mgr., Portland Bureau of Emergency Services
- Jack Finders, President, Portland Firefighters Association
- John Acker, City of Portland Facilities Division Manager
- Ron Haddock, City of Portland Printing & Distribution Manager

Group Interview: Don Carlson OMF; Stacy Jones, OMF; Bob Del Gizzi, Sr Financial Analyst, Police; James Beery, Division Chief, Fire; Eric King, Crime Prevention, Office of Neighborhood Involvement; Gary Bevans, Mgt Analyst, Emergency Communications; Sarah Liggett, Financial Analyst, Emergency Management; Jay Guo, Principal Financial Analyst, Fire Bureau

Multnomah County

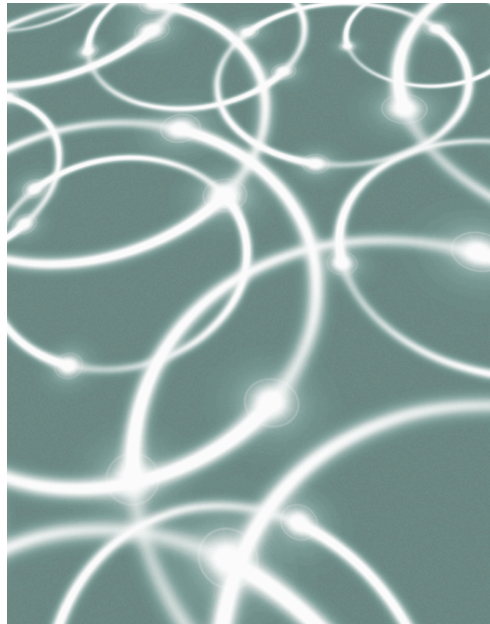
- Diane Linn, County Board Chair
- Serena Cruz, County Commissioner
- Lonnie Roberts, County Commissioner
- Lisa Naito, County Commissioner
- Maria Rojo de Steffey, County Commissioner
- Bernie Giusto, Sheriff
- Mike Schrunk, District Attorney
- Tom Simpson, Multnomah County Emergency Management
- Joann Fuller, Director, Dept. of Community Justice
- Steve Liday, Adult Services, Dept. of Community Justice
- Matt Nice, Multnomah County Budget Office Evaluation
- Larry Aab, Multnomah County Sheriff's Office
- Wayne Pearson, District Attorney's Office
- Scott Marcy, Business Manager, Multnomah County District Attorney
- Becky Porter, CIO, Multnomah County
- Jan Brown, Senior IT Manager, Multnomah County
- Andrew Potter, IT Manager, Multnomah County Sheriff's Office
- Travis Graves, Human Resources Manager, Multnomah County
- Shaun Coldwell, Business Operations Manager, Dept. of Community Justice
- Wendy Lear, Finance & Business Services Manager, County Health Dept
- Tom Guiney, County Director, Fleet, Radios, Electronics & Distribution
- Doug Butler, Multnomah County Director of Facilities & Property Management

Other Key Stakeholders

- Greg Goodman, Citizen Crime Commission
- Jim Jeddeloh, Citizens Crime Commission
- Jim Hennings, Metropolitan Public Defender
- Doug Bray, State Circuit Court Administrator
- Annette Jolin, Chair, Criminology and Criminal Justice, PSU
- Brian Renauer, Assistant Professor, Administration of Justice Division, PSU
- Michael Marcus, Judge
- Judy Shiprack, Director, Local Public Safety Coordinating Council
- Carol Wessinger, Local Public Safety Coordinating Council
- Carla Piluso, Gresham Chief of Police
- Mike Kuykendall, Portland Business Council
- Ed Blackburn, Director, Health & Recovery Services, Central City Concern
- Valerie Moore, Director, InACT
- Dale Koch, Presiding Judge

Public Safety Focus Group Findings
FINAL

submitted to:
Public Strategies Group & Multnomah County



Metropolitan Group

the power of voice



Presented by
Jennifer Gilstrap Hearn
John Donovan
Laura K. Lee Dellinger

December 22, 2005

EXECUTIVE SUMMARY

Metropolitan Group was retained by Multnomah County to conduct four focus groups that explored the issues of public safety in Multnomah County, in preparation for a joint public safety budgeting process by Multnomah County and City of Portland. On November 15 and November 17th, MG conducted a total to four focus groups, with 53 people who reside within the county participating.

Contributors to public safety

- Community infrastructure—Elements such as street lighting and sidewalks.
- Transportation management—Consistent enforcement of traffic laws as way to create improved safety across all modes of transport.
- Awareness and personal responsibility—Obligation to be aware of the surroundings and avoiding situations that are potentially unsafe.
- Neighborhood networks—Neighborhood associations, block parties, e-mail networks of neighbors, neighbor watches and patrols, and safe houses for kids.
- Systems failure—Failure of the criminal justice system to adequately punish offenders and failure of society to alleviate the social problems that can lead to criminal activity.
- Media—Sensationalism contributes to the community feeling less secure.

Measuring safety

- Perception—how safe do I feel?
- Neighbors—Connection to others in the community.
- Police visibility—Seeing is believing.
- Agency Responsiveness—speed and perceived quality of public safety agency responses.

Priorities

- Traffic management
- Managing Offender
- Drugs
- Property crimes
- Gangs
- Graffiti

Solutions

- Community / neighborhood-based solutions.
- Infrastructure improvements—maintained streets and open spaces, lighting, sidewalks.
- Justice system improvement—offender accountability and deterrents, availability of jail beds, police trainings.
- Public safety education—what can people do to be more aware and involved.
- Social services—treatment before behavior becomes criminal.
- Responsible media and reporting.

I. Introduction

Metropolitan Group was retained by Multnomah County to conduct four focus groups that explored the issues of public safety in Multnomah County (and the various communities that reside within the county), in preparation for a joint public safety budgeting process by Multnomah County and City of Portland.

This report includes a brief methodology as well as topline summaries of the key public safety issues that emerged across the focus groups, with an emphasis on trends and themes. In general, these focus groups were conducted in a somewhat neutral public safety environment. While there have been a number of high-profile shootings in Portland over the last several months—which participants did note—that did not seem to be a subject of undue focus. In addition, there was a shooting the night of November 17th. However, it does not seem to have been widely publicized until after the focus groups convened, and therefore does not seem to have impacted the focus groups conducted on that evening.

II. Methodology

Participants recruited were drawn from a random digit dial of households in Multnomah County and then separated by district. Through random sample selection, the recruiting firm attempted to recruit those that represented demographics very similar to the districts in which they lived at large (looking at characteristics of gender, age and ethnicity). Minorities were recruited based on the demographics of the district they lived in, however minorities were largely underrepresented in the focus groups. In addition to screening on basic demographic criteria, the recruiting firm also screened out “professional citizens” while also seeking to find participants who had touched the public safety system in the last 12 months—by calling 911, or having witnessed or been the victim of a crime. In summary:

- 79 participants were recruited, 22 From District 1, 20 from District 2, 18 from District 3, 19 from District 4
- 17 of the recruits identified themselves as members of an ethnic group other than Caucasian (with eight people of color ultimately participating)
- 16 recruits had called 911 one or more times in the past twelve months; 12 had been the victim of a crime one or more times in the past twelve months; 15 recruits had witnessed a crime one or more times in the past twelve months
- 53 people participated in the focus groups—District One had 13 participants, District Two had 14 participants, District Three had 15 participants, and District Four had 11 participants.
- Participants ranged in age from about 18 to over 75

Focus groups were conducted on Tuesday, November 15th and Thursday, November 17th at two separate facilities in downtown Portland. Groups began at 5:30 p.m. and 7:30 p.m. and ran for approximately one hour and thirty minutes. In order to decrease barriers to participation, participants in each group were provided with a light meal and a stipend of \$50. At the beginning of the focus group, participants were notified that they were being observed by researchers on the project and that video and audiotapes were being used, but that no elected officials or their staff were present.

III. Summary of Findings

A. Contributors to Public Safety

Participants were given multiple opportunities to define and discuss what contributes to public safety, how they define safety. Throughout the conversation, participants returned to a set of core contributors, which are closely linked to their perception of whether or not they are safe. It is interesting to note that while some very specific instances of crime victimization were raised, the conversation tended to focus more on generalizations than it did on very specific activities.

Community Infrastructure

Public infrastructure elements such as street lighting and sidewalks were consistently considered as a deterrent to crime and other threats to public safety. In each of the groups, there were conversations about the sense of safety that is created in well-lit spaces, though no specifics were given about why good lighting is desirable (suggesting that long-term public safety messages about the importance of good lighting as a crime deterrent have deeply penetrated into the public consciousness). Some suggested that public agencies that provide safety inspections and other services that ensure quality standards are maintained are also important to public safety. More than one participant discussed the need to have sidewalks, but also the need for existing sidewalks to be safe and free of hazards such as cracks and vegetation protruding on to the right of way.

Transportation Management

Concerns about both personal and public safety consistently drew comments about the transportation system, with participants discussing the need for consistent enforcement of traffic laws as a way to create improved safety across all modes of transport.

Bicyclists expressed strong feelings about the recent cyclists' deaths associated with car accidents and said that many drivers have too little awareness of cyclists, and show a haphazard following of traffic laws (such as use of turn signals and respect for bicycle lanes), routinely endangering bikers. Automobile drivers, in turn, countered that bicyclists don't obey the rules of the road (such as coming to a complete stop at intersections), which makes it harder for drivers to predict their behavior, and thus increases the chances of inadvertently injuring a bicyclist. Pedestrians worry about walking and running at night (which is interwoven with the infrastructure concerns noted above). Safety concerns about parking areas also emerged, particularly in relation to traveling to the downtown area.

There was relatively little conversation about public transportation, but participants who are committed public transit users expressed concerns about letting their children use the system without supervision, based on fears about the risk of a dangerous encounter. These fears were based on their observations as they were using the system. The most important thing to note is that adults did not indicate feeling unsafe on public transportation, but rather a concern that public transportation is unsafe for children and teens.

Awareness of environment/personal responsibility

One of the key themes to emerge was a strong support for being aware of personal surroundings and avoiding situations that potentially put a person in danger. Women, in particular, stressed this, though men agreed with this assessment. With very few exceptions, people did not seem to think that the public safety system was failing them because they personally needed to take what were deemed as "basic safety precautions." This expression of the need to be aware did not appear to be based on specific fears

about lack of safety, but was more of a pragmatic expression of life today. In a few instances, older participants expressed a sense of disappointment or frustration that people today have to carefully monitor their surroundings to ensure their safety, which was not true in the past.

Some participants shared tactics they used to manage situations in which they don't feel comfortable and/or safe. One example provided by a woman involved her sharing a ride with her friends back to her parked car while downtown. Others discussed the need to park your car under a light, only walk on well-lit streets and use caution when approaching or being approached by groups of strangers. Several suggested these "street smarts" are important to teach to kids, who are particularly vulnerable to certain types of danger. Parental responsibility was also stressed as a key deterrent to future criminal behavior.

Also included in this discussion were the measures that people take to feel safe in their homes. Two specific examples cited were owning a gun and having dogs.

Neighborhood/community-based networks

Consistently, participants expressed a strong appreciation for neighborhood-level efforts to address public safety, particularly as it related to crime prevention. Neighborhood associations, block parties, e-mail networks of neighbors, neighborhood watches and patrols and safe houses on residential blocks for kids were all referenced as examples of the types of groups that were providing this connectedness. Other, less formal relationships were discussed as well, such as knowing your neighbors, telling neighbors when one is out of town and going out in groups to enjoy activities. Finally, several stressed a community responsibility to help address issues they see in their neighborhoods, through direct action (such as reporting inappropriate behavior by youth or cleaning up graffiti tags).

Systems Failure

Participants discussed "failure of system" at two different levels—failure of the criminal justice system to adequately punish offenders and failure of society to alleviate the social problems that can lead to criminal activity. Concerns about the revolving door nature of the justice system emerged throughout the four focus groups. There was a general sense that the laws of the system were not being enforced adequately. The failure to open the new jail in North Portland and the release of offenders, particularly repeat offenders, drew judgments that the system was not working. People discussed the feeling that many offenders are back on the street the day after committing a crime, and expressed a lack of understanding about why this continues to persist. It is also interesting to note that individuals use system-oriented terms such as recidivism rates, re-offend, etc. that seem to indicate that they are listening closely to the public dialogue about public safety.

Participants (barring those in District 4) also noted that our society fails many people, which is why they end up in the criminal justice system, and that it continues to fail them once they are inside the system. Individuals spent quite a bit of time talking about the roots of various social problems and discussing solutions to social problems rather than crime problems, particularly the elimination of persistent poverty. They specifically cited the need for more drug rehabilitation programs and more programs within the corrections system to ensure that individuals leave jail or prison ready to rejoin society. At the same time, however, a few individuals referenced concerns about giving away services without appropriate reciprocal accountability or oversight, with one individual going as far as stating "compassion kills."

Profile of police and other public safety systems

Over the course of the conversation, participants named the various entities that they consider to be part of the public safety system—police, sheriff, fire, 911 / EMS, corrections and even National Guard—but those most frequently mentioned and discussed by participants were “the police.” Of all the systems, the fire department consistently received high praise from participants, and there was a sense that they are performing their role in just the way that the public would like to see, though there was some limited concern that a full response to the scene of every accident might be “overkill.”

There was a strong agreement about the role of police in protecting public safety, with a general desire to see even more police work in the neighborhoods and more efforts aimed at building relationships between police and the community. Participants who had an interaction recently with the police, most frequently a response to a 911 call, were pleased with the response that they received. There was a desire for the police functions to communicate more effectively with each other as well as to improve their efforts to proactively deter crime (through higher visibility and more education and information sharing with neighbors) than reacting to crimes. Some expressed concern that civil liberties needed to be protected while considering the needs of the public to be safe. Finally, there were some concerns about how effectively the public safety agencies were using public dollars to achieve their goals, though no specific questions or measures were applied to that concern.

There were some participants who feel that the police are not trustworthy, indicating such things as “the police here will shoot you on sight,” and “they get paranoid if you have your hands in your pockets.” While there was not general agreement about these statements, people did indicate that they expect all people to receive equal treatment under the law.

Media sensationalism

Participants indicated that the news media had not been objective its role in covering crime in this community, and that they deliberately sensationalize many stories. They argue that this has contributed to the community feeling less safe overall. Interestingly, several participants felt the media could do more to assist viewers with understanding what the real public safety issues are and how they can be addressed.

B. Measuring Public Safety

Not surprisingly, how people living in the county measure public safety, is directly related to the factors they feel contribute to the public safety. Key among these are:

- **Perception**—how people measure public safety is driven largely by perception, and very little by actual data. Participants in many different ways discussed that feel safe in your neighborhood and community is drive by your own perceptions, and influenced by the presence (or lack there of)) of the indicators noted in the previous section.
- **Neighbors**—participants in each of the groups emphasized the importance of having good connections between neighbors, noting that people who live in the neighborhood know the rhythm of the community, and are able to spot and address things that don’t belong.
- **Police visibility**—Many participants noted that having a regular police presence in their neighborhood contributes to a sense of safety, particularly if they seem to be patrolling, rather than responding. While people are comforted by rapid police response, there was some indication that if you frequently see police

responding to crime in your neighborhood, your perception of personal safety may actually decrease.

- **Agency Responsiveness**—Participants note that one of the ways they measure safety is in the speed and perceived quality from public safety agencies. They expect a timely response, that appropriately punishes and deters criminal activity, while at the same time ensuring the protection of the civil liberties.

C. Priorities

In the course of discussing various aspects of the public safety system, the issues that are of the high priority for focus group participants include:

- **Traffic management**—Issues of transportation and traffic management consistently rose to the top of each focus group. Participants want well-maintained and lit streets, and they want traffic laws enforced (for motorists and bicyclists, in particular).
- **Managing Offenders**—Participants are very concerned that people who commit crimes by appropriately punished, and in particular, place a very high value on reducing the number of repeat offenders.
- **Drugs**—Participants indicate concern about a perceived rise in drug activity. Methamphetamines in particular drew specific comments and many connected it to the **increase in property crimes** in their neighborhoods, with some participants indicating that they had experienced criminal activity personally that they attributed to meth.
- **Gangs**—Particularly in the eastern portions of the county, there is a rising concern about gang activity, often linked to concerns about **increases in graffiti**, and the perception of a link between the two.

D. Solutions

Not surprisingly, it is relatively difficult for people, at least within the context of this kind of focus group, to offer specific solutions to the issues or problems that they have identified. However, they solution-oriented approaches did emerge. In addition, by looking at what people *don't* want, it is possible to infer the kinds of solutions that they might be interested in seeing.

Community-Based Solutions

The strongest theme that emerged across all of the focus groups was that, in many ways, the best form of prevention is a strong community-based offense. While the conversation ranged far and wide, groups continually came back to strong neighborhoods. Specifics included:

- At a personal level, knowing your neighbors and looking out for one another, and being aware of who “belongs” in the neighborhood and being watchful of those who seem out of place.
- They also discussed establishing a neighborhood email watch, in the context of neighbors formally disseminating important safety concerns, updates and information to all of their neighbors.
- At a system level, participants wanted government involvement in helping them strengthen their neighborhoods. This included assistance developing and implementing neighborhood watches and strengthening our community and neighborhood based organizations.
- Many participants also expressed a desire to “see” police in their neighborhoods more, and the desire to have a better on-going relationship with law enforcement. This, they believed, would reduce fear of law enforcement as well as encourage a better flow of dialogue.

Infrastructure Improvements

As noted in the issues section, people want to see good infrastructure in their communities. Specific desired outcomes include:

- Well-lit and properly-maintained streets and sidewalks.
- Ongoing maintenance for public spaces such as parks, greenways and open spaces.
- Improvements to all byways to keep pace with community growth and changing traffic patterns.

Justice System

There is a strong call for reform of our current justice system. Specifically desired outcomes include:

- Get the new jail open.
- Ensure that people are prosecuted and then punished for their crimes, and that they are not released early because the jails are overcrowded. At the same time, use incarceration as a chance to rehabilitate, not just house.
- Create a justice system that deters, not just punishes.
- Ensure that law enforcement have the skills and training to do their jobs effectively.

Public Safety Education

Participants have a strong desire to know more and be involved. They are looking for opportunities to become more aware and to make a difference and suggested in many different ways the desire for government to provide more easily accessible knowledge about public safety. Specific topics include:

- Gang activity—how to recognize it, how to deter it, and what to do when you see it.
- Neighborhood watches—as noted above, people want specific information about how to put a formal neighborhood watch into place.
- Accident prevention—ensure that people know all of the rules of the road to help prevent harm to themselves and others.

Dialogue

Participants want to know that there are good lines of communication open among all public safety agencies, and that the outcomes of that communication and integration are better services, provided more efficiently. They also want the agencies to communicate well, and often, with residents so that they “know what we need to know.”

Social Services

Many participants feel strongly that a major component of the public safety infrastructure is a social service system that constructively meets people’s needs and addresses the underlying issues that can lead to crime. Examples cited include”

- Ensure that children have safe schools and safe after school activities that keep them engaged outside of school hours.
- Community and economic development strategy to alleviate poverty.
- Availability of drug rehabilitation services, as well as treatment for the mentally ill.

Media

Participants suggested engaging the media as a partner in educating the community about public safety issues, and encouraging “responsible” reporting about matters related to public safety.

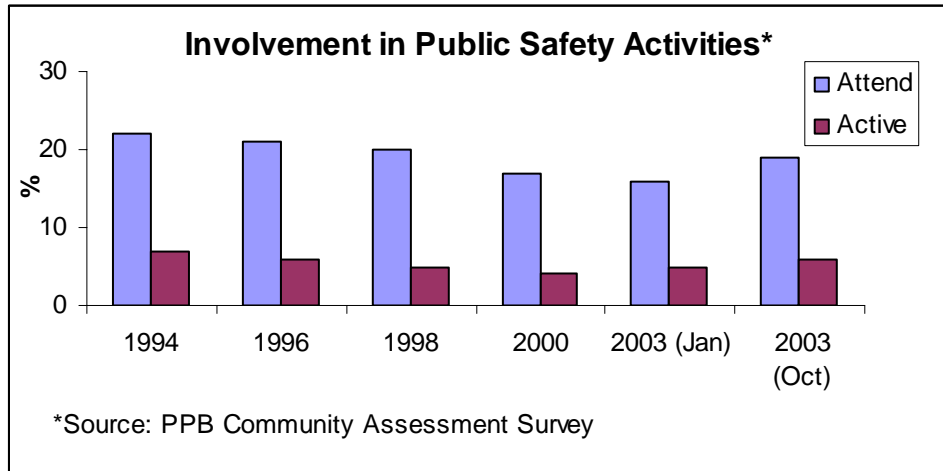
JOINT CITY OF PORTLAND AND MULTNOMAH COUNTY PUBLIC SAFETY COLLABORATIVE

The following graphs are illustrations of recommended indicators or close proximate thereof that are currently measured.

Recommended Goal:	Increase the percent of neighborhoods where resident and business perception of safety meets an acceptable community standard.																					
Measure:	The percent of neighborhoods where resident and business perception of safety meets an acceptable community standard.																					
What’s this mean:	A measure of perception that compares an individual neighborhood’s aggregate citizen sense of safety against a pre-determined countywide standard. Purpose is to focus efforts on those neighborhoods where resident and business perceptions fall below the desired standard.																					
Trend:	<div><p style="text-align: center;">Feelings of Neighborhood Safety When Walking Alone During the Day and at Night 2005</p><p style="text-align: right;">■ During day ■ At night</p><table><thead><tr><th>Area</th><th>During day (%)</th><th>At night (%)</th></tr></thead><tbody><tr><td>West</td><td>100</td><td>80</td></tr><tr><td>North</td><td>100</td><td>65</td></tr><tr><td>Northeast</td><td>100</td><td>65</td></tr><tr><td>Southeast</td><td>100</td><td>75</td></tr><tr><td>Mid-County</td><td>100</td><td>60</td></tr><tr><td>East</td><td>100</td><td>70</td></tr></tbody></table></div>	Area	During day (%)	At night (%)	West	100	80	North	100	65	Northeast	100	65	Southeast	100	75	Mid-County	100	60	East	100	70
Area	During day (%)	At night (%)																				
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East	100	70																				
Notes:	Current surveys don’t ask for data in a way that can be analyzed by neighborhood level, as illustrated above. With 96 neighborhood associations in PDX alone, a challenge will be to capture sufficient detail to target localized efforts. Also, the recommended indicator suggests separate measures for residents and businesses. Businesses are not specifically addressed in the current citizen’s survey.																					
Source of Current Data:	County Auditor Surveys (City is limited to PDX only)																					

Recommended Goal:	Reduce repeat calls for service.								
Measure:	Number physical addresses where 45+ calls for service (law enforcement only) occur bi-annually.								
What's this mean:	This measure identifies the number of times law enforcement must return to the same location to respond for calls for community-policing services. This is an objective frequency measure that identifies locations for targeted problem-solving efforts in order to reduce intensity of law enforcement services provided.								
Trend:	<div data-bbox="592 526 1671 1091"> <p>Repeat Calls for Service (45+)*</p> <table border="1"> <thead> <tr> <th>Period</th> <th>Number of Repeat Calls</th> </tr> </thead> <tbody> <tr> <td>Jan-June04</td> <td>216</td> </tr> <tr> <td>July-Dec04</td> <td>258</td> </tr> <tr> <td>Jan-June05</td> <td>260</td> </tr> </tbody> </table> <p>*Source: Preliminary test sample DSS-Justice Data Warehouse. Excludes hospital, police and precinct calls, and some check-in calls.</p> </div>	Period	Number of Repeat Calls	Jan-June04	216	July-Dec04	258	Jan-June05	260
Period	Number of Repeat Calls								
Jan-June04	216								
July-Dec04	258								
Jan-June05	260								
Notes:	This measure is not yet developed. Conceptual development above is preliminary based on countywide calls for law enforcement services. “Repeat call” based on St. Paul, MN definition (uses 45+ calls at an address within 6 months).								
Source of Current Data:	DSS-Justice Data Warehouse; Bureau of Emergency Communications (BOEC/911)								

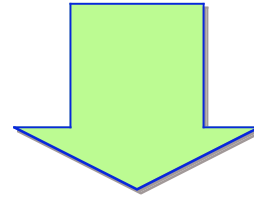
Recommended Goal:	Reduce adult and juvenile criminal recidivism rates.																																			
Measure:	Adult and juvenile criminal recidivism rates.																																			
What’s this mean:	This measure shows the percent of offenders under the jurisdiction of Multnomah County who committed a new criminal offense within a specified time period of their initial offense (juvenile 1 year; adults 3 years for a felony conviction). The lower the percentage, the fewer repeat arrests.																																			
Trend:	<div><div><p>Juvenile Offenders Recidivism Rate</p><table><tr><th>Year</th><th>Rate</th></tr><tr><td>1998</td><td>38%</td></tr><tr><td>1999</td><td>37%</td></tr><tr><td>2000</td><td>38%</td></tr><tr><td>2001</td><td>38%</td></tr><tr><td>2002</td><td>36%</td></tr><tr><td>2003</td><td>37%</td></tr></table></div><div><p>Adult Offenders Recidivism Rates</p><table><tr><th>Fiscal Year</th><th>Probation</th><th>Parole/ Post-Prison Supervision</th></tr><tr><td>FY2000</td><td>22%</td><td>31%</td></tr><tr><td>FY2001</td><td>27%</td><td>30%</td></tr><tr><td>FY2002</td><td>27%</td><td>34%</td></tr><tr><td>FY2003</td><td>26%</td><td>33%</td></tr><tr><td>FY2004</td><td>24%</td><td>30%</td></tr><tr><td>FY2005 1st half</td><td>23%</td><td>28%</td></tr></table></div></div>	Year	Rate	1998	38%	1999	37%	2000	38%	2001	38%	2002	36%	2003	37%	Fiscal Year	Probation	Parole/ Post-Prison Supervision	FY2000	22%	31%	FY2001	27%	30%	FY2002	27%	34%	FY2003	26%	33%	FY2004	24%	30%	FY2005 1st half	23%	28%
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Notes:	The juvenile and adult measures differ in that juvenile rates are reported by the initial offense date (a first offense in 2002 with a second offense in 2003 is reported in 2002). The adult rate follows the cohort through a three-year period, then reports at the end of those three years (the FY05 figure is the rate for the group that began supervision in FY02).																																			
Source of Current Data:	Department of Community Justice; Oregon Department of Corrections; Oregon Youth Authority																																			

Recommended Goal:	Increase level of community involvement in problem identification and solutions.																					
Measure(s):	Percentage of repeat calls for service (above) that subsequently involved the community in problem identification and solution. OR: Percent of citizens in the last 12 months who report having participated in various public safety activities and have taken a particularly active role in any of the following activities (e.g., make organizing phone calls, serve on a subcommittee, walk in a foot patrol, write letters, run meetings, or other such activities).																					
What’s this mean:	This measure seeks to assess the amount of direct involvement citizens have in producing public safety.																					
Trend:	<div><p>Involvement in Public Safety Activities*</p><table border="1"><thead><tr><th>Year</th><th>Attend (%)</th><th>Active (%)</th></tr></thead><tbody><tr><td>1994</td><td>22</td><td>7</td></tr><tr><td>1996</td><td>21</td><td>6</td></tr><tr><td>1998</td><td>20</td><td>5</td></tr><tr><td>2000</td><td>17</td><td>4</td></tr><tr><td>2003 (Jan)</td><td>16</td><td>5</td></tr><tr><td>2003 (Oct)</td><td>19</td><td>6</td></tr></tbody></table><p>*Source: PPB Community Assessment Survey</p></div>	Year	Attend (%)	Active (%)	1994	22	7	1996	21	6	1998	20	5	2000	17	4	2003 (Jan)	16	5	2003 (Oct)	19	6
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2003 (Oct)	19	6																				
Notes:	Current data report involvement within a community policing or problem oriented policing framework. Data is limited to involvement in law enforcement activities only. Recommended measure would also capture community participation in activities that the DA’s Office, the courts or community justice engage in, in addition to other law enforcement agencies in the county.																					
Source of Current Data:	PPB Community Assessment (Portland only)																					

Recommended Goal:	Improve degree of confidence and trust by citizens in police and other criminal justice agencies.								
Measure:	Citizen confidence and trust in police and other criminal justice agencies.								
What's this mean:	This measure provides a means of assessing the public's interest in how public safety is achieved in the community.								
Trend:	<div data-bbox="661 446 1600 912"> <p style="text-align: center;">Trust and Confidence*</p> <table border="1"> <caption>Trust and Confidence Data</caption> <thead> <tr> <th>Date</th> <th>Rating</th> </tr> </thead> <tbody> <tr> <td>(Jan) 2003</td> <td>2.9</td> </tr> <tr> <td>(Oct) 2003</td> <td>2.8</td> </tr> <tr> <td>(?) 2005</td> <td>-</td> </tr> </tbody> </table> <p>*Source: PPB Community Assessment Survey. Q: In your opinion, how do you rate the Portland Police officers and other police bureau personnel on taking appropriate steps to prevent misconduct by police officers?</p> </div>	Date	Rating	(Jan) 2003	2.9	(Oct) 2003	2.8	(?) 2005	-
Date	Rating								
(Jan) 2003	2.9								
(Oct) 2003	2.8								
(?) 2005	-								
Notes:	According to the University of Ottawa considerable variation emerges when the public is asked to rate the performance of criminal justice agencies with respect to specific functions. Regardless, the ratings of “confidence” or “trust” appear to capture the same general concept. Trust and/or confidence would need to be measured for each agency separately.								
Source of Current Data:	PPB Community Assessment (Portland only). Data speak to trust and confidence regarding prevention of misconduct by police officers.								

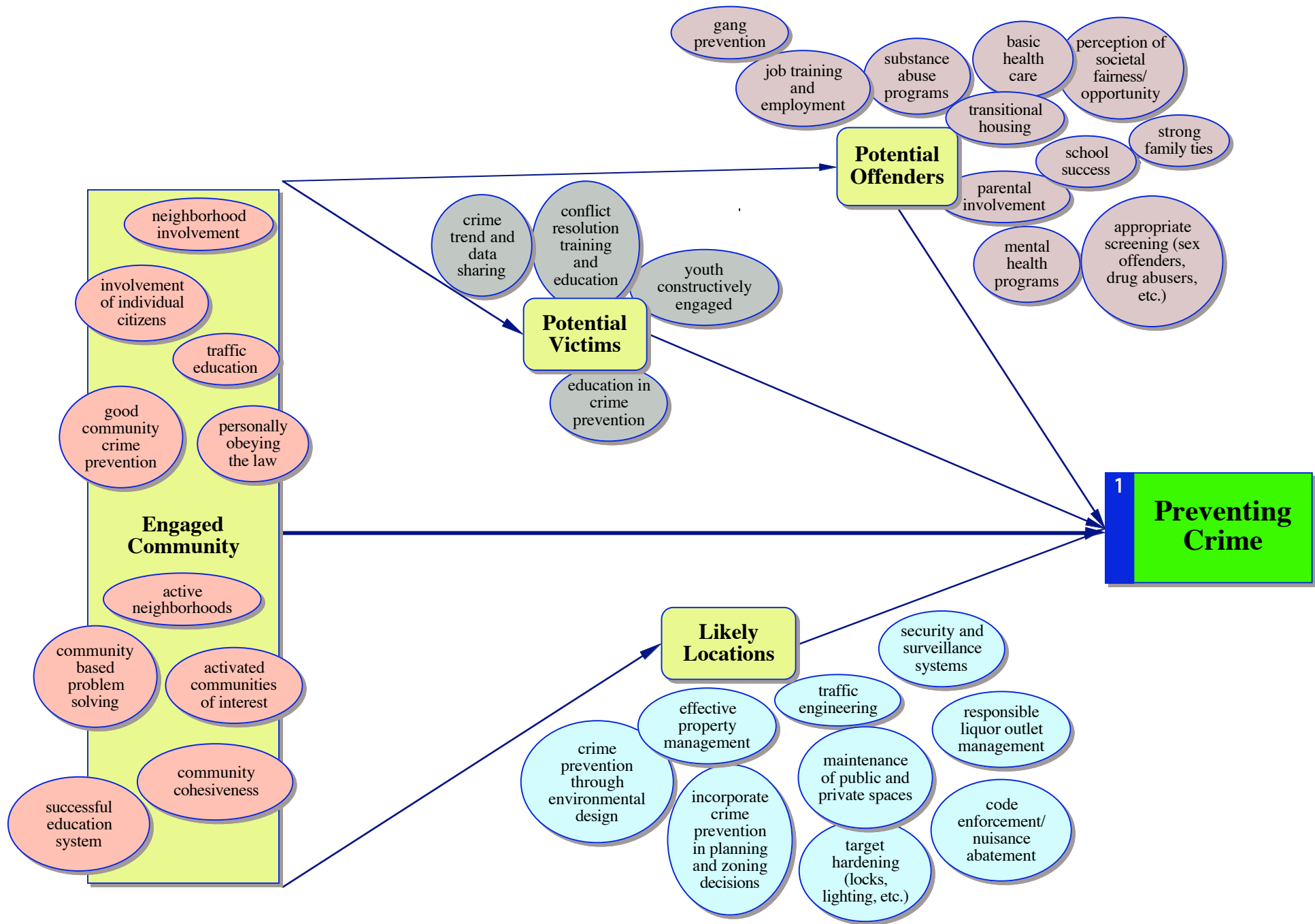
Goal:	Reduce serious crime.														
Measure:	Reported index offenses per 1,000 population (Portland and Gresham).														
What's this mean:	Index offenses are the serious Part 1 offenses under the Uniform Crime Reporting System. These include murder and non-negligent manslaughter, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson. These account for about half of all reported offenses.														
Trend:	<p style="text-align: center;">Total Crime Rate (Part 1) per 1,000 residents (Portland and Gresham Only)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Crime Rate (per 1,000 residents)</th> </tr> </thead> <tbody> <tr> <td>2000</td> <td>76.0</td> </tr> <tr> <td>2001</td> <td>78.8</td> </tr> <tr> <td>2002</td> <td>79.7</td> </tr> <tr> <td>2003</td> <td>82.8</td> </tr> <tr> <td>2004</td> <td>80.2</td> </tr> <tr> <td>2005 (1st half)</td> <td>73.9</td> </tr> </tbody> </table>	Year	Crime Rate (per 1,000 residents)	2000	76.0	2001	78.8	2002	79.7	2003	82.8	2004	80.2	2005 (1st half)	73.9
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2005 (1st half)	73.9														
Notes:	Measure reports Part I crimes only as data is more accessible than Part II crimes (drunk driving, fraud, drug possession). Current source is limited to Portland and Gresham only.														
Source of Current Data:	Oregon LEDS for historical and PPB & GPB weekly statistical reports for the last 2 years.														

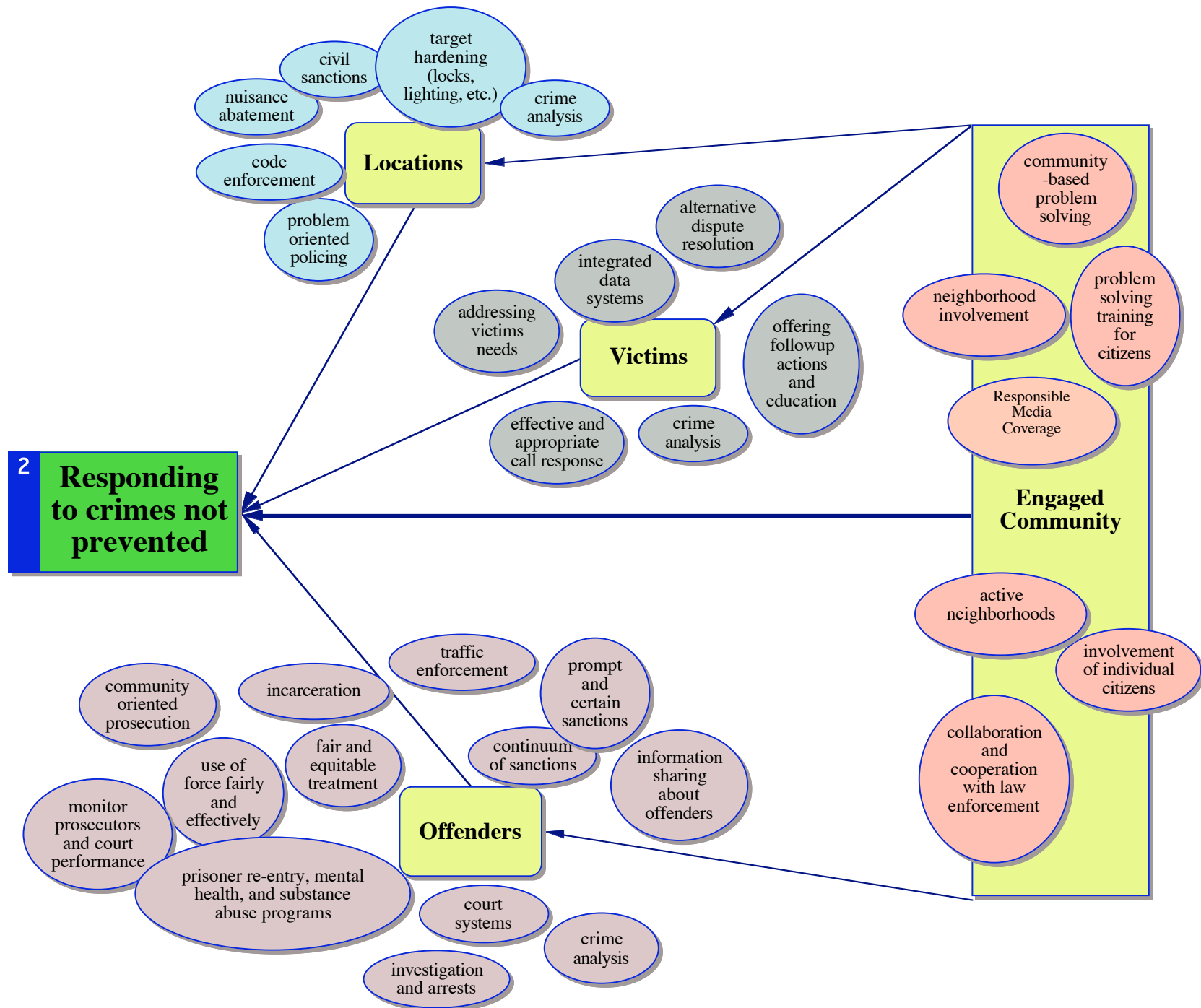
Community Producers of Safety



Indicators to Assess Progress toward Outcome

- Decrease the rate per 1000 of Part I and Part II crimes
- Increase % of neighborhoods where resident and business perception of safety meets an acceptable community standard.
- Reduce repeat calls for service.
- Reduce adult and juvenile criminal recidivism rates
- Increase level of community involvement in problem identification and solutions.
- Improve degree of confidence and trust by citizens in police and other criminal justice agencies.





A Review of Selected Compelling Innovations and Practices by and for America's Police and Sheriff Departments

PERFORMANCE MANAGEMENT

- Rapid increases in crime and a resulting decrease in the quality of Police service caused Long Beach's Police Department to review its operations and develop a strategic plan and performance measurement system. After three years, the new performance system yielded improved customer ratings of police performance in all six areas measured, as well as a decrease in several key crime rates.

Source: <http://www.andromeda.rutgers.edu/~ncpp/cdgp/cases/gasb/longbeach.html>

Contact: Long Beach Police Department, (562) 570-6202

MANAGEMENT ACCOUNTABILITY

- An examination of the impact of the Automated Regional Justice Information System (ARJIS) on the performance of law enforcement officers in the San Diego County Sheriff's Office revealed that the presence of a strong management accountability system was more significant in influencing case clearances and arrests than the nature of the information technology available to an agency. This assessment of the impact of ARJIS on officer performance used surveys, interviews, and direct observation of a sample of 588 officers to assess their attitudes and perceptions of the value of ARJIS information to patrol officers and detectives. This information was supplemented with a review of agency records. The study found that ARJIS provided patrol officers and detectives information that helped them in conducting investigations, clearing cases, and improving productivity.

Source: National Criminal Justice Reference Service, #210487, July 2005

Contact: San Diego County Sheriff Department, (858) 565-5200

- In 2002, the Washington State Patrol (WSP) adopted an accountability-driven leadership model that embraces many elements of CompStat: accurate and timely data, effective tactics, rapid deployment, decentralized decision making, and relentless follow-up to achieve high standards of public service. Like CompStat, the WSP leadership model concerns itself with measurements of efficiency (how many reports written, how many tickets issued, how many people arrested, and so on) and effectiveness (how many fewer crimes committed, how many fewer lives lost in alcohol-related crashes). Under the new leadership model, the WSP executive staff meets weekly with bureau leadership teams to receive a report on each bureau's outputs and outcomes. In an agency of WSP's size (2,300 employees, six bureaus,

eight field districts, a jurisdiction of some 62,000 square miles, 17,500 miles of roadway, 1,700 miles of coastline, and borders with Canada, Oregon, and Idaho), convening weekly strategy meeting of all agency executives and division heads would be impractical. Instead, each bureau has been assigned one Friday each month to make its presentation to the executive staff. As a result, each bureau and its division leadership teams come before the chief and executive staff (bureau directors) once a month. This strategy allows the chief and executive staff to meet weekly to ask bureau and division leaders pointed questions about their work. WSP directed each bureau to create bureau-wide efficiency (output) measures with linked effectiveness (outcome) measures to serve as the basic components of the new leadership model.

Source: Police Chief Magazine, January 2004

http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=198&issue_id=12004

Contact: Washington State Patrol, (360) 753-6540

CRIME ANALYSIS

- The Albuquerque Police Department's Crime Analysis Unit provides mapping and crime analysis capabilities to 885 sworn officers and 300 civilian staff. This system was developed for the department by ESRI and implemented in November 2000. The customized ArcIMS interface displays 15 data layers. Offense information is used for pattern/trend detection and analysis, for directed patrol, and as an information source for neighborhood watch organizations. The data in the reporting portion is automatically updated every day at 0100 hours. The crime shapefiles are manually updated once a week using a procedure created by police staff.

Contact: Albuquerque Police Department, (505) 768-2200

STRATEGIC DEPLOYMENT

- The El Monte, CA department developed an innovative program to involve patrol officers and residents in fighting crime and improving quality of life in the community. The city was divided into 64 neighborhoods, called reporting districts. A police officer is assigned to each district, encompassing about five city blocks, and is accountable to the residents. The officer is responsible for quality of life issues and for the identification of long-term neighborhood programs. Officers have voice mail boxes and cell phones to make them more accessible to residents. Within two months, the department began seeing results. Officers all over the city were conducting town meetings, and beautification projects were undertaken in most districts. The number of crimes reported has decreased, and arrests have increased.

Contact: Lt. Santos Hernandez, (626) 807-0400

- Overland Park, KS confronted with a significant spike in criminal activity, this department looked at better ways to utilize resources to address this unwanted increase. It developed a new idea to change the way patrol officers are deployed. The goal was to have officers closer to the areas where the most crime and calls for service were occurring. District boundaries

were removed. Instead, police are placed in specific locations determined by past crime data, current criminal trends and other intelligence information. In one year, criminal activity was down overall, and crimes that had previously spiked were significantly reduced. Response time on all three shifts has improved, and communication and information sharing between the various divisions and with the detectives has grown, leading to a more productive workforce.

Contact: Capt. W. Simon Happer, (913) 327-6893

PATROL DEPLOYMENT

- Through the Phoenix Police Department's Enhanced Patrol Deployment program, the size of patrol squads will be increased so that officers, instead of responding from call to call, will have the resources to take the necessary steps to solve neighborhood problems. Beat officers will attend Block Watch and neighborhood association meetings within the beat they work. If a situation arises that needs additional officers or long-term enforcement strategies, precinct supervisors will be able to create a team of officers from those that work from within the neighborhood to solve the challenge.

Contact: Phoenix Police Department, (602) 262-7626

CRIME PREVENTION/PATROL DEPLOYMENT

- The Indianapolis Police Department experienced significant reduction in firearm violence through a program of directed police patrols patterned after a similar project by the Kansas City Police Department in the early 1990s. The directed patrol strategy utilized officers in patrol cars who were freed from the responsibility of responding to calls for police service. They were instructed to proactively patrol the areas with a special emphasis on locating and seizing illegally possessed firearms. The Kansas City findings showed a 70 percent increase in seizures of illegal firearms and a 49 percent decrease in gun-related crime. These results were largely replicated in one of the two target areas in Indianapolis. These results indicate that directed patrol in high violent crime locations could have a significant effect on violent crime.

Source: National Criminal Justice Reference Service, #194207, July 1997.

Contact: Indianapolis Police Department, (317) 327-3811

STRATEGIC PLANNING – CRIME PREVENTION/SUPPRESSION

- The New York City Police Department has been proactive in its commitment to stop graffiti vandalism. Far more serious than the economic ramifications associated with cleaning up graffiti is the insidious perception of disorder, contempt for the law, fear and lawlessness that the tagging image leaves behind. Recently, the police department decided to take a fresh look at the problem. The result is a new seven-step strategy designed to emphasize the essential elements for thwarting graffiti: enforcement, education, and cleanup.

Source: Police Chief Magazine, August 2005

http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=667&issue_id=82005

Contact: New York City Police Department, (646) 610-5000

CONTRACTED COUNTY-WIDE LAW ENFORCEMENT

- As far back as 1975, the cities within Washington County began to contract for law enforcement services with the county sheriff. Within the next 13 years, all the cities in the county came under one central law enforcement administration. A consolidated law enforcement arrangement meant there would no longer be an artificial division between county and municipal officers. K-9 and SWAT programs, which might be cost prohibitive for one city to maintain, have now become affordable on a countywide basis. The administrative contract between the sheriff's office and the cities means that the sheriff prepares the budgets, hires the officers in each jurisdiction, and works closely with all the mayors and the county board of supervisors. However, it does not mean that all the municipal officers wear county uniforms or drive county-marked cars. Municipal officers have maintained a unique identity with their apparel and automobiles although they all serve in the same agency. The consolidation has resulted in the recruitment of higher quality law enforcement officers, lower turnover, and greater efficiency in the delivery of services.

Contact: Yale Jarvis, Washington County Sheriff, (319) 653-2107

CONSOLIDATED PUBLIC SAFETY COMMUNICATIONS

- The Black Hawk, IA Consolidated Public Safety Communications Center serves every police, fire and emergency management service (EMS) agency in the county, or 28 different agencies. The center is funded by the agencies that use it and it is operated by a board of directors consisting of the sheriff and all of the police and fire chiefs. This consolidation became possible when law enforcement, fire and EMS leaders needed new communications systems at the same time and a disastrous explosion in the city motivated the response organizations to look beyond turf issues and serve the community through one dispatch center.

All public safety agencies share the same radio system and communicate with each other merely by the turn of a dial on their radios. Law enforcement, fire and EMS now provide a higher level of service than they were able to previously through increased communication and inter-agency cooperation. When a level 3+ tornado tore through the county on May 11, 2000, this radio system proved invaluable by giving responding public safety forces the ability to directly communicate with each other while providing rescue and recovery services to the hundreds of victims of this disaster.

The entire project cost over \$3 million and was financed by the E911 surcharge. Additionally, the project received a \$1 million Mobile Data Computer (MDC) grant from the U. S. Department of Justice to place a MDC in every police car, fire truck and ambulance in the county. The operating cost of the consolidated center is just over \$1 million per year, paid on a percentage basis by the participating jurisdictions. The consolidated center saves an

estimated \$300,000 a year and employs seven fewer dispatchers when compared to the four separate public safety answering points previously maintained in the county.

Contact: Consolidated Communication Center, (319) 291-2515

PUBLIC SAFETY CONSOLIDATION

- In June 2000, the city of Storm Lake, IA merged its law enforcement, fire protection, emergency management, school safety, and animal control services under one public safety administration. This merger took place after 5-6 years of discussion and planning. Administrative, budgeting, and purchasing services are now centralized under the public safety commissioner. The merger has resulted in increased efficiencies in purchasing, communication, operational direction, and policy making. The sharing of vehicles, personnel, and equipment across departments has been facilitated. Grant writing and grant administration is now highly coordinated between the agencies. The police department's meth lab response team now includes two police officers and one firefighter. The police can now use firefighter equipment (e.g. air packs) during meth lab investigations while before the merger the department would have had to purchase its own equipment.

Contact: Mark Prosser, Storm Lake Public Safety Director, (712) 732-8000

CRIME SUPPRESSION – NUISANCE REDUCTION

- An ordinance adopted by Milwaukee County, Wisconsin stipulates that when police are called out multiple times to the same location to deal with the same kind of offenses, landlords are going to foot the bill for the response. The ordinance mirrors one passed in the city of Milwaukee in 2001. It would apply whenever there were more than three calls to the same property within a 30-day period and would cover such offenses as barking dogs, littering, prostitution, graffiti, gambling, and disorderly conduct.

Source: Law Enforcement News, John Jay College of Criminal Justice/CUNY

Contact: Milwaukee County Sheriff Department, (414) 278-4766

FALSE ALARM REDUCTION

- The Vancouver Police Department implemented a false alarm reduction program utilizing a permitting system that generates nearly one million dollars in annual revenue. Permit holders are allowed three false alarms in each twelve-month period. Today, Vancouver rates one of the lowest false alarm factors in North America.

Source: Vancouver Police Department Memorandum, December 4, 2003, from Glen Richmond, Manager-False Alarm Reduction Program

Contact: Vancouver Police Department, (604) 871-6150

- The Salt Lake City Police Department reduced false alarm calls through an alarm verification program that transferred response to private security for non-verified activity. False alarm-related calls for service dropped 90 percent.

Source: Police Executive Research Forum, Excellence in Problem Oriented Policing 2001 Herman Goldstein Winner

Contact: Salt Lake City Police Department, (801) 799-3000

- The Fremont Police Department is believed to be one of the first California municipalities to switch to a verified response system, a protocol used by nearly two dozen other jurisdictions around the country that requires alarm companies to confirm a break-in or security breach before officers will be deployed to the scene. Calls from manually activated panic, duress, or robbery alarms will continue to be treated by police as a high priority.

Source: Law Enforcement News, John Jay College of Criminal Justice/CUNY

Contact: Fremont Police Department, (510) 790-6800

- The Arlington (Texas) Police Department receives approximately 32,000 false reports yearly by alarm monitoring companies, resulting in nearly 87 false alarm calls a day, at a cost of about \$116 per call and \$3.7 million in 2001. More than 99 percent of all alarm calls are false. Beginning July 1, 2003 an off-site alarm company reporting an alarm call must provide a valid alarm permit number for the location before police response will be initiated.

Contact: Arlington Police Department, (817) 459-5600

OTHER NOTABLE PROGRAMS

SHOP WITH COPS PROGRAM

- In an effort to reach as much of the community as possible, the Fort Lauderdale Police Department's Community Support Division sponsors Shop With Cops – a program that allows officers to be more accessible to citizens. Each month, officers set up a booth at an area supermarket to take reports, register bicycles, and assist with general information like crime prevention and recruiting. More importantly, police officers are available to discuss issues of concern in the neighborhood.

Contact: Alison D. Hibbert, Public Information Specialist, (954) 828-4749
101 N.E. 3rd Avenue, Suite 300, Fort Lauderdale, FL 33301

CITIZEN AUXILIARY PROGRAM

- The Lynnwood, WA Police Department sponsors two citizen volunteer police auxiliary units within its Community Services Division, the Citizens Patrol and the Volunteers in Public Service (VIPS). These units total approximately 100 members. The number of citizen volunteers is almost twice the number of commissioned officers, and at least doubles the deterrent and community policing capability of the Police Department. In 2002 the police

volunteers gave 20,070 hours of time, the equivalent of five full time employees. These volunteers perform the following diverse functions:

- Direct traffic at accident scenes.
- Provide emergency response for power outages, gas leaks, etc.
- Transport victims and other citizens at the request of officers.
- Bike patrol in malls, parks and trails.
- Assist at major community events.
- Issue disabled parking infraction notices.
- Search for missing persons.
- Inspect of child car safety seats.
- Assist in business and residential crime prevention.
- Assist citizens with car problems and other emergencies.
- Monitor streets and intersections for red light runners and speeders.
- Conduct surveillance for special operations.
- Conduct fingerprinting of citizens.
- Provide preventive patrol and decoy car deployment around banks.
- Assist detectives with large area evidence searches.
- Assist with evacuation and traffic control at fires.

Contact: Mike McKinnon, Mayor, (425) 775-1971

- First introduced in 1993, The Herman Goldstein Award recognizes outstanding police officers and police agencies—both in the United States and around the world—that engage in innovative and effective problem-solving efforts and achieve measurable success in reducing specific crime, disorder, and public safety problems. This international competition is named after the founder of problem-oriented policing, University of Wisconsin emeritus Professor Herman Goldstein and administered by the Center for Problem-Oriented Policing. Selected law enforcement programs that have been recognized by this award in the past appear below. Program summaries can be obtained at the link provided.
 - Eliminating criminal and nuisance behavior at a motel (Oakland CA PD)
 - Underage drinking (Plano TX PD)
 - Street prostitution (Preston PD, Lancashire UK)
 - Reducing robbery victimization in an Hispanic community (Charlotte-Mecklenburg PD)
 - Improving response to chronic domestic violence (Charlotte-Mecklenburg TN PD)
 - Graffiti prevention/suppression (San Diego CA PD)

Source: <http://www.popcenter.org/library-goldstein.htm>

JAIL OPERATIONS

- The Alameda County Sheriff Department's Santa Rita jail is recognized as one of the most technologically innovative jails in the world. A robotic system speeds delivery of laundry, supplies and food to all areas of the 113-acre campus. State-of-the-art criminal justice systems serve the internal operation while the largest rooftop solar power system converts enough

electricity to power nearly one-half of the facilities electrical needs during daylight hours. Sheriff Plummer's philosophy of cost-effective delivery of services is reflected in the private sector partnerships that support the jail's operation. A modern cook-chill food service operation produces 12,000 economical meals per day. On site medical and mental health services saves money while reducing the patient load at county medical facilities.

Contact: Alameda County Sheriff Department, (510) 272-6878

- The Santa Ana Police Department's jail bureau is staffed by 127 civilian personnel spread across three divisions: operations, support services, and administration.

Contact: Santa Ana Police Department, (714) 245-8100

JAIL-BASED SUBSTANCE ABUSE SERVICES

- A comprehensive but primarily voluntary substance abuse treatment program awaits every person who enters the Story County, IA jail system. The jail-based service delivery design makes a variety of treatment options readily available, including evaluation, treatment, and life-skills classes. Life-skill classes cover the following topics: the disease model of alcoholism and sobriety, healthy relationships, financial planning, compulsive gambling, spirituality, HIV-AIDS (including free testing), physical fitness, tobacco abuse prevention, and anger management. Last year over 350 inmates attended the life skills classes. Treatment sessions are available once each week for inmates seeking or requiring treatment, and referrals for additional treatment options are made once the inmates are released. Last year 150 prescreens were completed and over 80 full evaluations provided for the inmates. An additional 200 individual treatment sessions were provided. The substance abuse program was made available through a three-year federal Byrne grant from Iowa's Office of Drug Control Policy. The program began in July 2002.

Contact: Jane Larson, Story County Sheriff's Department, (515) 382-7563

JAIL DIVERSION

- Two years ago law enforcement officials in Dubuque County, IA realized they were confronting a problem that was becoming all too common in their daily patrols. More and more people with whom they were coming in contact, either in an intervention or arrest situation, were people who had multiple or co-occurring problems, and often with substance abuse or mental health issues. Many in the community realized that something needed to be done to stop the cycle of offense, adjudication, release, and re-offense that is created when fundamental personal issues with the offender are not adequately addressed. The Board of Supervisors received a three-year federal grant to contract with mental health, substance abuse, and other health care agencies to create a jail diversion program for offenders with co-occurring disorders. A 13-member committee was formed to direct the program, including representatives from the Board of Supervisors, mental health and substance abuse agencies, the local hospital, the county attorney's office, the public defender's office, and Loras College which is providing project evaluation services.

A person with co-occurring disorders who faces incarceration now as the option of being evaluated at the local hospital by a psychiatric professional to determine if the client should be given the opportunity of accessing other social services. The diversion staff also visits with individuals who are sent directly to jail, but these consultations are conducted the next day. The diversion program has brought together agencies that in the past would not have had much reason to collaborate. The goal of the program is to stabilize an offender's recovery so that re-entry into the judicial system becomes more remote and the need for services decreases. Approximately 60 people have gone through the program since it began in 2002. The program committee is exploring ways to maintain the program once the federal grant ends next year.

Contact: Kim Wading, Dubuque Police Department, (563-589-4151)

INMATE MENTAL HEALTH

- Orange County, California corrections reviewed their system and implemented revisions that included pre and post booking diversion programs and expanded in-custody services for inmates with mental health issues.

Source: US Department of Justice/National Institute of Corrections, Large Jail Network 2005 publication, "Making Jail Mental Health a Community Issue – The Orange County Experience," page 25.

Contact: Orange County Sheriff's Department, (714) 647-7000

- The Los Angeles County Sheriff's Mental Health Court Program assists mentally ill defendants in the criminal justice system at no cost to the defendant. The program's caseworker may assist the defense attorney, prosecutor, and the judge in implementing an alternative sentence to a mental health treatment facility rather than incarceration in a jail or prison.

Contact: Los Angeles County Sheriff Department, (323) 526-5541

- The Broward County (Florida) Sheriff Department's Mental Health Division provides specialized mental health treatment services to offenders while serving a jail sentence. The division is located at the North Broward Detention Center where the Broward Sheriff's Office Department of Detention and Community Control operates a 400-bed Mental Health Unit. The Mental Health Unit provides specialized housing and programming for those offenders that have difficulty functioning in the jail's general population due to symptoms of a mental illness. The goal is to provide a safe and secure environment that will enable offenders with emotional and behavioral difficulties to successfully adjust within the jail setting and to provide supports and mental health treatment services necessary for stabilization, recovery, and successful transition back to the community.

The Mental Health Division takes a holistic approach to offender mental health treatment including psychological assessment, individual and group counseling interventions, and discharge planning. Counseling services are individualized to meet the needs of offenders

with varying levels of psychological functioning. Group programming focuses on a broad range of psycho-educational topics including: Understanding Mental Illness; Mood Management/Emotional Awareness; Anger Management; Stress Management; Substance Abuse; Harm Reduction; Coping Skills; Thinking Errors; Communication Skills; Medication Management; Life Skills; Relapse Prevention; Discharge Planning, and Therapeutic Recreational and Leisure Activities.

In addition to the direct mental health services provided on the Mental Health Unit, the Mental Health Division is responsible for the oversight of the delivery of mental health services by the contracted medical provider at all of the detention facilities and for ensuring these services are in compliance with regulatory guidelines. The Division provides on-going training for detention deputies in the area of mental health and the effective management of inmates with mental illness. The Division staff also works closely with the courts, community mental health agencies, and other organizations to assist with jail diversion efforts and to facilitate linkage to appropriate services for inmates upon release.

Contact: Broward County Sheriff Department, Division of Community Control, (954) 535-2373.

RECRUITMENT

- The Los Angeles Police Department launched an aggressive recruitment campaign and new policies that reduced poor morale among officers and slowed attrition.

Source: Los Angeles Times, March 29, 2003, pg. B-1.

Contact: Los Angeles Police Department, (877) 275-5273

- The South Bend, Indiana Police Department implemented new procedures to recruit minorities and women and in the process streamlined its 11-step interview process.

Source: South Bend Tribune, May 19, 2004,

http://www.southbendtribune.com/stories/2004/05/19/local.20040519-sbt-MARS-A1-Police_get_input_on.sto

Contact: South Bend Police Department, (574) 235-9201

- For years, the Sacramento Police Department has been employing the same recruiting strategies as most law enforcement agencies, namely recruiting booths and advertisements. These traditional attempts to be reflective of the community and parallel the diversity found in Sacramento's populations were not fully successful. In January 2004 newly appointed Police Chief Albert Nájera challenged the police department's Personnel and Training Division to discard the old way of doing business and to reinvent a recruiting process. The result was a community-oriented policing approach to recruiting.

In Sacramento, as in many other cities, the desire was real from both the police and the community leaders to ensure that the racial and ethnic makeup of the police force reflected the makeup of the city's population, but the current recruiting forum was not suitable for

delivering the necessary information to the community leaders. As a result, community-sponsored candidates were often rejected because of a lack of qualifications, poor performance during the testing and selection process or issues with the background investigation. This sometimes resulted in disgruntled community leaders who were then less willing to cooperate with police recruiters. The police department developed the Community Recruiter Program with the idea of correcting the mistake of not informing and properly training community leaders. The concept was fairly simple: identify interested community leaders and train them to be police recruiters.

The Community Recruiter program consists of community leaders from neighborhoods, associations, clubs, churches, and businesses who assist the Police Department in seeking out and recruiting police candidates.

The Police Department has developed a three-hour training program for Community Recruiters. The training will cover Federal and State laws, the testing and selection process and the Police Academy and Field Training programs. In addition, a DVD has been developed outlining the selection, testing and training process for police recruits. Each Community Recruiter is given a copy of the DVD, as well as, a recruiting book, which outlines and contains samples of the testing process. Each Community Recruiter is assigned a Police Recruiter, who will assist with meetings, presentations and the overall recruiting process.

Source: Police Chief Magazine, August 2005

http://www.policchiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=608&issue_id=62005

Contact: Sacramento Police Department, (916) 264-5471

TRAINING/RECRUITMENT & RETENTION

- The Fairfax County Sheriff's Office Applicant and Recruitment Section initiated a mentoring program for newly hired deputy sheriff recruits in 2001. The program allows the agency to hire deputy recruits up to four months prior to the start of the six-month basic academy. This element is essential in the recruitment of highly qualified candidates with multiple applications in process with other agencies. The early-hire aspect of the program allows the sheriff's office to make employment offers ahead of other competing agencies. The program also assists greatly in the retention of employees by better preparing recruits for the rigors of academy life.

The mechanics of the program involve three main areas of importance. First, it gives the recruit a well-rounded knowledge of the entire agency and its many different branches. Small groups are assigned to work in various branches for periods of up to one week. This aspect of the program assists them in their personal decisions to future career development and eliminates mysteries about the agency's goals and objectives.

Second, the program prepares them for the physical demands of academy training and on-the-job activities. Throughout the recruit's workweek, a plan is implemented for them to spend up to two hours at the end of the day participating in a physical training program. This physical

training is monitored by a mentor (a sworn deputy sheriff) or group of mentors who possess substantial training in strength and cardiovascular development.

Third, the program takes recruits of many different cultures, backgrounds, and life experiences and forms them into a cohesive team prior to the start of the academy. The unified group can now meet challenges together as a team to ensure a greater success rate in the academy and on the job.

The overall goal of the program is to better prepare individuals for the start of a successful career. The graduation rate from the Criminal Justice Academy has increased with the advent of this program. Newly hired employees feel like they are part of a family, and the stress level is lowered prior to entrance into the academy.

Source: Police Chief Magazine, March 2004

http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=249&issue_id=32004

Contact: Fairfax County Sheriff's Office, (703) 246-3227

TRAINING

- Baltimore Police Department officials are sending their patrol commanders and other high-ranking officers to a "Compstat college," where they will learn how to collect crime data, use it in their daily operations and present it to the brass during Compstat meetings. The program is being run by Johns Hopkins University's Division of Public Safety Leadership in cooperation with the Baltimore Police Department. Roughly 20 commanders, including those who head the agency's organized crime and internal affairs units, began training last year.

Source: Law Enforcement News, John Jay College of Criminal Justice/CUNY

Contact: Baltimore Police Department, (410) 396-2525

TRANSFER POLICY

- The Metropolitan-Nashville Police Department's (MNPd) policy on transfers, and the procedures in which they were accomplished, had changed often over time. The policy and procedures were inconsistent, and employees believed that transfers were made with partiality and were unfair. Leaders of the MNPd decided to develop a transfer policy that was predictable, fair, and consistent that included a set of predictable standards and testing methods, based on "knowledge, skills, and abilities inherent in each particular assignment." The standards are used as a guideline for selection, providing officers with advance knowledge of what expectations and information the selection panel would consider in making their selection determination. The selection panel, using the selection standards defined for a specific position, would look at disciplinary, personnel actions, complaint records, inspection reports, and in-service scores, for the last two years. Disciplinary records, or complaints, showing a pattern of proven findings of rudeness, abuse of power, or other charges that the panel believes would negatively affect the applicant's performance in that assignment would be given major consideration. The panel would also look at the number of

tickets the applicant wrote, traffic-related arrests made, and the quality of accident reports written for the past one-year. Finally, the applicant's use of sick time, attendance records, and court appearance records would be reviewed for the past one-year period.

Source: Police Chief Magazine, November 2004

http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=446&issue_id=112004

Contact: Nashville Police Department, (615) 862-7301

CIVILIANIZATION

- The Jacksonville-Duval County, Fla., Sheriff's Department's first all-civilian squad of community service officers is now on the streets, ready to enforce litter laws, direct traffic and respond to minor crashes. Thirty people ranging in age from 18 to 62 enrolled in the agency's first academy. By the time they graduated, they received 480 hours of training. After an additional two months with a field training officer, the recruits operate solo as community service officers.

Source: Law Enforcement News, John Jay College of Criminal Justice/CUNY

Contact: Jacksonville County Sheriff Department, (904) 630-0500

NON-SWORN PERSONNEL

- In Iowa City, IA. community service officers, or CSOs, are uniformed civilians who don't carry a badge but do have a patch that identifies them as "police assistants." These non-sworn assistants perform important but non-critical (i.e. not life-threatening or that require use of force) functions that consume otherwise valuable time for sworn officers and their front-line law enforcement responsibilities. These duties include responding to towing situations, courier service for court documents, animal control assistance, taking minor reports, directing traffic during accidents or parades, home checks for those on vacation, and logging evidence. The department has five CSOs who together save approximately \$25,000 each year in salary costs. More importantly, the CSOs provide the means by which the sworn officers can focus on their patrols and other responsibilities that require the presence of a sworn law enforcement official.

Contact: R.J. Winkelhake, Iowa City Police Department, (319)356-5271

- A recent survey conducted for the San Francisco County Board of Supervisors revealed the extent of civilianization among leading law enforcement agencies in California. The functional areas in which civilianization has occurred in the respective agencies appears below.

Records, Identification, Communications, Property Control, Fiscal Management

-Los Angeles, San Jose, Sacramento, Santa Ana

Background investigations for sworn positions

-Sacramento, Santa Ana

Training coordination, media production, firearms training
-Los Angeles, Riverside, Sacramento, San Diego, San Jose, Santa Ana

Fleet management
-Los Angeles

Photographers, photography lab technicians
-Los Angeles, Riverside, San Jose, Santa Ana

Evidence collection and control
-San Diego, Riverside

Personnel, payroll, public relations
-Los Angeles, Riverside, Sacramento, San Diego, San Jose, Santa Ana

Helicopter operation and repair
-Riverside

Polygraph examinations
-Los Angeles

Psychiatric services
-Los Angeles, Riverside

Reproduction
-Los Angeles

Station Duty
-Los Angeles

Contact: San Francisco County Board of Supervisors, (415) 554-5184

- Tulare County (California) supervisors have approved a new class of "correctional deputies" to run jail facilities in the county. The correctional deputies will attend a six-week police academy at COS focusing on detention issues. Currently patrol deputies fill the bulk of the jobs running the county's five detention facilities.

Contact: Tulare County Sheriff Department, (559) 733-6218

AIRPORT SECURITY

- The King County Sheriff Department provides security for King County International Airport (Seattle). All Police/ARFF members have attended the Washington State Criminal Justice Academy and have limited police commissions through the King County Sheriff's Office. In addition to providing general airport security and ensuring that only authorized persons have access to restricted areas, the unit also performs typical arrests on and around the airport for criminal traffic, DUI, narcotics possession, trespass, vandalism, and vehicle theft.

Contact: King County Sheriff Department, (206) 296-4155

- Airport security personnel at the Anchorage International Airport are dual certified as police officers and fire fighters.

Contact: Ted Stevens Anchorage International Airport, (907) 266-2411

Additional Information:

- Since 1973 the Milwaukee County Sheriff Department has been the primary law enforcement presence at General Mitchell International Airport. The Monroe County Sheriff Department also provides security for the Rochester, New York airport.

Contact: Milwaukee County Sheriff Department, (414) 278-4766
Monroe County Sheriff Department, (585) 428-5209

RISK MANAGEMENT

- LAAW International provides a series of online case management grids to help law enforcement agencies better manage and mitigate their risk exposure. The grids include use-of-force risk management, incident liability analysis, litigation timeline, and case management considerations.

Source: <http://www.laaw.com/riskmgcharts.htm>
Contact: LAAW, (800) 944-4485

- Racial profiling is one of the most complex and controversial issues facing law enforcement professionals today. The existence of racial profiling by police officers is a widespread public belief that creates liability problems for law enforcement agencies that encounter allegations of racial profiling. This is an activity that undermines the public trust vital for an effective community policing organization. It is the responsibility of the police manager to train, hire, retain, supervise, and direct police personnel in a manner consistent with the impartial and ethical delivery of police services. Integrating policy, data collection and analysis, community outreach, an accountability based management system that holds officers responsible for their conduct, and a citizen complaint process are all necessary tools that a police manager must use to effectively reduce incidents and limit civil liability associated with the practice of racial profiling. Riverside, California chief of police Russ Leach outlines steps law enforcement agencies can take to effectively manage risks associated with racial profiling.

Source: <http://www.riskinstitute.org/symposiumdocs/RacialProfiling-PERISymposiumPaper.pdf>
Contact: Riverside Police Department, (951) 826-5940

- When former New York Police Commissioner William Bratton was sworn in as chief of police for the Los Angeles Police Department in October 2002, he faced a wide variety of problems inside the department and in the community. Many of the internal problems were caused by the department's culture of risk aversion and resistance to change. The attitude of risk aversion was the major catalyst leading to highly restrictive policies and procedures, which in turn resulted in low organizational performance, poor morale, and a corresponding decrease in proactive enforcement tactics and arrests. Significant increases in violent crime paralleled the development of the risk aversion attitude. CompStat was instituted as the model for changing the risk aversion mentality and leading the department back into the business of proactive law enforcement while building a high-performance organization embracing change. CompStat, short for "computer statistics" or "comparison statistics," is a multifaceted

system for managing police operations. Although there are many versions of CompStat, each is a system that identifies established and emerging crime trends for the efficient use of resource to target those trends. Crime statistics alone are not enough. CompStat requires law enforcement to think outside the box for solutions to issues, to question the status quo ensuring that policy, procedures, and tactics remain current. The process also demands meaningful internal and external communications, and it is necessary to embrace the use of technology.

Source: Police Chief Magazine, January 2004

http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=190&issue_id=12004

Contact: Los Angeles Police Department, (877) 275-5273

ADDITIONAL INFORMATION

Crime Analysis

- A recent national study of every law enforcement agency in America with more than 100 sworn officers revealed the current limitations of crime analysis in the country. In nearly every responding department, crime analysts were being directed to focus narrowly on the apprehension of offenders or possibly on the identification of high-crime areas. Crime control, narrowly defined as the identification and apprehension of offenders, dominated the demand for crime analysis. Such an approach to crime analysis fails to reflect the philosophy and tenets of community policing. Community policing requires that crime analysis identify the underlying causes of chronic crime problems, developing responses that are linked to this analysis and assessing the effectiveness of those responses. This type of analysis aims to do more than apprehend offenders or identify high-crime neighborhoods. It examines the causes of problems and ideally offers potential solutions. The ultimate goal of such crime analysis is to go beyond crime control and deliver a broad range of services that improve the community's general quality of life. Problem analysis examines the nature of community problems and combines traditional crime analysis with more complex social science research methods.

Risk Management – Officer Fatigue

- A study focusing on officer fatigue found a high percentage of officers to be weary from overtime assignments, shift work, night school, hours spent waiting to testify, and the emotional and physical demands of the job. At a minimum, the research suggests four steps every police agency can take to assess the extent to which fatigue puts its officers and the community at risk. First, review the policies, procedures, and practices that affect shift scheduling and rotation, overtime, "moonlighting," the number of consecutive work hours allowed, and the way in which the department deals with overly tired employees. Second, assess how much of a voice officers are given in work-hour and shift-scheduling decisions. Third, assess the level of fatigue officers experience, the quality of their sleep, and how tired they are while on the job, as well as their attitudes toward fatigue and work-hour issues. Finally, review recruit and in-service training programs to determine if officers are receiving

adequate information about the importance of good sleep habits, the hazards associated with fatigue and shift work, and strategies for managing them.

Source: National Criminal Justice Reference Service, #190634, March 2002

Risk Management – Organizational stress reduction

- A project conducted by the Longview Police Guild in Longview, WA, focused on the use of an organizational approach to address police occupational stress. Results of the survey revealed that local confidential counseling was a high priority for police officers and spouses. Fatigue was the greatest symptom of stress reported by both officers and spouses. The highest priority for program development was an employee assistance program, followed by an orientation for new hires and spouses, and annual training and awareness for veteran officers and families.

Source: National Criminal Justice Reference Service, #187779, April 2001

Portland-Multnomah County Public Safety Project Opportunities for Joint Collaboration

Regionalization

1. Regionalize corrections for Multnomah, Washington & Clackamas Counties with a public board, to manage jail populations and maximize use of all facilities
2. Coordinate all corrections under an intergovernmental agreement among the entities. *(version of #1 with less structural/legal change)*
Note: OR law gives broad authority for such agreements
3. Regionalize Emergency Communications for Multnomah, Washington & Clackamas Counties *(Some of this work underway now)*
4. Regionalize Emergency Management for Multnomah, Washington & Clackamas Counties – build on Regional Emergency Management Group’s efforts

Technology and Information Sharing

5. Create law enforcement deployment system – using Computer Assisted Dispatch (CAD) and Global Positioning System (GPS) to provide immediate information on where and how personnel are deployed & enable real time redeployment as needed. Link deployment strategy & management system to crime mapping data. *(Some work underway; see #3)*
6. Consolidated/Coordinated Portland Police Data System (PPDS) system for law enforcement. Single controller, centrally maintained. *(Many jurisdictions are already consolidated)*
7. Implement electronic field reporting and records management system across the system for law enforcement – enable immediate accessibility for tracking issues, problem solving, etc.
8. Improve DSS Justice Data warehouse and get judges to use it – if robust and used, could improve sentencing & release decisions as well as pre-trial disposition.
9. Standardize applications and data base protocol (e.g., one case assignment at point of entry per offender, descriptors, language, etc.) for public safety system use. Move to single license. Provide for joint use of offender population data for decision-making. *(Had been done in the past. Ties in with consolidating PPDS)*
10. Improved court notification to police officers and deputies so that they have more notice for appearing, don’t have to show up if they aren’t really needed. Will also improve felony complaint signing.

Joint Programs

11. Training opportunities for all public safety personnel (e.g., annual in-service, safety or joint command training), especially those with cross-jurisdictional application, like SERTS teams. Could be tri-county, and involve a one time investment for regional training facility. There may be potential savings and/or enhancements from administrative merger, increased scheduling flexibility, etc.
12. Coordinate public safety public affairs functions to promote citizen outreach (re: key messages,

- forums, communications, outreach, etc.).
13. Joint simulated events planning – incorporate joint planning and identification of additional training, communications and other needs.
 14. Provide system-wide training and accessibility to individual system components so that each component understands the function and resources of the others, and is able to use them to increase their effectiveness.
 15. More joint lobbying for federal and state funding – especially Mental Health and support re: methamphetamines.

Corrections Alternatives

16. City/County collaboration on development of alternatives to incarceration (electronic monitoring, mental health/A & D interventions, housing alternatives, etc.)
17. Joint planning between county probation officers and city police on offender supervision coordination/collaboration, especially around exclusion zone issues.

Organizational Mergers

18. Sheriff & Police Department initiative on patrol functions – establish parameters for effort in cooperation with other cities in the County.
19. Consolidated “Back room” functions – IT; accounting; payroll; mail/document distribution; printing; personnel functions including recruitment, background & psychological exams, & training; purchasing; contracting; fleet management; facilities management; legal; audit; grants management; etc. *(Some of these functions are already consolidated within either city or county and could be difficult to unwind. Most potential might be in recruitment, fleet and facilities.)*
20. Merge river patrol efforts – have officers cross trained in law enforcement and fire practices
21. Combined specialized emergency response teams (like SERT teams) that now overlap
22. Merge City and County emergency management functions
23. Then, combine BOEC with Joint Emergency Management
24. Create joint City-County emergency operations center

Capital Planning and Investment

25. Sharing physical space – buildings. “Public Safety Centers” that incorporate fire, police and neighborhood involvement. *(Would be one-time costs if creating new facilities. Savings would come through reduced mutual capital outlay and lower operational costs.)*
26. Joint planning for facilities, capital development and financing
27. Regional planning collaboration on crime prevention through environmental design (CPTED) programs.

Other Options

28. General collaboration on mental health issues. Services for offenders, from treatment to record keeping. Joint training for law enforcement, especially crisis intervention teams.
29. Improved collaboration on gang and drug prevention & enforcement.
30. Coordinated approach re: intervention with and support for domestic violence victims.
31. Civilianize more sworn positions across the system. Build off of recommendations from Public Safety 2000 report.
32. Traffic enforcement consolidation and/or coordination.

***City-County Public Safety Collaboration Project
Stakeholders Meeting Participants
14-Dec-05***

Public Agencies

Derrick Foxworth	Portland Police Bureau
Jane Braaten	Portland Police Bureau
Rita Drake	Portland Police Bureau
Stan Grubbs	Portland Police Bureau
Dave Sprando	Portland Fire & Rescue
John Klum	Portland Fire & Rescue
Greg Keller	Portland Fire & Rescue
Jim Beery	Portland Fire & Rescue
Stacy Jones	Portland Office of Financial Management
Carl Simpson	Portland BOEC
Mark Lear	Portland Department of Transportation
Bernie Guisto	Multnomah County Sheriff's Office
Christine Kirk	Multnomah County Sheriff's Office
Mike Schrunk	District Attorney's Office
Scott Marcy	District Attorney's Office
Jo'ey Stewart	District Attorney's Office
Helen Smith	District Attorney's Office
Joanne Fuller	Department of Community Justice
Steve Liday	Department of Community Justice
David Koch	Department of Community Justice
Kathleen Treb	Department of Community Justice
Lavonne Griffin-Valade	Multnomah County Auditor's Office
Ray Hudson	Multnomah County Mental Health

City Council & County Board

Thomas Bruner	County Chair's Office
Gary Walker	County District 4
Jane Ames	Commissioner Adam's Office

Business

Mike Kuykendall	Portland Business Alliance
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Patrick Donaldson
Thomas Paul Augustine
Nancy Chapin

Hollywood Boosters/APNBA
Pearl District Business Association
Alliance of Portland Neighborhood Business Associations

***District Coalitions &
Non-Affiliated Groups***

Sylvia Bogert
Richard Bixby
Nancy Hand
Anne Berg
Eric King

Southwest Neighbors Inc.
East Portland Neighborhood Office
Southwest Neighbors Inc. Crime Prevention
Healy Heights Neighborhood
Office of Neighborhood Involvement

Non-Profit Providers

Ed Blackburn
Michael Dehner
Valerie Moore

Central City Concern
InAct, Inc.
InAct, Inc.

Citizens

Louise Grant
Irwin Mandel

Citizen's Crime Commission
Citizen

Public Safety Unions

Nancy Wilson
Robert King
Becky Steward
Brent Ritchie
Brennan Mitchell
Patrick Brasesco

City 911 Operators
City Portland Police Association
County AFSCME Local 88
Multnomah County Deputy Sheriff's Assoc.
Federation of OR Parole/Probation Officers
Federation of OR Parole/Probation Officers

Steering Committee & Staff

Maria Rubio
Don Carlson
Karyne Dargan
Carol Ford

Mayor's Office
Portland Office of Financial Management
Multnomah County Budget Office
Multnomah County Health Department

**Portland – Multnomah County
Joint Public Safety Collaborative**

**RESULTS OF
Stakeholder Feedback Session
December 13, 2005**

There were 35 feedback respondents and their responses are grouped by stakeholder affiliation; responses transcribed verbatim.

Citizen Outcome Statement

“We want to be and feel safe in our homes, neighborhoods, businesses and communities. We want to be assured this is accomplished with fairness, impartiality, equity and the efficient use of resources.”

From Business Stakeholder

- At end of first sentence of the statement – respondent added ‘sure, swift, fair (punishment/sanctions)’
- In first sentence of statement, respondent added ‘in our streets’ after businesses
- Second sentence of this statement, responded added thought directed at efficient use: this is not strongly connected to our purpose.

From Public Safety

- Circled ‘feel safe’ in first sentence. Comment: hard for us to make sure that every one feels safe – really different for different people
- Rewrote second sentence to read: We want to be assured that we all accomplish this with fairness, impartiality (respect?), equity....
- Define the items above and give examples of how these are achieved.
- By defining these, especially efficiency and efficacy, the discussion turns to what works. Is proportionate to minority confinement.

Feedback

Does this outcome statement connect with you? Why or why not?

From Non-Profit Provider Stakeholder

- Added Streets to first sentence; The first sentence rings, not the 2nd sentence.
- It’s fine

From District Coalitions Stakeholder

- yes
- yes
- fairly well

From Unions County Stakeholder

- I appreciate the discussion and agree with shared community responsibility to accomplish creating a safe environment.

- Mostly, yes.
- Yes, it makes common sense
- Yes, it says 3 things – all are important to citizens and the last two reinforce the first.
- Yes – we all want to feel safe; we, the public safety sector, want to provide this safety net also

From Business Stakeholder

- No...see notes above – not strongly connected to our purpose and mission.
- Collaboratively budget; reduction of duplication of services; police officers; jail beds

From Public Agency

- No. Lack of coordination of resources in the continuum of public safety services from prevention – arrest – prosecution – sanction
- Yes, seems like an affirmation of the govt of the process but I think school safety should be addressed
- I'd add: we want to hold people accountable who commit crimes and provide resources that may help to change behavior in the future
- The audience didn't understand that the 1st half came from the sponsor. Group saying – go find what cities want from p.s. Novel thought to ask citizens.
- It's ok
- Yes, mostly. I agree that saying 'fairness, impartiality and equity' is duplicative. These all mean the same things.
- Yes. I like the specificity of home, neighborhood, business and community. Also the wording of the second sentence is very clear.

From Public Safety

- Yes, with some comments. The streets comment notoriety. Also most violent crime is not stranger to stranger so individual choices deeply affect individual safety.
- Mostly
- Yes
- Not really. Sounds like the citizens expects to be fully served without participating in the solution.
- Yes, partially
- No, too basic, does not talk about a system, a foundation
- For the most part it does, yet I agree with comments made indication is citizens too have a responsibility.
- Looks good – please add Streets, Majority of injuries occur on streets.

If not, what would you add or modify?

From Non-Profit Provider Stakeholder

- Define (specifically) fairness, impartiality, equity – people want to know how the efficient use of resources, results to achieve safety – what's done now v. what's different?

From District Coalitions Stakeholder

- I am assuming our (public) help as always!
- Add: with the help of community involvement
- Should also be accomplished with respect – everybody has value

From Unions County Stakeholder

- In homes/neighborhoods/structures/business/communities
- 1) schools are not included – could possibly be specifically referenced. 2) Being/feeling safe seem to be distinct as worded – they are dynamically related with each other
- N/A. After Discussion group I want to note that statement does not state what “we” are willing to do to get what “we” want.
- I wouldn’t change anything. Connects with my experience from citizens.
- Partnerships with community members; education; disaster preparation
- See notes that have been added to the statement above.

From Business Stakeholder

- Actual (and perception) of safety
- All, or more citizens should feel connected and responsible for their communities

From Public Agency

- A more collaborative approach with a balanced funding stream across the board.
- Mutual responsibility
- Focus on doing things differently so we are not doing more with less. Community participation in achieving this outcome.
- Add accountability and the need for adequate resources to public safety agencies
- “...is accomplished while respecting everyone’s constitutional rights.”
- Do agree it should include the participation and responsibility of the public as well as public servants.

From Public Safety

- I agree that we need to reflect a shared responsibility with the community – the point the Chief made.
- Fairness seems to include values of impartiality and equity; not sure it needs to be said in three ways
- To do requires an acknowledgement that this is a shared responsibility involving government and citizens
- Drop the second sentence. Add a statement about a high degree of professionalism and accountability as well as the citizens responsibility to support public safety
- Emphasize shared responsibility/community involvement
- Nothing about having justice meet rule of law -----
- Do citizens feel part of a community and what are these attitudes towards adequate services
- Add additional statements of community responsibility to assist through adequate funding and involvement in problem solving and the reduction of crime.

Marquee Indicators

- Increase the percent of neighborhoods where residents and business perception of safety meets an acceptable community standard
- Reduce repeat calls for services
- Reduce adult and juvenile criminal recidivism rates
- Increase level of community involvement in problem identification and solutions
- Improve degree of confidence and trust by citizens in police and other criminal justice agencies

From Non-Profit Provider Stakeholder

- Added to 'Reduce repeat calls for service': at locations based call "

From District Coalitions Stakeholder

- Added after 'Reduce repeat calls for service': use money wisely – repeat offenders in courts should be jailed
- Added after 'increase level of community...and solutions'; and education
- Added to 'Improve degree of confidence...justice agencies'; see below to build confidence of efficient use of funds – that will build confidence
- Added to 'Increase level of community involvement *and education*.... between involvement and in problem...

From Unions County Stakeholder

- In first statement of Marquee Indicators, perception is circled and the following is noted: needs to be more than perception
- Reduce repeat calls for services is crossed off
- Added to final point: Differential treatment.
- Is each standard the same?
- To item 2: education added at end
- Item 5: education – use something besides the Oregonian newspaper to tell stories and inform public.

From Business Stakeholder

- Bullet one – change neighborhoods to citizens
- Fourth bullet: add education
- Second bullet: reduction in crime?

From Public Agency

- Actual reduction in crime – crime rate....is this really going to be the big overbearing indicator?
- Need a better answer to why crime rate isn't an indicator.
- Bullet 2: added 'both overall and per location'
- Bullet one: choice between increasing number of neighborhoods or city as a whole?
- Bullet one: inserted between business perceptions: measurable safety and the

- Comment on perception: Perception may be due to one heinous crime. Need for both safety and perception of safety are 'acceptable'
- Bullet four – inserted before problem identification: crime prevention,

From Public Safety

- What is a community standard and does/can the definition vary from neighborhood to neighborhood

Feedback

How would the system operate differently if we expected success on these indicators?

From Non-Profit Provider Stakeholder

- Set a baseline in NY06 with categories – give frequent feedback to citizens – add specific crimes to list of crimes that are 'unsafe'.
- Invest more in alcohol and drug treatment, mental health and low income housing

From District Coalitions Stakeholder

- Not having to arrest and try some people over and over, not efficient use of funds
- Gov. jurisdictions would be sharing information and resources to communicate and work together to resolve issues and success stories would be shared with the community.

From Unions County Stakeholder

- Less negative stories reported on/in the news
- It would need to be a whole lot more coordinated and collaborative by existing resources
- Would have to be a combined effort of all parties involved. Would be very difficult to accomplish perception based goals. Minority occurrences skew perception.
- We would be much more community-policing oriented
- Increased community involvement means making an investment in the success of the desired outcome. Emotional, physical, financial – Continued efforts by all

From Business Stakeholder

- Less duplication; reduce costs, reduce service, consolidate
- Connect with result good and timely data; reduce injury
- Need objective measure; efficiently measure too.
- WE would like to see police officer or sheriffs in our neighborhoods and business districts consistently, not just on National Night Out.
- Most important Community Education and Involvement

From Public Agency

- Focus law enforcement resources on the neighborhood's specific crime problem
- Unclear what this means...defendants held accountable

- Refer to balanced funding stream across the board.
- Would place more emphasis on localized
- Objective analysis and regular reporting from which public safety officials can learn and citizens can be informed
- You should definitely have at least --- indicator of actual crime. Part 1 ---- or Part 1 person and property. Unbelievable that you don't.
- I'm not sure that it would operate differently unless benchmarks were established.
- There would be more police officers on the street and detectives. There would be more jail beds and there would be enough players in the system from beginning to end to truly hold people accountable. Have PPB take over the police functions for the sheriff, but make sure they have enough bodies to cover all the districts.
- System would operate differently in that the entire city bureau-system and county agencies would be charged with public safety. Each would be accountable to respective communities
- This is where I am least sure. Where do we feel most vulnerable vs where are we most vulnerable

From Public Safety

- We already focus on adult and juvenile recidivism criminal justice in our part of the system. I think the police measure should be different for repeat calls.
- Be careful for what you wish for – needs some work on some of the wording. Some agencies attempt to improve perception by withholding information – not acceptable
- Citizens would establish goals priority and service levels, would ensure that those priorities that are agreed upon and established is funded adequately to achieve those goals and priorities
- Reduce responder response times, people would get a cop when they ask for one – that does not always happen now, non-emergency response times are sometimes measured in hours.
- It would not, nothing new. Most not measurable and if are have little meaning
- By measuring specific items, attention is paid to these and activities undertaken to meet the indicators.
- Is there a reason we're not including reducing injuries and fatalities? Bottom line the public is most concerned with reducing actual numbers of injuries and fatalities
- Efficiencies would be realized through increased community involvement and reduction in calls for service with limited resources

What would you rather see on the list? What would you take off?

From Non-Profit Provider Stakeholder

- Education and provide incentives for citizens to become active in community safety measures
- Citizens demonstrate a knowledge of criminality vs the perception of the risk of victimization

From District Coalitions Stakeholder

- Include education in bullet #4
- Looks good

From Unions County Stakeholder

- Includes measurement of efficient use of resources and fair /impartiality/equity
- Include an indicator that addressed low violators/offenders being held accountable throughout system involvement (e.g. quick police responses – arrest – incarceration – prosecution – appropriate disposition)
- Perception replaced with reality
- Take off repeat calls and maybe replace with reduction of same calls
- I would add educational information to #4; Improve on #5.
- The above statement (Increased community involvement means making an investment in the success of the desired outcome. Emotional, physical, financial – Continued efforts by all) should be added. Community investment in the desired outcome.

From Business Stakeholder

- More measurables – police per 1,000 of population
- 1/5 are similar. Could be merged.

From Public Agency

- Remove or replace #5; efficiency measure – dollars spend per citizen. The model is already tracked by County Auditor
- Use an objective measure for reducing minority over representation
- County Auditor said that community involvement resource would be the hardest to measure. So is it first the one to get rid of?
- Off: Reduce repeat calls for service
- I would take off one of the ‘perception’ measures – 1 or 5 – in favor of a measure of actual safety

From Public Safety

- I think we need to track crime trends, then recidivism. I think we need to turn #1 into an individual measure – doesn’t the county auditor track this, I think we need to look at the traffic street safety measure.
- Would want to see a reference to reported crime.
- Want to see ‘reduced repeat calls for service; changed to ‘solve problems to reduce repeat calls for service
- Bullet 2: delete or restate as a reduction in crime, reduction in all calls for service
- Add an actual reduction in the level of crime in the community
- Something about communication of public education, nothing fancy, but look at Portland Fire Public Service announcements
- Add: 911 calls are quickly and efficiently processed

- Focus on Crime Prevention and citizens involved in emergency preparedness.
 - Take off repeat calls or service
 - Indicator that focused on budget collaboration
 - Take off bullet 4 and maybe 1 and 5. People need to know there is a system that works to protect and respond to crime, sure, swift, justice. Measure time to trial completion, measure race/police, measure denials by prosecutor.
 - Need something that deals with business basics. When I call a COP I get one; when I am a victim there is a system that quickly processes and gets to resolution.
 - Citizen education and understanding of crime and criminality is essential. Agreement on public safety goals.
 - Change #4 to 'increase level of community and individual'...
 - Bullet 5: change police and other criminal justice agencies to 'the criminal justice system'
 - Add: establish community accountability
 - Add: hold elected officials accountable for maintenance of budgets and benchmarks
 - Consider; acknowledge and reward public employee efforts to improve customer service for public safety concern
-

Citizen Priorities

- Drugs, particularly methamphetamines
- Gang Activity
- Property Crimes
- Graffiti
- Traffic Management, particularly cars and bicycles
- Management of Repeat Offenders

From Non-Profit Provider Stakeholder

- Added to Property Crimes; 'ID Thefts'

From District Coalitions Stakeholder

- Suggested by 2: Added to Traffic Management; drunk drivers

From Unions County Stakeholder

- Citizens Priorities = Quality of Life Crimes

From Business Stakeholder

- Untreated mental illness, jail beds/matrixing; identity theft; d.v. sex offenders; violent crimes; community livability; prostitution; pan-handing
- Graffiti is a property crime

From Public Safety

- If drugs is a BIG priority, do we have a measure for drugs (drug use at arrest?)
- No distinction in criminal activity between crack cocaine and meth.
- Delete (particularly meth) should just mention drugs without reference to specific drug

Feedback

Do these principals ring true to you, both as a resident and from your work?

From Unaffiliated Stakeholder

- No Response

From Non-Profit Provider Stakeholder

- Long term planning should not be based on shifting perceptions

From District Coalitions Stakeholder

- Graffiti should be rolled in with property crime or gang to make room for other

From Unions County Stakeholder

- Yes
- Not as a public safety worker. Deal with value of life not necessarily safety driven
- Probably from average citizens' standpoint.
- No

From Business Stakeholder

- Yes
- No – we as citizens are not educated enough to choose these priorities – they are emotional responses not informed responses

From Public Agency

- yes
- yes, but the list is short
- Mental illness needs to be added; surprised sex abuse, domestic violence isn't a concern
- Not all. Methamphetamine might be the current 'crisis' but is it really? What do the data show?
- Yes. I think the list indicates that people are worried more about annoying crimes that impact ---- than services or violent crimes
- Yes. These are the quality of life issues that get the least attention because of the lack of resources.

From Public Safety

- No
- Yes
- Seem to represent the majority of the types of calls/requests for service we receive via 911 and non-emergency.
- No – this seems to be an incomplete list
- Kind of – graffiti should be gangs or should be criminal mischief
- By management of repeat offenders, do citizens include report or first time person crimes
- Partially

What would you add?

From Non-Profit Provider Stakeholder

- Burglaries in the home
- Absolute measurement of key crimes which indicate safety

From District Coalitions Stakeholder

- Identity theft; untreated mental illness
- Identity theft, jail beds, untreated mental illness
- Violent crimes needs to be on the list

From Unions County Stakeholder

- ID Theft, Sex Offender, Domestic Violence
- Person to person crimes
- People Crimes; robbery, assaults, sex offenders
- Identity Theft

From Business Stakeholder

- Residential burglary, crimes against , sexual assault
- Public prostitution; untreated mental illness; pan-handling; adequate jail beds; emergency management; prep. Response, recovery

From Public Agency

- ID theft, homeless issues, mental illness (untreated),
- Serious person crimes; identity theft and computer eviruses, child abuse and sex crimes against children.
- Violent offenders, mental illness
- Keeping children safe & identity fraud
- Violent crime; identity theft
- Aggressive pan-handling/prostitution
- ID theft, violent crime

From Public Safety

- These are visible and/or well publicized crimes. People are also very concerned about response and prevention of violent crimes. Rape, murder, robbery, and assault. As a resident and person who has listened to the community, this is a big oversight.
- Violent crime, emergency/disaster preparedness, violent crimes include sexual assaults, domestic violence, aggravated assaults and robberies
- Domestic Violence/Awareness and prevention
- Domestic violence, street disorderly crimes – mental health issues, transient -- --, aggressive pan-handling, etc. Identity theft.
- ID theft and sex offenders
- Violence against women and children along with violence against people of color
- Untreated mentally ill people on streets
- Drunk and drugged driving; seems like a high degree of focus on non-safety issues
- Reduction of violent crimes

- Community problem solving and involvements
- Addressing livability crimes: (prostitution, pan-handing, etc.)
- Jail beds

Cause – Effect Maps

On a scale of 1-10, how involved are each of the “community producers” involved today?
Rate each producer...

1 = Not at all

3 = Occasionally, when immediate benefit is seen

5 = Average participation; “half the time”

7 = Better here than similar sized city/county

10 = Couldn’t ask for more; make a big difference in producing results

Average	Item Scored
4.3	Elected Officials
3.6	Individuals
6.4	Police/other criminal justice agencies
4.9	Private/non profit organizations
4.3	Other public sector agencies

Key Factor Map

Feedback

What Key Factors, if any, are missing?

From Unaffiliated Stakeholder

- Holding criminals accountable for their actions. There needs to be serious, yet humane, consequences for illegal activities.

From Non-Profit Provider Stakeholder

- Acknowledgement that protecting ‘Territory’ creates major barriers, impediments to producing results.

From District Coalitions Stakeholder

- Emergency management needs to be expanded
- Important that each producers connect/communicate with each other

From Unions County Stakeholder

- Community is missing from preventing crime
- Federal Government is not specifically referenced (Public Safety Agencies)
- Location, victim, offender shouldn’t be in 1 or 2; location, maybe education

From Business Stakeholder

- Business groups

- School involvement; personal management of risk/resp.
- Clear statements about what citizens can do community education.

From Public Agency

- Joanne has a good point about individuals under Crime Prevention.
- Other community groups – not just organizations or non-profits, not agencies

From Public Safety

- In the preventing crime – no victims and no offenders – just individuals
- Intervention/prevention services should be considered separately
- You are assuming involvement is good...not always true
- Call out schools and faith based organizations
- Maintain listed factors

Is the prioritization right?

From Non-Profit Provider Stakeholder

- Yes. Per emergency management discussion – define public safety response to crimes during/after a disaster
- Too much hysteria regarding crime some generated in political campaigns

From District Coalitions Stakeholder

- No. Public is very concerned about safety in case of emergency
- Yes

From Unions County Stakeholder

- I would consider each to be close to equal prioritization

From Public Agency

- Yes
- No, in fact these should not be prioritized. Instead you have long and short term strategies

From Public Safety

- NO - dealing with crime today is primary

Prevent Crime Map

From Public Agency

- I got really mentally tired right about here.

From Public Safety

- Far more concerned to responding to crime than shown here
- Crime prevention and institutions of social control in a diverse society requires investment in and creation of social capital.
- I like the structure. I have a hard time throwing in additional examples

Feedback

What Sub-Factors beyond “Locations”, “Victims” & “Offenders,” if any, are missing?

From Unaffiliated Stakeholder

- Where is the justice system?

From District Coalitions Stakeholder

- ok
- I agree; Individuals not victim/offender

From Unions County Stakeholder

- Living wage jobs – working 2-3 jobs just to get by
- Individuals (other bystanders) (Potential Victims/Offenders)
- Public Safety responders – extra patrol/preventive steps

From Business Stakeholder

- Sanctions for offenders; punishment, accountability, consequences

From Public Agency

- Empty jail
- Personal awareness/personal responsibility
- Offenders is appropriate because of recidivism

From Public Safety

- Victims and offenders together as individuals
- In preventing crime, victims and offenders are one in the same people. Use individuals
- Crime prevention through environmental design incorporates to target
- Having a sure, swift justice system today
- Locations: emergency preparedness
- Locations: public and private education systems

Are there 3rd level factors (“the bubbles”) missing? Need to re-word?

From Unaffiliated Stakeholder

- Where is the justice system? Not only should individuals be “involved”, they should be encouraged to fight back if at all possible.

From Non-Profit Provider Stakeholder

- Schools and law enforcement working closely together to Prevent crime

From District Coalitions Stakeholder

- Include Portland Public Schools as separate agency
- Take out enforcement factors

From Unions County Stakeholder

- Known Accountability

From Business Stakeholder

- Not educated enough; crime prevention education from experts who have the info.

From Public Agency

- Schools. Sanctions, punishment, consequences, jail beds as a way to prevent more crime.
- Delete 'victims' and 'offenders' and replace with one box that is 'community; or 'conditions required to prevent crime'
- Collapse Victim and Offender into Individual

From Public Safety

- Dealing with crime today is part of preventing future crime. Born in preventing crimes in business and intergenerational crime and sex abuse.
- Develop greater community and parental capacity
- Eliminate victim and offender and replace with Individual
- Add allocation/deployment of policing resources and police station - In community policing, there's some deterrent impact
- Traffic education, engineering and enforcement

Responding to Crimes Not Prevented Map

Feedback

What Sub-Factors beyond "Locations", "Victims" & "Offenders," if any, are missing?

From District Coalitions Stakeholder

- Looks good
- Ok

From Unions County Stakeholder

- Public Safety responders; more patrol in high crime areas

From Business Stakeholder

- Noted on maps – see attached
- Attitudes underlies all of them
- ? I don't know enough about the fundamental facts

From Public Agency

- establishing public safety IT group w/da/ppb/mcso/dcj(?)/courts

From Public Safety

- Victims and offenders together as individuals not separate categories.
- In locations, school safety is a big issue
- Victims/Offenders – Faith Community programs

Are there 3rd level factors ("the bubbles") missing? Need to re-word?

From Non-Profit Provider Stakeholder

- Add integrated data systems to responding to crime. The 'story' is missing – follow a person/s thru a decision tree that includes strategies for preventing a crime and strategies for responding quickly to a crime.

From District Coalitions Stakeholder

- Maybe restitution, reconciliation

From Unions County Stakeholder

- Along with the school district, I believe the media has a place - how it would help if they reported stories to support safety rather than look for headlines about 'you are at risk' – "watch out"

From Business Stakeholder

- Noted on maps. See attached.
- To carry "snapshot" idea further; create pictures to illustrate the bubbles
- Since we don't all learn with words – figure out ways to 'pictures' the issues
- Youth constructively engaged – schools need to prepare young people to work the day they graduate and/or before they do.
- ? I don't know enough about the fundamental facts

From Public Agency

- not clear what 'monitor prosecutors and court performance' means
- I'm not sure what this means – monitor prosecutors and court performance --- better effective prosecution
- Ensuring victims rights and exercise thereof.
- Providing sufficient prosecutors, police, POs, jail beds and other sanctions to make a true and effective intervention. I see "monitor" prosecutors and courts, but I don't see assuring enough prosecutors and courts to get the job done.

From Public Safety

- I like the 'personal responsibility' issue – safety awareness. Where do the issues of child protection from abuse come in
- There needs to be a discussion is the criminal justice system responsible for preventing 1st time offenders and victims? While it all interrelates, I don't think it is fair or responsible to assume it is the job of the criminal justice system. It is the schools, jobs, healthcare, planning, wages...
- At a broader level of entire discussion about responding to crimes not prevented, must include identification of 'what works' managing the criminal behavior of adult and juvenile offenders.
- The same can be said of only funding preventative measures that truly are 'proven' effective, eg. They work and reduce likelihood of criminal behavior.

Core Strategies

***Feedback:* Which factors are the most important to put strategies to?**

From Unions County Stakeholder

- All important and should be addressed. Focus is different. Preventing crime logically falls on entities outside of criminal justice system (individual, property owners, businesses)
- Responding to crime should be the focus of CJ system and when collaboration and resources should be focused.

From Business Stakeholder

- Balanced between all three

From Public Agency

- All of them

From Public Safety

- See these as integrated – community-based problem solving; problem oriented policing

Prevent Crime Factors

From Non-Profit Provider Stakeholder

- Not profit org. and business/neighborhood; non-criminal justice groups
- More emphasis on range of prevention strategies

From District Coalitions Stakeholder

- Utilize neighborhood system to educate and involve individuals to play a larger role in preventing crime
- Ounce of prevention worth a pound of cure; larger role for individuals

From Unions County Stakeholder

- I feel all have equal importance but first need to fix our accountability model.
- #1 -= crime prevention, education, post crime expectation. We teach people CPR to know what to do IF. We should teach more crime prevention.

From Business Stakeholder

- prepare youth to work/be gainfully employed
- Again education and proven tactics

From Public Agency

- Individuals need more involvement and awareness
- After school programs
- Police presence
- Parental involvement, gang prevention, substance abuse programs, give trend and data sharing
- Reduce poverty – jobs and justice
- Job training and employment

From Public Safety

- Education – high school completion
- Drug/alcohol prevention
- Child abuse prevention
- Education about how individuals keep themselves safe
- Victims – system needs to do a better job of hearing the victims of serious crimes (and other crimes)
- First step is to inventory resources dedicated to crime prevention

- Community/neighbor involvement and problem solving; mutual support; parental involvement and parenting abilities; ameliorating conditions of poverty and joblessness.
- Second priority

Responding to Crimes Not Prevented Map Factors

From Non-Profit Provider Stakeholder

- swift movement into authority action from arresting actor

From Unions County Stakeholder

- Educate citizens about what happens now = after they are victims – what are we doing, what should we do? Jail space – FUND IT!

From Business Stakeholder

- Better media strategy – TV programs, not cable
- Education and proven tactics

From Public Agency

- Prompt and certain prosecution and sanctions where appropriate information sharing of offenders
- Incarceration, investigation, and arrest; effective prosecution

From Public Safety

- Substance abuse treatment
- More response to victims
- Public education program to better manage citizen expectations for police response. Cold burglary isn't treated or responded to in the same manner as a high priority call. Same situation for MCSO and PPB.
- Sure, swift justice. Expectations that we will all follow the rules, laws.
- "What works" balanced system – funding efficient and effective services, not just politically tenable concepts/programs.
- First priority

Emergency Management Factors

From Non-Profit Provider Stakeholder

- Public Safety plans developed and sent to every household in the community
- Immediate practice (gains in consolidating communication functions and planning)

From District Coalitions Stakeholder

- Bubble – Neighborhood Emergency Teams
- Better coordination, education and training between

From Unions County Stakeholder

- If the 'big one' hits, what should people do & what should they expect from providers?

From Business Stakeholder

- Train together
- Education and proven tactics

From Public Agency

- Coordinated efforts through metro area, public awareness and readiness
- Natural disasters, terror response, community based problem solving, addressing victims needs
- Community awareness and involvement
- Planning for emergencies

From Public Safety

- Public awareness of their responsibility to be ready for emergencies
- Resources for poor people to be ready for emergencies
- Mult. Co. Emerg. Management is woefully understaffed/Oper is clearing not a priority for county admin consolidate city and county and fund it appropriately. Huge exposure for both city and county.
- Third priority

Opportunities for Collaboration

Feedback:

Please note, within each category, where you

- **See the best opportunities for collaboration and why**
- **Have reservations and why**
- **Want to add an idea where collaboration would improve public safety results**

From Public Agency

- For collaboration = Feb 22nd there will be a Victims Summit to plan how to better serve the needs of victims

From Public Safety

- Patric has a point about restructuring debt and looking at the personnel as some of the 1st places to look...take a look at where we are spending the most money,
- Would work much better if the county/city lines were contiguous – essentially east county. Could become their own small county.
- A good think – but I don't want politically compromise to drive away pockets of quality which then get diluted to mediocre.
- Recommend: more joint problem-oriented policing and community based problem solving

Regionalization

From Non-Profit Provider Stakeholder

- Jails-probation-courts-police/sheriff – collapse all and reduce

From District Coalitions Stakeholder

- Making sure one agency can/talks to another
- Need more information
- Increase communication, not command

From Unions County Stakeholder

- Difficult to Materialize (Many Officials/Boards/etc...)
- Corrections across 3 counties? City-County-County-County joint budgeting? Big Job!
- With regional transportation we have increased regional crime involvement – all tri county agencies are affected.

From Business Stakeholder

- Facility management
- Data systems integration

From Public Agency

- Emergency management makes sense, likewise emergency communications
- Add Housing and Transitional Housing to the list both do this processs/nw
- I can't see the other metropolitan counties wanting anything to do with Multnomah County in this area.
- Emergency management
- Corrections
- Regional Training Center
 - Police, fire, emergency mgt, community

From Public Safety

- Regionalize emerging communications
- Regionalized emergency management
- I have reservations about regionalizing corrections – Washy, Clack, and Clark; very different priorities then Mult – seems like a big goal without maybe a lot of immediate benefit.
- Regionalization when missions are similar – emer comm. and emer management do not have similar missions.
- Emergency management is a must. Corrections should not be done unless the courts 1st regionalize
- Mult. Co. juvenile detention center serves Clackamas and Washington counties and IS the regional facility
- Corrections
- Record management
- Parole and probation services

Technology and Information Sharing Improvements

From Non-Profit Provider Stakeholder

- Access to criminal justice database separate county (read only) by non-profit providers when missing expenses we don't know where they are)

From District Coalitions Stakeholder

- Everyone needs to use the same system
- Best = emergency information – everyone using same system
- Combine information systems

From Unions County Stakeholder

- Merging information systems and integrating technological advancements are paramount (e.g. moving away from mainframe systems, ability for partner agencies to communicate easily and quickly (email, cell phone)
- Loads of room for improvement
- Better informed officers and inter agency sharing and cooperation is huge in tracking the offenders

From Business Stakeholder

- Bureaus share DBs
- Key people with knowledge combining all info for public digestion

From Public Agency

- See the best opportunity for collaboration for Public Safety IT Group to include improved records management
- The first, fifth and sixth bullets look like good ideas. Others look like some opportunity for savings.

From Public Safety

- PPB should make records management electronic. WE also need to get more systems in DSSJ
- We definitely need to create common data entry
- Recommendation and Reservation: These need more descriptions written by people knowledgeable about the subject matter. Terminology is just off
Good ideas
- City of Portland consolidated IT functions several years ago. The savings were carved from the budget before the real savings were realized. Result: unbearable drop in customer service.
- #1 best option here
- Shared databases and information management. Capacity to use data to inform policy and determine resource allocations.

Joint Programs

From Non-Profit Provider Stakeholder

- Crimes are prosecuted where offenders live, not where crimes are committed

From District Coalitions Stakeholder

- Best opportunity = joint trainings

From Unions County Stakeholder

- Would be huge for education and breaking down barriers set with agencies

- We have lots of them that are effective to varying degrees – Trimet, DARE, PAL, regionalizing enforcement

From Business Stakeholder

- Education of the public goals, laws, punishment

From Public Agency

- Training and safety exercises
- Victim Svcs
- Training = yes. Mental Health – the county does it now. I don't understand this.
- Joint HR functions – recruitment, backgrounds, testing, interviewing

From Public Safety

- Mutual education and understanding of the whole system is important. Has to happen.
- Recommend: training and safety exercises, particularly disaster response
- Join patrol function of MVLT co and PPB – consider east county agencies patrol needs
- Joint training
- Youth programs

Corrections Alternatives

From Non-Profit Provider Stakeholder

- increased community responsibility by offenders to the community

From District Coalitions Stakeholder

- good ideas
- YES!

From Unions County Stakeholder

- Both very important
- Fund jail beds!

From Business Stakeholder

- Pamphlet with information; words and pictures

From Public Agency

- The county is already responsible for alternatives to incarceration and DCJ and the jails. Can make DCJ and sheriff work together better.

From Public Safety

- I don't know what the efficient use of jails and DCJ... Yes to Mental Health. Means clarity on that one would be good.
- Privatize corrections; open and sell the new jail to a private entity who would staff and manage the system; grow it from Clark county to Clackamas County.
- EM is not a corrections alternative. It is smoke and mirrors to say that it is another good option for managing offenders. Not a replacement for a bed.

Organizational Mergers

From Non-Profit Provider Stakeholder

- collapse city/county government into one single system

From District Coalitions Stakeholder

- reservations...shared services for 'back room' functions what are costs to implement? What are risks of lost expertise, response times, etc.

From Unions County Stakeholder

- Great ideas. Would save monies/make us more effective
- All the local agencies should be training together for when they must interact.
- SERT teams could be combined
- Fire and River Patrol definitely combined or fire only respond to fire

From Business Stakeholder

- City/county emergency management operations
- Multiple arrests – off the streets.

From Public Agency

- Have reservations about mergers of HR, Accounting, fleet. Each agency has unique requirements for recruitment needs and fleet use
- PPB take over MCSD patrol function and SWAT, etc. Some of the 'back room' functions may be amenable to combining. Combining emergency functions is a good idea. NRT and ONY combo = yes. If combine victims services, put in the DAs office.

From Public Safety

- Recommend: combine specialized emergency response – and investigative functions
- Revitalize ONI mission to focus less on enforcement and more on encouraging citizen participation.
- Reservation: Not all 'back room' functions are truly back room. HR – different contracts; grants management – very integrated to advising mgmt. Need to maintain services in these mergers – not just overhead.
- 911 and Emergency communications are consolidated for all law enforcement, fire suppression, and EMS with the exception of PDX – which is mandate requires a stand alone, separate dispatch center that sees the airport responders and tenants.
- Analysis has to go beyond efficiencies; actual duties/goals must make sense being aligned.
- Keep Crime Prevention and NRT Officer distinct. Community involvement is a different function than enforcement. Instead, move this idea to technology and information sharing improvements.
- #1 shared services
- Emanagement

Capital Planning and Investment

From Non-Profit Provider Stakeholder

- based on need as supported by numbers and not on department head's agreement on Budget.

From District Coalitions Stakeholder

- good ideas. Develop pros and cons with affected agencies
- + share physical space

From Unions County Stakeholder

- Great idea – good luck! Very political

From Public Agency

- Shared facility use in neighborhood settings
- Sharing physical space does go on and should continue to be explored. Crime prevention functions of city and county should be combined, in general and specifically here as well.
- Build joint 911, EDC Center

From Public Safety

- The city needs to look at some of the county's facilities. IT and fleet changes that have helped us save money – particularly the facilities and IT
- Recommend: Establish core functions for CPTED in ONI and Planning rather than requiring every single bureau to respond.
- Great ideas – facilities planning and sharing space

Other Options

From Non-Profit Provider Stakeholder

- Contract for as many services as possible – leave government to oversee the work and hold private contractors/providers to outcomes – use gov't to support the work – private/non-profit sector can do work much cheaper than gov't.
 - Police/sheriff
 - Jails
 - Treatment
 - Fire
 - Other prevention & response services contracted to CMPS

From District Coalitions Stakeholder

- Portland Public Schools – need to be in discussion;
- Land use planning - needs to be clearer
- Neighbors are very vocal, but because of criteria, city staff can't do anything

From Unions County Stakeholder

- I'm very supportive of the idea of combined State of City/County Safety Report be prepared and issued as a basis to look at revenue/budget planning. Great start.
- State and Federal agencies have tremendous impact on various facets of public safety – yet they are seldom involved in conversation and action on

their part to partner, change policies, etc. that can more efficiently utilized resources.

- Believe that need to focus on improvement of services then look at cost. Find out what you should be doing that is going to be appreciated.
- Both great ideas.

From Public Agency

- Best Practices: Reducing crime includes cognitive change. Make sure we keep balanced approach and collaborators should include social svc agencies.
- Joint City County Public Safety report
- Invest in an assessment of what major components are needed for a desired public safety system, i.e. jail beds, # DAs, # parole and probation officers, treatment capacity
- Mental Health collaboration = as far as I know the county is already responsible for this. If this means put it all under one department that may be good – i.e.: don't have one system in DCJ, another in the sheriff's office, and other at DCHS. It may be pretty complicated to pull all 3 together – but DCJ and MCSO should be.
- Should Gresham Police Department also be at the table?

From Public Safety

- We do need to figure out what the Best Practices are in prevention
- Recommend: Better management of false alarm response. Interoperability of communication technology.
- Add housing services – combine/reorganize
- Also economic development
- Do Mandel was so right. If we spend our resources is all this tells us, basic business can no longer happen. Little of this talks about core responsibilities, required services, primary functions.
- Corrections answer is elected officials, not like BOEC. Focus on regionalize running facilities, fleet. You would have to get rid of the elected sheriff in each county before implementing next steps for items #1 and 2.
- Education of the public and whose responsible for what service. Implications of behavior.
- This effort has tons and tons of potential. I would recommend some focused specific task forces: Drug Crime, Property Crime, Traffic

Homeland Security Grant Proposals Charter

Authorizer: **Mayor Tom Potter & Commissioner Sam Adams**
 Chair Diane Linn & Commissioner Serena Cruz

The Citizens Crime Commission endorses this work. Maria Rubio (City) and Rob Fussell (County) will serve as the primary contacts for the authorizers and will update the group regularly on progress.

Purpose: Why does the team exist? What result is it to produce?

The purpose of the Homeland Security Proposals Team is for the City and County to jointly develop at least one proposal to the federal Homeland Security Urban Area Strategic Initiative (UASI). In developing this proposal, the team is to assume the following:

1. The proposal will be jointly submitted by at least the City of Portland and the County of Multnomah, and ideally in cooperation with other jurisdictions in the county and region.
2. The submitting jurisdictions will agree in advance to abide by all collaborative terms of any successful proposals.
3. No submitting jurisdiction will submit an individual competing proposal.
4. The proposal will be to fund the design and implementation of an interoperable countywide public safety data system, encompassing law enforcement deployment (using Computer Assisted Dispatch and GPS), and electronic field reporting.
5. The team will explore other possible joint proposals (e.g. regional training center) for now, and for the future.

Goal: What will be produced? When?

The team will develop these proposals, in conjunction with the Regional Emergency Management Group, and will specifically identify:

1. The costs and long-term efficiencies expected.
2. Performance or outcome measures against which service quality will be judged.
3. The covenants required from each jurisdiction, should the proposals be funded.
4. Communication strategy to federal delegation for support.

In addition to the grant preparation, the team will outline the issues that need to be resolved in order to execute successfully funded proposals, including, but not limited to,

statutory authority, charter authority, labor contracts, communication with stakeholders, involvement of other jurisdictions, and funding streams and limitations.

The team will develop the proposals by March 1, 2006.

Boundaries: What is the team's authority?

- Grant proposals must be coordinated with and in support of the work being undertaken by the Regional Emergency Management Group (REMG).

Team Membership: Who are team members?

- Team members are the current city and county REMG members, with any additional members recommended by the sponsors.

Approach: What are the process expectations of the team?

- The team is to seek input from appropriate stakeholders, and use the expertise available in the city and county.

Support:

- Staff support will be provided to the team.
- Team may call on internal budget and legal staff to provide financial information and analytical support.

Merge Emergency Management of County and City Charter

Authorizer: **Mayor Tom Potter & Commissioner Sam Adams**
 Chair Diane Linn & Commissioner Serena Cruz
 Sheriff Bernie Giusto

The Citizens Crime Commission endorses this work. **Chair Linn and Mayor Potter** will serve as champions for this effort on behalf of the sponsor group and provide authority, oversight, empowerment and encouragement. They will also see to it that leaders of neighboring jurisdictions are involved in the effort.

Purpose: Why does the team exist? What result is it to produce?

The purpose of the Emergency Management Team is to recommend how to merge the emergency management functions at the county and city. The intent of this design is to eliminate duplication of services. This design is to assume the following:

1. The County, or the City, or a separate board could oversee this consolidated emergency management function.
2. Some level of savings (at least 5% over adopted FY06 amounts) and/or service enhancement must be achieved.

Goal: What will be produced? When?

The team will produce specifications for consolidated emergency management throughout Multnomah County. These specifications must:

1. Calculate the price to be paid for services, including scaled options based on services provided.
2. Offer options that scale the level of service to be provided.
3. Provide authorizers with a reasonable mechanism for third party verification of the team's conclusions regarding the value of the services to be delivered at the established price.
4. Develop performance or outcome measures against which service quality will be judged.

In addition to the design specifications for emergency management services, the team will outline the issues that need to be resolved in order to carry out its design including, but not limited to, statutory authority (state and federal), charter authority, labor issues, communication with stakeholders, involvement of other jurisdictions, funding streams and limitations, implications for the Bureau of Emergency Communications, and the location of any merged operation.

The team will develop its recommended design for merged emergency management functions by April 3, 2006.

Boundaries: What is the team's authority?

- Current public safety employees involved will be protected from layoff as a result of the proposed service strategy. Personnel issues will be managed through attrition or reassignment, in cooperation with appropriate unions.
- Legal obligations, state and federal, should be respected, but the team may recommend changes to the legal requirements, or appropriate alternative approaches to fulfilling them.

Team Membership: Who are team members? Team lead?

- Champions will appoint team lead(s) from the community to provide objective leadership who will fully participate as a member of the team.
- Team lead will be supported by eight members, some of whom will provide operational experience and knowledge, someone with financial expertise, and at least two members unrelated to emergency management who will bring additional creative thinking and experience outside the status quo.
- Team members are expected to commit 200-250 hours per person to this effort.

Approach: What are the process expectations of the team?

- The team is to seek input from customer-citizens about emergency management services.
- The team is expected to interview other key stakeholders including, but not limited to, Regional Emergency Management Group, OR Department of Transportation, Portland Department of Transportation, Multnomah County Public Health services, and non-profit disaster relieve service providers among others.
- The team will meet with the full sponsor group at 2 to 3 junctures for "tollgate" sessions to review progress, receive direction and make decisions.

Support:

- Staff support will be provided to the team, especially for team lead(s).
- Team may call on internal budget and legal staff to provide financial information and analytical support.

River Public Safety Services Charter

Authorizer: **Mayor Tom Potter & Commissioner Sam Adams**
 Chair Diane Linn & Commissioner Serena Cruz
 Sheriff Bernie Giusto

The Citizens Crime Commission endorses this work. **Commissioner Adams and Sheriff Giusto** will serve as champions for this effort on behalf of the sponsor group and provide authority, oversight, empowerment and encouragement.

Purpose: Why does the team exist? What result is it to produce?

The purpose of the River Public Safety Services Team is to design a service delivery strategy for ongoing fire and police safety protection services on the Willamette and Columbia rivers and other waterways in Multnomah County. The intent of this design is to eliminate duplication of services and align service delivery. This design is to assume the following:

1. Multnomah County Sheriff's Office is required to see that law enforcement services are provided in Multnomah County, including on the Columbia and Willamette Rivers.
2. Multnomah County may procure law enforcement services for areas of the county in need of service.
3. The County and/or the City have, or could develop capacity for river public safety functions.
4. Personnel can be cross-trained for all functions.
5. Savings (e.g., at least 5% over adopted FY06 amounts) and/or service enhancement (e.g., addressing service gaps) must be achieved.

Goal: What will be produced? When?

The team will produce specifications for police and fire protection and other services for the Willamette and Columbia Rivers and other waterways in Multnomah County. These specifications will:

1. Inventory the services provided by the City and Multnomah County and other jurisdictions on the Willamette and Columbia Rivers, and other waterways.
2. Offer service strategies that allow for alignment of service provision by one or multiple operators, public or private, while eliminating duplication of effort.
3. Calculate the price to be paid for services, including scaled options based on services provided.
4. Offer options that scale the level of service to be provided. Options must articulate assumptions for response time, level of coverage, seasonal variations, capacity, and other considerations important to citizens.

5. Provide authorizers with a reasonable mechanism for third party verification of the team's conclusions regarding the value of the services to be delivered at the established price.
6. Develop performance or outcome measures against which service quality will be judged.

In addition to the design specifications for river public safety services, the team will outline the issues that need to be resolved in order to implement its design including, but not limited to, statutory authority, charter authority, labor contracts (e.g., seniority, rank, post-employment retirement, certification, etc.), training needs, communication with river stakeholders (e.g., houseboat and yacht associations), involvement of other jurisdictions, and funding streams and limitations.

The team will develop its recommended design for river public safety services by May 12, 2006.

Boundaries: What is the team's authority?

- Current public safety employees will be protected from layoff as a result of the proposed service strategy. Personnel issues will be managed through attrition or reassignment, in cooperation with appropriate unions.

Team Membership: Who are team members? Team lead?

- Champions will appoint team lead(s) from the community to provide objective leadership who will fully participate as a member of the team.
- Team lead will be supported by eight members, some of whom will provide operational experience and knowledge, someone with financial expertise, and at least two members unrelated to city/county river public safety delivery services who will bring additional creative thinking and experience outside the status quo.
- Team members are expected to commit 200-250 hours per person to this effort.

Approach: What are the process expectations of the team?

- The team is to seek input from customer-citizens who receive river services (e.g., individual boaters, yacht clubs, houseboat associations, etc.).
- The team is expected to interview other key stakeholders to understand full range of services provided, including but not limited to, the Coast Guard, the Port of Portland, OR State Police, OR State Marine Board, Clark County (WA), Portland Bureau of Emergency Communication, Bonneville Power Administration, Waterfront Organization of Oregon, and SEATOW Portland.
- The team will meet with the full sponsor group at 2 to 3 junctures for "tollgate" sessions to review progress, receive direction and make decisions.

Support: How will this team be supported?

- Staff support will be provided to the team, especially for team lead(s).
- Team may call on internal budget and legal staff to provide financial information and analytical support.

West Side Law Enforcement Patrol Charter

Authorizer: **Mayor Tom Potter & Commissioner Sam Adams**
 Chair Diane Linn & Commissioner Serena Cruz
 Sheriff Bernie Giusto

The Citizens Crime Commission endorses this work. **Mayor Potter and Commissioner Cruz** will serve as champions for this effort on behalf of the sponsor group and provide authority, oversight, empowerment and encouragement.

Purpose: Why does the team exist? What result is it to produce?

The purpose of the West Side Law Enforcement Patrol Team is to design a service delivery strategy and ongoing functions for west side patrol functions currently performed by Multnomah County. The intent of this design is to eliminate duplication of services. This design is to assume the following:

1. Multnomah County Sheriff's Office is required to see that law enforcement is provided in Multnomah County.
2. Multnomah County may procure law enforcement services for areas of the county in need of service.
3. Any Multnomah County jurisdiction may provide patrol and related law enforcement services to those areas currently served by MCSO.
4. Portland Police Bureau will continue to provide patrol services for the City of Portland.
5. Some level of savings (e.g., at least 5% over adopted FY06 amounts) and/or service enhancement must be achieved.

Goal: What will be produced? When?

The team will produce specifications for patrol services for those areas of western Multnomah County outside the patrol jurisdiction of the City of Portland. These specifications will:

1. Calculate the price to be paid for services, including scaled options based on services provided. Options must also consider the price for administrative support services for these functions.
2. Offer options that scale the level of service to be provided. Options must articulate assumptions for response time, level of coverage, seasonal variations, capacity, other considerations important to citizens, and on the level of administrative support services provided.
3. Consider expanding to any and all law enforcement services, including investigation, drug enforcement, hazardous material mitigation, etc.

4. Provide an analysis of services currently provided by MCSO to incorporated and unincorporated East County jurisdictions for future planning purposes.
5. Provide authorizers with a reasonable mechanism for third party verification of the team's conclusions regarding the value of the services to be delivered at the established price.
6. Develop performance or outcome measures against which service quality will be judged.

In addition to the design specifications for patrol, the team will outline the issues that need to be resolved in order to carry out its design including, but not limited to, statutory authority, charter authority, labor contracts (e.g., seniority, rank, post-employment retirement, certification, etc.), training, communication with law enforcement patrol stakeholders, involvement of other jurisdictions, funding streams and limitations, and the implications of any reduction in MCSO patrol on other investigative services of MCSO.

The team will develop its recommended design for west side law enforcement patrol services by May 12, 2006.

Boundaries: What is the team's authority?

- Current public safety employees involved in patrol will be protected from layoff as a result of the proposed service strategy. Personnel issues will be managed through attrition or reassignment, in cooperation with appropriate unions.
- Legal obligations of the Sheriff or any other law enforcement entity should be respected, but the team may recommend changes to the legal requirements, or appropriate alternative approaches to fulfilling them.

Team Membership: Who are team members? Team lead?

- Champions will appoint team lead(s) from the community to provide objective leadership who will fully participate as a member of the team.
- Team lead will be supported by eight members, some of whom will provide operational experience and knowledge, someone with financial expertise, and at least two members unrelated to law enforcement who will bring additional creative thinking and experience outside the status quo.
- Team members are expected to commit 200-250 hours per person to this effort.

Approach: What are the process expectations of the team?

- The team is to seek input from customer-citizens who receive patrol services.
- The team is expected to interview other key stakeholders, particularly West County jurisdictions currently served by MSCO.
- The team will meet with the full sponsor group at 2 to 3 junctures for "tollgate" sessions to review progress, receive direction and make decisions.

Support:

- Staff support will be provided to the team, especially for team lead(s).
- Team may call on internal budget and legal staff to provide financial information and analytical support.

Emerging Practices in Public Safety On Consolidation, Merger and Other Forms of Resource Pooling

OVERVIEW:

There have been numerous attempts at consolidating public safety functions across jurisdictions. Sam Chapman, co-author of Short of Mergers: Countywide Police Resource Pooling, in a conversation with the Public Strategies Group provided overarching themes. In this section, the lessons learned, as well as the associated costs and benefits of resource pooling, according to Professor Chapman are described.¹ Examples of consolidation, merger and other resource pooling strategies are examined in the context of these lessons, including:

1. Savannah-Chatham Police Department (GA)
2. Charlotte-Mecklenburg Police Department (NC)
3. Corvallis Police Department and Benton County Sheriff's Office (OR)
4. Louisville Metro Police Department (KY)
5. Indianapolis Police Department and Marion County Sheriff's Department (IN)

According to Professor Chapman, supporters of consolidation are motivated by the following benefits:

1. Responsiveness to issues that are inherently regional: There are public safety issues that go beyond borders; consolidation and other strategies limit the degree to which issues are separately addressed. Professor Chapman suggests that one organization that seamlessly serves both jurisdictions could more effectively deal with such regional issues.
2. No duplication: Instead of two similar organizations performing related functions with possible duplication, there will be one organization with clearly defined roles.

On the other hand, he emphasized that the consolidation could be a complicated process due to management and transition challenges, ego and politics.

The professor also discussed some important lessons to consider in consolidation and resource pooling.

¹ PSG Interview with Professor Sam Chapman, December 5, 2005

Politics

Political will is an essential ingredient of a successful consolidation. According to Professor Chapman, it is imperative to realize early that merging functions across two jurisdictions is an inherently political process. He referred to various interests, either competing or common, among politicians, departmental leaders, the union and other stakeholders. He insisted that a deliberate attempt to generate buy-in from these groups is crucial.

Type of Consolidation

Consolidation comes in different shapes and sizes. Despite being an advocate of total consolidation, Professor Chapman noted that there are other effective ways of pooling resources that could respond to the needs of both jurisdictions. Partial consolidation could be an effective arrangement. For example, a city and county can decide to merge public safety support services, such as record keeping and communications, while maintaining core functions, such as patrolling, separate. The rationale behind this, according to Professor Chapman, is that support services are easier to merge than operations.

On the other end of the spectrum is total consolidation where an entire police department of a city may be merged with that of the county. Depending on the existing structures, this may also incorporate related offices like 911/emergency communications. Aside from total and partial consolidation, there are other types of intergovernmental partnerships that could meet the needs of the community. (Refer to Appendix 1: Nine Types of Intergovernmental Partnerships)

Exit Strategy

Consolidation efforts should have an “exit strategy” in the event consolidation, merger or other strategies do not bear fruit. Professor Chapman suggests that an exit strategy should be designed early in the process in order to ensure a smooth transition away from efforts to consolidate services.

Chapman cited politics as one reason to be prepared for this contingency. Resource pooling is a dynamic process and does not end when the departments are merged. Given that after a few years, the political landscape or leadership could be widely different and less supportive of joint services, governments should not feel trapped. This can be accomplished by providing a smooth transition and exit strategy.

SAVANNAH-CHATHAM POLICE DEPARTMENT (GA)²

According to Police Chief Daniel Flynn, consolidating the police departments of Savannah City and Chatham County has been good for the metropolitan area. He backs up this assertion with the fact that 2004 showed the lowest crime rate in the department's jurisdiction.

Costs and Benefits

According to Chief Flynn, consolidation of the police departments resulted in more cost efficient operations. For example, when senior officers retired, the resulting savings were reinvested in other priority items, such as patrol officers. There were also instances of economies of scale when the city and county shared resources, such as vans and canine units. The new department even entered into an agreement with another government agency to buy a helicopter, which neither of them could have afforded otherwise.

The cost efficiency and economies of scale mentioned above enhanced government services. Chief Flynn attributes improvements in their crime rate indicators to these efforts.

On the cost side of merger is pay parity. "If no employee is to lose anything from the process, the lower of the two in any compensation area will have to increase to the higher (level)." For instance, county police officers had the benefit of a take-home police car while city officers did not. To achieve parity, the city had to procure the additional vehicles necessary to provide for take-home cars.

There were other costs associated to create the visible image that there was a new singular department, void of vestiges of the former departments. The new department provided uniforms, a universal shoulder patch, new badges, and new common police vehicle decals and signs.

Politics

Chief Flynn was aware that an important first step toward consolidating city and county police services would be to get his arms around the politics. He specifically mentioned the following stakeholders: (1) County Manager, (2) City Manager, (3) City Mayor, (4) Chair of the County Commission, and (5) Employees. He understood the interests involved and employed the following tools:

- Intergovernmental agreement: This was a working document that spelled out the terms of consolidation. All the relevant stakeholders were involved in crafting the document. It required a lot of work on the front end, but avoided misunderstandings later.

² PSG Interview with Police Chief Daniel Flynn on December 12, 2005

- New organizational structure: Chief Flynn was partial to a new organizational structure. He decided not to use either the existing city or county structure. Instead he based the new form on the needs of the community, while absorbing the personnel and resources of the original departments.
- Institutionalized decision-making: For police oversight, the consolidated department formed a board consisting of the County Manager, City Manager, Mayor and Chair of the County Commission. Committees were established for important issues such as human resources.

Employee participation (whether or not unionized) is crucial according to Professor Chapman. As such, Chief Flynn made it a point to involve employees in the consolidation process. The employees were promised that they would not be “hurt” or laid off. They were also issued regular merger updates. Such actions gained the trust of the employees.

Type of Pooling

Due to past joint investigations by the county and city police departments, leaders of both jurisdictions became open to the idea of pooling their resources. In 2003, the Chatham County Commission and the Savannah City Council voted to formally merge the two police departments. On January 1, 2005, the Savannah-Chatham Metropolitan Police Department stood as a fully merged, fully functional, singular police agency

As mentioned above, a department with a new table of organization emerged. The chief of police reports to the city manager, given that the original city department was larger than the county department.

CHARLOTTE-MECKLENBURG POLICE DEPARTMENT (NC)

Costs and Benefits

Among the benefits of the merger is cost savings. When senior officers retired, the department did not fill the positions. At the same time, they ensured that the remaining staff would be able to meet the needs of the community. The merger also eliminated turf battles between the county and the city.

With regard to cost, the transition demanded time and effort in managing the complicated transition into a consolidated department.

Politics

Initially, the moving force behind the consolidation of the city and county police departments was politics. Leaders of the city and county supported the policy of merging related agencies, such as the departments of planning, public works and parks. Consistent with this trend, the police functions were also merged. In contrast to Professor Chapman's insights, politics in this case helped to initiate the process.

Type of Pooling

In 1993, a merged Charlotte-Mecklenburg police department was mandated to perform the unified police functions for the city and county. The County Sheriff Office continued to exist and separately cover local correctional facilities and functions.

Exit Strategy

The role of politics in the consolidated department recently re-emerged. The original arrangement was that the county would pay the city a fixed percentage for police services. However, with the recent upsurge in the population of the county, the proportionality of the fixed percentage paid for police services became a contentious issue.

The option of separating the police department was suggested, but not implemented. Both jurisdictions decided to keep the merged department, and adjust the fixed percentage paid by the county to an amount acceptable to both.

CORVALLIS POLICE AND BENTON COUNTY SHERIFF (OR)³

This is an example where the attempt to merge two departments was not completed. Despite the Mayor's support, the City Council formally rejected consolidation.

Costs and Benefits

The departments faced financial constraints because of a series of budget cuts. As such, one of the intended benefits was cost savings.

The department also intended to eliminate different customer service practices between jurisdictions that tended to confuse the public. This would have been achieved by establishing a unified procedure for both jurisdictions.

Politics

The effort to consolidate Corvallis Police and Benton County Sheriff included two important steps:

1. Involvement of the union at the front end, and
2. Seventeen focus groups of stakeholders (businesses, students, etc.)

Despite reaching out to the union, consolidation efforts couldn't overcome employee perspectives of insurmountable distinctions between the two cultures. Given the union's position, elected politicians did not push for the merger. Supporters of a consolidated department learned that they needed to work harder throughout the process with the elected officials to prepare them for such resistance.

Type of Pooling

This case included different forms of resource pooling. The original recommendation was to consolidate the law enforcement functions of the departments (management, administration, patrol, investigations, and dispatch), but they recognized other restructuring options short of consolidation that would measurably improve cost-effectiveness:

1. Assignment of the patrol divisions to work as a team
2. One department would provide countywide patrol services for both jurisdictions, through a contract for service.
3. Consolidation of some of the support functions

³ PSG Interview with Pete Sandrock, former Benton County District Attorney, November 23, 2005

LOUISVILLE METRO POLICE DEPARTMENT (KY)⁴

Police Chief Robert White talked to the Public Strategies Group about his experience of merging the city and county police departments in Louisville, KY. This merger was part of the consolidation of the entire governments of the City of Louisville and Jefferson County in 2003.

Costs and Benefits

The main benefit of consolidation in this case is efficiency. For example, when either of the original Louisville and County police departments received a call from a person located near the city and county border, past practice would be to bounce the call around until it was determined which department had jurisdiction. The incompatible communications systems of the two departments further slowed down the response. In contrast, the current arrangement allows the department to quickly respond to any call. Borderline calls are non-existent since the borders between the city and county police departments have been “erased.”

On the cost side, Chief White acknowledged that the transition was a complex process. One of the issues that arose was pay parity, wherein the salary of lower paid department would be adjusted upward. This meant that the staff of the police department of the city received pay increases to match their county counterparts.

Politics

When Chief White joined the department three years ago, the merger was in his words “a done deal.” The leaders of both jurisdictions had already approved it. As such, he did not witness any pre-merger politics. It is worth noting though that there were 20 years of discussion and debate before the merger of the city and the county was finally implemented.

According to Chief White, one of his most important lessons was that “the more you can get people on board, the more successful the process will be.” He reached out to police officers, citizens and other stakeholders and involved them in the process. However, the concept of a consolidated government continues to face some resistance. For example, union members raised concerns about their pay and benefits, as well as different work cultures.

Type of Pooling

Louisville’s approach was to consolidate the city and county governments in their entirety. Chief White’s role was to guide the two separate departments into one cohesive organization.

⁴ PSG Interview with Police Chief Robert White, December 20, 2005

They started with an entirely new organizational chart. This new organization absorbed the different divisions and units of the city and county departments. The end goal was a cohesive and seamless organization. One of the successes of this process was when the leaders of the new department took a map and erased the borders between the county and the city. This meant that 10 police districts (six city and four county) were narrowed to eight. This gave them an identity of a unified agency. It also promoted service efficiency.

INDIANAPOLIS POLICE DEPARTMENT AND MARION COUNTY SHERIFF'S DEPARTMENT (IA)

The city council of Indianapolis recently approved the proposal to merge the Indianapolis Police Department and Marion County Sheriff's Department. The consolidation will officially take place on January 1, 2007.

Costs and Benefits

Among the intended benefits of the merger according to Mayor Peterson is cost savings. For example, duplication of functions can be avoided without prejudice to quality of service. Supporters argue further that more patrol officers can be hired from the savings that will result from the elimination of redundant functions.⁵

Those who oppose the merger counter the mayor's claim of cost savings. They claim that additional funds have to be raised just to avoid staff lay-offs. FOP echoed this sentiment and expressed their concern about reduced benefits. They further maintain that the merger will compromise public safety.

Politics

The recent decision to consolidate the two departments came in the second round of voting. The first vote rejected the proposal. Merger has been a closely contested issue since Mayor Bart Peterson proposed it as a cost savings measure.⁶

The Fraternal Order of Police (FOP), which represents officers from Indianapolis Police Department and the Sheriff's Department, opposed the merger of the two entities. They claimed that the move would compromise public safety.

Members of the community expressed during the council hearings their opposition based on fear of property tax hikes.

The Mayor and the Sheriff have announced their intention to reach out to the stakeholders who opposed the merger.⁷

Type of Pooling

The proposal is to completely merge the two departments. The exact form and details are still to be determined. As mentioned above, consolidation will take place more than a year from the council approval.

⁵ <http://www.indystar.com/apps/pbcs.dll/article?AID=/20051218/NEWS02/512180437>

⁶ <http://www.theindychannel.com/news/5581879/detail.html>

⁷ <http://www.indystar.com/apps/pbcs.dll/article?AID=/20051220/NEWS01/51220031/1006>

Exit Strategy

It is not clear if Indianapolis-Marion County have an exit strategy. Community members expressed a fear of “no turning back” should the merger result in increased property taxes in the future.⁸

⁸ <http://www.theindychannel.com/news/5540561/detail.html>

APPENDIX 1: NINE TYPES OF INTERGOVERNMENTAL PARTNERSHIPS

Cooperating	Coordinating	Collaborating
Using resources to assist other agencies	Organizing or combining resources to more effectively reach a mutual goal	Collectively applying resources toward problems that lack clear ownership
<p>Contributing Resources Agencies contribute resources to another agency's effort.</p> <p>Primary goal: Help a worth cause</p>	<p>Reconciling Activities Agencies adjust or combine existing programs (on-going) in order to deliver services more effectively.</p> <p>Primary goal: Improve programs</p>	<p>Sharing Program Responsibilities Agencies come together as a new entity to provide services or manage a resource</p> <p>Primary goal: Meet a need that can only be addressed by working together</p>
<p>Promoting Others Agencies willingly share information about the work or services of others</p> <p>Primary goal: Meet the need of a shared constituency</p>	<p>Sharing Resources Agencies that use the same good or service agree to share its cost.</p> <p>Primary goal: Save money</p>	<p>Creating New Systems or Programs Agencies work to create and implement a new model to deliver services or address a public problem</p> <p>Primary goal: Develop a new means of responding to public problems</p>
<p>Sharing Information Agencies share information on a formal and informal basis</p> <p>Primary goal: Improve performance by keeping informed</p>	<p>Producing Joint Projects Agencies depend (short term) upon each other for producing a specific event or product.</p> <p>Primary goal: Produce an outcome that no agency could achieve on its own</p>	<p>Collective Planning Agencies develop a collective vision for the management of a resource or alleviation of a social problem</p> <p>Primary goal: Promote collective vision</p>

From Betsy Hubbard, *Making Sense of Public Service Partnerships: Understanding the Why and How of Interagency Efforts*

Portland City/ Multnomah County Public Safety Collaboration

Draft Implementation Timetable (all dates are tentative)

DATE	ACTION	WHO	COMMENTS
<i>Conclude Phase I – Establish Framework</i>			
Jan 2006			
5	<ul style="list-style-type: none">• Add and delete opportunities• Target four near-term opportunities	Sponsors	
26	<ul style="list-style-type: none">• Refine and create workplans for targeted near-term projects• Review first report draft	Steering team	Steering team briefs sponsors
30	<ul style="list-style-type: none">• Status update – especially Homeland grant project• Sheriff on patrol projects• Report draft• Review next steps	Sponsors	
February 2006			
6	<ul style="list-style-type: none">• Finalize project structures and workplans• Finalize Report	Steering Team	Steering Team Brief Sponsors
13	<ul style="list-style-type: none">• Authorize near-term projects• Approve overall framework and next steps• Accept final report	Sponsors	Formally concludes Phase I. Important to agree on general framework and future. Products from report will be refined in Phase III.
<i>Phase II – Targeted Projects for Collaboration</i>			
13	<ul style="list-style-type: none">• Give pending authorization to targeted projects, with timetables, etc.	Sponsors	
May 2006			
4	<ul style="list-style-type: none">• Progress review for targeted projects	Sponsors	
August 2006			
3	<ul style="list-style-type: none">• Progress review for targeted projects	Sponsors	

<i>Phase III – Joint Budgeting</i>			
3	<ul style="list-style-type: none"> Choose and authorize joint budget outcome team Discuss scope and parameters 		
3 - 31	Joint outcome team forms for joint budgeting	Outcome team	Develops common understanding of budget process
September 2006			
7	<ul style="list-style-type: none"> Finalize scope and parameters for joint budgeting Progress Review for targeted projects 	Sponsors	
7-30	Citizen input	All	
October 2006			
5	Development of joint strategies	Outcome team	
November 2006			
2	<ul style="list-style-type: none"> Set price for collaboration Progress review for targeted projects 	Sponsors	In cooperation with city council and county board
December 2006			
7	<ul style="list-style-type: none"> Outcome team presents strategies, maps and request for offers 	Sponsors Outcome team	
7- Jan 15	<ul style="list-style-type: none"> City and County departments bid to the request 	City and County Depts.	
January 2007			
15-31	<ul style="list-style-type: none"> Outcome Team creates package joint proposal 	Outcome team	
February 2007			
1	<ul style="list-style-type: none"> Presentation of draft proposal 	Outcome team	

15	<ul style="list-style-type: none"> Joint proposal approved and sent to City and County Evaluation of Process 	Sponsors	
June 2007			
4-8	<ul style="list-style-type: none"> Joint proposal acted on as part of both city and county budgets for FY'08 	County Admin. and Mayor	
<i>Phase IV – Further Joint Budgeting</i>			
August 2007			
2	<ul style="list-style-type: none"> Joint budget process begins again for FY09 budget 		