

PORTLAND POLICE BUREAU  
NORTH PRECINCT

# THE NORTH ALBINA AND KILLINGSWORTH COLLABORATION

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HERMAN GOLDSTEIN AWARD APPLICATION



CHARLIE HALES, MAYOR  
LAWRENCE P. O'DEA III, CHIEF OF POLICE

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## SUMMARY

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This award application details a problem-oriented policing initiative lead by the Albina Killingworth Safe Neighborhood Commission (AKSNC) in partnership with the Portland Police Bureau's (PPB) North Precinct, the City of Portland Office of Neighborhood Involvement, residents, schools and business groups near the intersection of North Albina Street and North Killingworth Avenue in Portland Oregon. The AKSNC, established in 2006 by neighborhood business owners, residents, educators and other stakeholders, had worked for a number of years to improve this area.

To address the problems at this intersection and the surrounding area, members of the AKSNC and North Precinct engaged in a classic problem-oriented policing approach, working in collaboration with community stakeholders, and using the SARA problem-solving approach to identify and address issues in the neighborhood. This partnership was named the North Albina and Killingsworth Collaboration. The initial survey of the area revealed that the area was plagued by gang violence, and drug dealing; as well as, quality of life issues such as street drinking. This phase also identified community resources such as: active neighborhood associations, a community college with a strong interest in improving the safety and sense of security in the area, as well as local businesses willing to work with the police to improve livability in the neighborhood. Importantly, this initiative was community-led and incorporated policing approaches consistent with the vision of the community (i.e. avoidance of reasonable suspicion stops, avoidance of over-policing and other community concerns).

Analysis revealed that the area was among the most prolific in Portland for shootings and homicides (see Appendix A). Additionally, an independent analysis by Portland State University<sup>1</sup> identified the area as being at high risk for street robberies.

In response to these findings, North Precinct worked with neighborhood groups to address concerns around disorder and violence. This included partnering with Portland Community College's Cascade Campus to use their video and security resources to increase guardianship of the area, utilizing crime prevention through environmental design (CPTED) to remove attractive nuisances which brought street drinking and drug use into the neighborhood, enforcement of street drinking laws to discourage anti-social behavior and establish pro-social norms of behavior for the area and other activities.

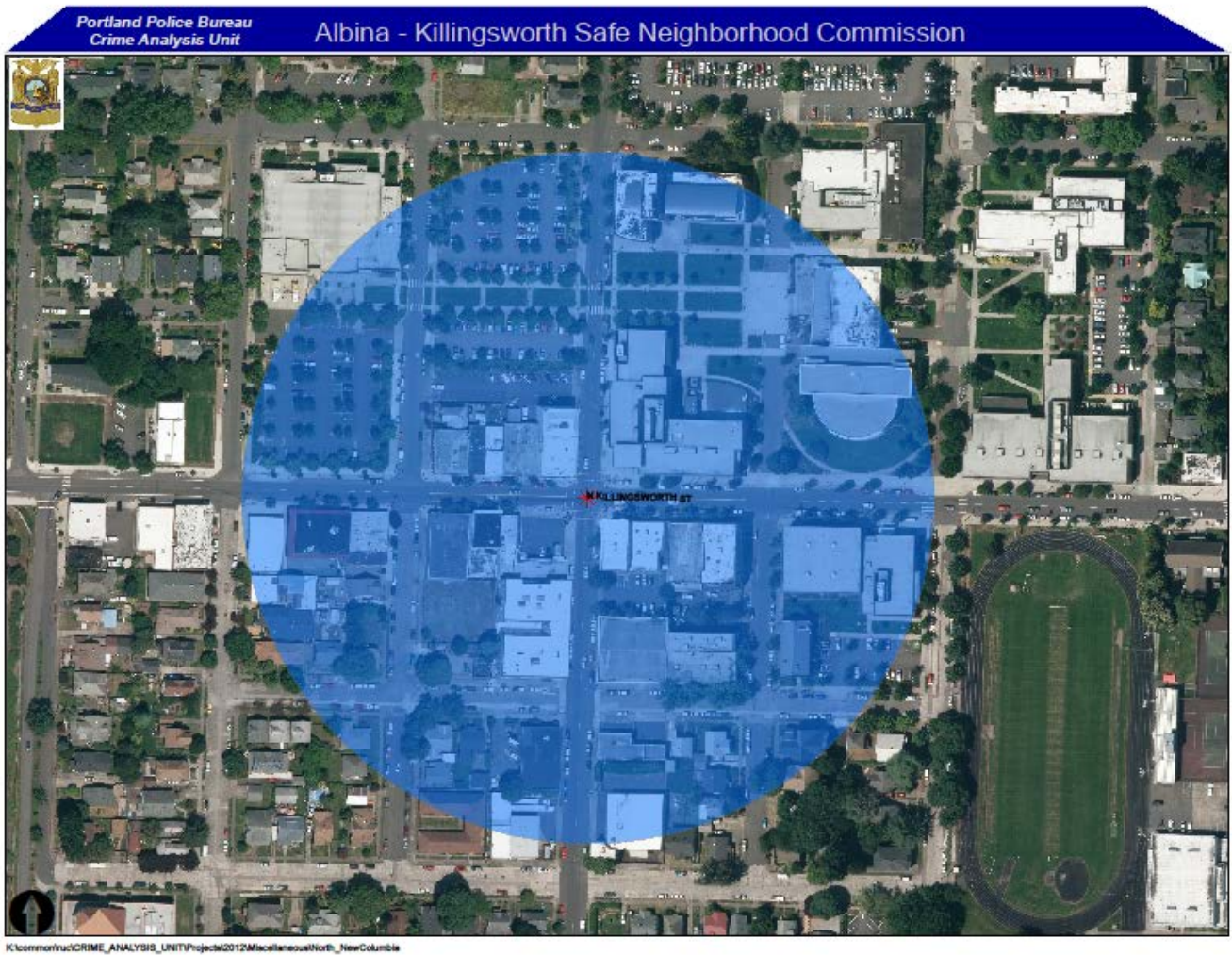
Finally, the PPB's Crime Analysis Unit (CAU) conducted an assessment of the initiative. This assessment included examinations of both criminal incidents and possible negative outcomes; such as use of force by the police or complaints.

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<sup>1</sup> "Forecasting Risk for Street Robbery in Portland, Oregon", Graduate Project May, 2012, by Lauren Lyon Brown

Figure one (see page 4) displays the area associated with the Collaboration.

FIGURE ONE – ALBINA-KILLINGSWORTH AREA



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## SCAN

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The area surrounding North Albina Avenue and North Killingsworth Street is a diverse neighborhood consisting of residential, business and educational facilities. It has several schools, a community college campus, and public library. The area also serves as a major Tri-Met transit hub. Finally, the area is surrounded by residential neighborhoods, including houses and multi-unit dwellings.

Despite a vibrant and diverse community, this area has been plagued with gang violence, drug dealing, and quality of life issues. A 2011 analysis by the Crime Analysis Unit (CAU) identified this area surrounding the Collaboration as among those with the most shootings and homicides between 2006 and May of 2011 (see Appendix A).

The location is also within the geographic area designated by the Portland City Council as a “firearm free zone,” due to the prevalence of firearm violence in this section of the City (see Appendix B). A previous analysis (see Appendix A) identified the areas in Portland with the highest prevalence of firearms related crime and homicides. This analysis, while not conducted specifically for this location, revealed that concerns around gun violence were well founded.

In the year prior to the initiative, the area had experienced a homicide and multiple shootings, creating a climate of fear. In addition to these serious crime issues, neighborhood residents and business complained about an environment in which street drinking, drug use and drug dealing was tolerated directly across the street from a local high school. This created a climate of fear, discouraging active civic engagement in the area.

In response to these issues North Precinct Sergeant Mark Friedman met with community groups, religious leaders, school officials, students, and local business owners. Sgt. Friedman also reviewed several years of meetings minutes provided by the Albina Killingsworth Safe Neighborhood Commission, to gain historical perspective on these issues. This thorough review of qualitative data helped provide context regarding the history of the area and the concerns of community members.

The scan also revealed a number of strengths. Among these were a diverse group of stakeholders committed to improving the area. These stakeholders included: the Albina Killingsworth Safe Neighborhood Commission, the Humboldt Neighborhood Association, Portland Community College, Rosemary Anderson High School, Jefferson High School, the 11:45 initiative (a collation of churches who organize community outreach and mentoring often focused on gang activity), the Oregon Liquor Control Commission (OLCC) and the Office of Neighborhood Involvement (ONI).

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## ANALYSIS

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After the initial scan of the area, officers in North Precinct began to gather both crime data as well as qualitative data from community members about their experiences in the area.

A review of criminal activity prior to January 2012 (the official start of the police involvement) revealed that the area was calling for police service frequently and reporting a significant volume of criminal activity (see Appendix C). The activity consisted of both serious crime (such as aggravated assaults involving firearms and sexual assaults) as well as less serious crimes (such as drinking in public). In all, over 30 Part I and 41 Part II crimes had been documented within 500' of the intersection of N. Albina Avenue and N. Killingsworth Street, between August and November of 2011. Additionally, police responded to on over 100 calls for service from citizens in the area and self-dispatched themselves on over 140 additional calls. This area appeared to be a classic "hot spot" for criminal activity and police involvement.

Officers also identified a number of stakeholders in the area. The Collaboration partners can be found in Appendix G.

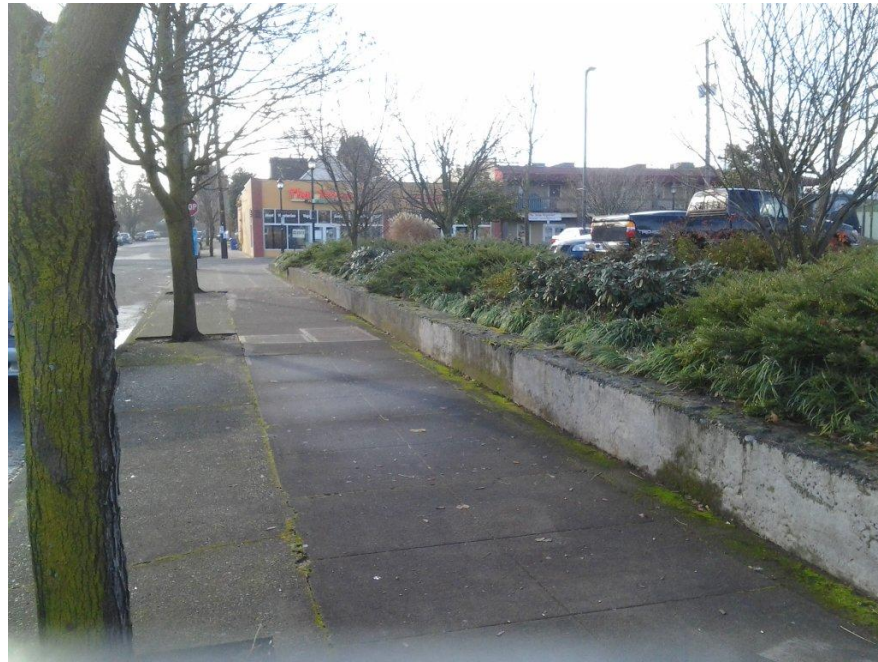
Officers worked with stakeholders and identified several factors that the stakeholders believed contributed to the area's crime problems. The analysis revealed the following issues in the area:

- 1) The Wall

"The Wall" was an attractive nuisance which provided seating and a place to congregate for many of the chronic street drinkers and drug users in the neighborhood. This in turn created a sense of lawlessness which, in the opinion of Collaboration partners, provided cover for and facilitated other illegal activity.

“The Wall” Photograph Taken December, 2011:

FIGURE TWO – THE WALL



- 2) A telephone booth with was used by narcotics traffickers to avoid having to use cell phones:

FIGURE THREE – PROBLEM TELEPHONE BOOTH



Not only did it facilitate the actual transactions, but also served as a landmark and meeting locations for both drug users and dealers.

- 3) Businesses with poor lighting and/or other features which either failed to discourage criminal activity or in the case of street drinking actively encouraged it.
- 4) Poor access control at some of the area schools that either allowed students to exit the premises at inappropriate times or allowed access to the schools by individuals who did not have a reason to be at the location.
- 5) Businesses with a profit model built on the sale of malt liquor, fortified wines and other low cost intoxicants which attracted street drinkers.
- 6) A “norm” of behavior for the area which accepted street drinking, narcotics use and sale, and allowed gang members to actively recruit and operate in the area.
- 7) While the neighborhood had concerns about safety, stakeholders were not interested in a “stop and frisk” model of intensive police contact without “probable cause” of a crime occurring. Given the large number of young males, (particularly minority males) the area was not interested in an enforcement approach based upon “reasonable suspicion” but instead wanted active enforcement of crimes that were occurring. Given the issues with street drinking and other illicit activity there was no shortage of actual crime.

The analysis phase revealed that the first four problem items on this list were largely due to the physical environment. Establishing long-term improvement to the area would require modifying the physical space. Items five and six involved expectations about behavior and would require working with area residents to establish more pro-social norms of behavior. The first six items would also require police enforcement of existing laws to re-establish order and foster a sense of safety in the neighborhood more conducive to the desired pro-social norms.

However, the types of enforcement acceptable to the Collaboration partners were constrained by item seven. The Collaboration partners wanted focused enforcement of the livability concerns identified, namely street drinking, drug activity, and gang violence. They did not want indiscriminate stops and searches, due to the fact that, they were concerned about reduced police legitimacy. The large number of students in the area made it imperative that the police avoid a blanket enforcement strategy.

To address this issue, the police decided to focus enforcement on the crimes identified by the Collaboration partners, and to use a probable-cause based model of enforcement. This resulted in less reliance on more subjective standards of evidence, such as reasonable suspicion<sup>2</sup>. This did not mean that all the stops occurring in the area involved probable

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<sup>2</sup> Probably cause and reasonable d suspicion are legal standards of evidence. Probable cause is general considered to be “more likely than not” or while reasonable suspicion requires less evidence than probable cause. Because reasonable suspicion is a lower standard of evidence than probable cause it enables officers to stop individuals when it is less than 50% likely that they were involved in a crime. This *(footnote continued)*



cause; however, the primary mechanism for enforcement would be based on probable-cause arrests and citations.

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is done to enable officers to determine if a crime has occurred and can be a valuable tool. In this instance the Collaboration did not want students regularly stopped while on their way to high school or community college.

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## RESPONSE

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Based on the above analysis and additional conversations with stakeholders, the Albina and Killingsworth Collaboration decided on the following philosophy:

### **Collaboration Philosophy**

- ✓ Work with community members to identify acceptable behavior for the area surrounding North Albina Avenue and Killingsworth Street.
- ✓ Use probable cause arrests to discourage behaviors identified as problems by the community members.
- ✓ In partnership with community members engage in intensive problem solving to reduce the need for ongoing enforcement.
- ✓ Maintain ongoing partnerships with the community to ensure continued improvements in the area.

Additionally, the vision for police involvement in the Collaboration precluded certain activities or assumptions. Specifically:

- ✓ The program is not a “stop and frisk” model.
  - Emphasis on probable cause arrests of problem behaviors identified by the community.
- ✓ The program is not a limited duration “operation/mission”.
  - Emphasis on ongoing partnerships.
- ✓ The program is not police directed.
  - The key to obtaining community support for ongoing partnerships.

In addition to reducing livability and crime, it was hoped that the process would build legitimacy and encourage cooperation between citizens and police officers. An intensive initial effort coupled with problem solving would encourage pro-social behavior allowing for reduced police involvement.

Specifically the Collaboration addressed the points identified in the initial analysis by:

#### **1) “The Wall”**

Community members had identified the wall as an attractive nuisance, providing a space for drug deals and street drinkers to congregate. This causes issues by bringing individuals who behaved in an anti-social manner into the neighborhood. Solving this problem involved both strict enforcement of street drinking laws, (especially in the initial phases of the Collaboration) as well as, physically redesigning the space. A fence was added (see photographs below):

“The Wall” December 2011:

FIGURE FOUR – THE WALL BEFORE IMPROVEMENTS



“The Wall” August 2012:

FIGURE FIVE – THE WALL AFTER IMPROVEMENTS



## **2) The Problem Phone Booth**

Other environmental redesign included removing the pay phone. This was also done in conjunction with increased enforcement of drug crime.

## **3) The Physical Environment**

The Collaboration partnered with the Portland Development Commission (PDC) to address issues related to lighting, signage etc., which might attract criminal behavior. The Collaboration worked with the PDC to provide low interest loans to local business owners to address issues such as lighting, or to plant “green walls.” The later item involves planting vines or other greenery, which will grow vertically on a wall. It potentially helps eliminate graffiti by creating a barrier over the wall.

The first three initiatives (physical improvements to the area) were coupled with increased pro-active police enforcement, particularly of drug and alcohol offenses. These efforts included over 120 charges for alcohol related offenses and nearly 30 charges on drug related offenses (Appendix E provides the breakdown of arrests within the area from January to July, 2012).

## **4) Poor Access Control at Schools**

The Collaboration worked with the area schools to improve physical security and ensure that entrances and exits were controlled<sup>3</sup>. This helped improve the security of the schools themselves and also helped prevent truancy in the secondary schools.

## **5) Businesses Attracting Street Drinkers**

Officers worked with the Oregon Liquor Control Commission (OLCC) and local business owners to develop abatement agreements preventing the sales of certain types of fortified wines and malt liquors popular with street drinkers due to their low price and relatively high alcohol content. It was hoped that improvement to the area would increase business traffic and help mitigate the financial impact caused by the reduced sales of these kinds of products.

## **6) Behavioral Norms**

This item was addressed by increased police presence. While North Precinct had a dedicated team of officers working on this project the precinct Commander also had each of the shifts (Day, Afternoon and Night) be responsible for conducting some activity aimed at improving the area. This was not necessarily enforcement based; although it did generate increased police activity (see the following items).

## **7) Community Sensitivity to Police Tactics**

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<sup>3</sup> This included both physical alterations as well as the redeployment of existing security personnel. Police only parking, located at the intersection, was also included to help facilitate additional police presence in the area.

To address this concern, the enforcement efforts in the area relied on increased surveillance and guardianship, conducted primarily through increased police presence or the use of monitored CCTV. As mentioned above, the North Precinct Commander, Mike Leloff, had each shift be responsible for working in the area daily. These often included conducting a 15-minute walking patrol. This approach (consistent with a micro-policing hot spot initiative) generated increased police surveillance of the area. In addition to this, the police officers partnered with security at Portland Community College to utilize their network of closed-circuit televisions. This allowed for increased surveillance of the area, to ensure that behaviors in the area (particularly vandalism and street drinking) were adhered to stakeholder expectations.

This system was particularly powerful, in that, it eliminated the need for more subjective, stop and frisk type, interventions. Officers enforced existing laws at the direction of the area stakeholders in a manner consistent with their vision of how they would like their community policed.

Importantly, while the initial police involvement did involve enforcement, the volume of arrests decreased quickly. In fact, by the fifth month of the project charged offenses were beneath the five year average (see Appendix F); by July of 2012, the number arrests in the area had fallen to **zero**.

Oversight provided by groups such as the AKSNC, the Humboldt Neighborhood Association, Portland Community College and others helped ensure that the tactics used by police were effective for the neighborhood, but just as importantly, did not damage the legitimacy of police in the neighborhood. In fact, increasing legitimacy was necessary to ensure that improvements to the behavioral norms of the area persisted after intensive police presence ceased.

The area around N. Albina and N. Killingsworth had a constellation of issues that had to be addressed simultaneously. Previous efforts (addressing only some of these concerns) often failed to take hold in the longer term. The active response phase, which began in January of 2012, lasted six months. An initial evaluation was conducted in July to assess the impact of the effort with follow-up evaluations conducted after one and two years (see Assessment section).

The Collaboration itself consisted of large number of community stakeholders (see Appendix G). These groups worked directly with police officers in many cases. This activity included “walk and talks” in the area, helping determining the kinds of police activity in the area and perhaps most importantly increasing police legitimacy.

This direct support was supplemented by activities taken on by various stakeholders, independent of police. This included outreach to juveniles in the area, work by Portland Office of Neighborhood Improvement (ONI) crime prevention specialists to improve the physical environment and/or business practices in the area, and community building activities, such as fairs and social events.

Groups, such as 11:45 (see Appendix G), conducted gang outreach in the area. Members of the Multnomah County District Attorney's Office partnered with the City of Portland, Multnomah County Health and Human Services and community members in the Gang Impacted Families Team (GIFT), to provided opportunities to former gang members and their families (see Appendix G). Portland Community College Security assisted police with resources and by helping monitor the area when police were not present. The Albina Killingsworth Safe Neighborhood commission helped keep police informed of the issues in the neighborhood.

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## ASSESSMENT

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The Collaboration had several quantifiable metrics which needed to be assessed in order to determine if the intervention had the desired effects. Police and other stakeholders wanted to reduce calls for service and Part I crimes; however, they did not want to accomplish this at the cost of increased use of force by the police or increased complaints against the police.

### **January to July Assessment (2012):**

An initial evaluation was conducted in August of 2012 using data through July, 2012. This assessment resulted in the following findings (see Appendix G for graphs):

#### **Part I Offenses**

Part I offenses consist of crimes such as Murder, Rape, Aggravated Assault, Robbery, Burglary, Larceny, Motor Vehicle Theft and Arson<sup>4</sup>. Part I crimes near the Collaboration between January and July of 2012:

- ✓ Decreased 16.1% compared with 2011.
- ✓ Decreased 27.4% compared with a five-year average (2007 to 2011).
- ✓ Citywide crime Part I crimes were up 9% at the time of this evaluation.

#### **Radio Calls**

Consistent with other indicators there was a marked reduction in radio calls over the course of the collaboration. While initially high due to increased police presence, the number had fallen to about 1/3 of the historic average by July. Radio calls:

- ✓ Decreased 8.8% compared with 2011.
- ✓ Decreased 15.3% compared with the five-year average (2007 to 2011).
- ✓ Decreased to 22 in July compared with 58 calls in 2011 and 66 calls being the five-year average.

#### **Use of Force**

Force used during the Collaboration by police was minimal. To determine this, the Portland Police Bureau CAU examined custody cases with 500' of North Albina Avenue and North Killingsworth Street to determine the percentage of cases where police used force of any type<sup>5</sup>. There were three uses of force in the area during the period of the initiative (one

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<sup>4</sup> Reported as of August 4<sup>th</sup>, 2012.

<sup>5</sup> Police use of force can be confusing. The PPB captures actions such as strikes with fists, feet, baton, Tasers etc. but also categorizes action such as pointing a firearm at a suspect as force. In fact nearly half of all force used consists of pointing firearms.

more than in 2011), however, the ratio of force-to-arrests was reduced considerably (see Appendix H).

### **Use of Force Summaries**

In addition to examining force in the area, the CAU examined force used specifically by officers assigned to work in the Collaboration (not all of these incidents occurred in the area of N. Albina and N. Killingsworth). The following cases are summaries of the force used by officers involved in the Collaboration and in (or near) the area of the Collaboration<sup>6</sup>:

#### *Use of Force Incident One*

Officers observed a twenty-one-year old male selling narcotics. Officers attempted to contact the individual who fled. An officer pushed the suspect as he ran, knocking him to the ground.

#### *Use of Force Incident Two*

Officers received information that suspects from an earlier fight were looking for “revenge” and possibly armed with a handgun<sup>7</sup>. Officers located the individuals and performed a traffic stop. During the course of the stop firearms were pointed at the individuals.

#### *Use of Force Incident Three*

Officers observed a vehicle parked at a market known at the time for selling narcotics paraphernalia (this issue subsequently addressed via an abatement agreement). Officers observed the vehicle which had multiple individuals getting in and out of the back seat. As many as six individuals entered the car and it left the area.

Officers attempted a traffic stop on the vehicle and two occupants fled the vehicle. One of the suspects, a nineteen-year-old male, attempted to run past two officers and was pushed down onto the grass. Officers recovered a 9mm handgun.

#### *Use of Force Incident Four*

A thirty-two-year-old male suspect in a domestic violence case, who was a designated gang member and allegedly armed, was arrested. During the arrest officers pointed a firearm at the suspect.

### **Complaints**

Officers associated with the Collaboration did not received any complaints about their performance during the period studied<sup>8</sup>.

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<sup>6</sup> Two cases were excluded because they occurred outside the area of the collaboration and one case was excluded because the reports were not available. The excluded case was classified as Force-firearm pointed, meaning they did not involve strikes, applications of the Taser or other more extreme uses of force.

<sup>7</sup> Information obtained from reports and email correspondence with Sgt. Mark Friedman

<sup>8</sup> Confirmed by Internal Affairs as of August 13<sup>th</sup>, 2012



## **One-Year Assessment (2012)**

The PPB's CAU conducted an analysis of crime (Part I and II crimes) and calls for service for the full year of 2012 and well as the July through December time period (this was the stage at which police transitioned out of daily involvement in the area and instead focused on maintaining community contact and monitoring the area).

### **Part I Offenses**

- ✓ Decreased 34.4% for 2012 compared with 2011.
- ✓ Decreased 32.2% for 2012 compared with an average for 2007 to 2011
- ✓ Part I violent crime fell by 70% for 2012 compared with 2011
- ✓ Part I violent crime fell by 67% for 2012 compared with an average for 2007 to 2011

Crime reductions remained strong after active enforcement efforts ceased (July of 2012). This is important as it demonstrates the potential for residual returns on the intensive police efforts during the initial stages of the Collaboration. This allowed the officers assigned to problem-solving efforts in this area to refocus on other problem locations and work with the community to monitor the Collaboration area.

### **Part II Offenses**

- ✓ Increased 35.3% for 2012 compared with 2011
- ✓ Increased 84.7% for 2012 compared with an average for 2007 to 2011
- ✓ Part II offenses generally not associated with officer-initiated calls<sup>9</sup> fell by 9% for 2012 compared with 2011
- ✓ Part II offenses generally not associated with officer-initiated calls fell by 37% for 2012 compared with an average of 2007 to 2011

The increase in Part II offenses was driven by officer-initiated arrest for warrants, drugs, firearms and most extensively alcohol offenses (see Appendix E). As with Part I crimes, the volume of these offenses decreased substantially after officers ceased the more active enforcement efforts associated with the first six months of the Collaboration. Furthermore, Part II crimes associated with citizen reports of crime fell both when compared with 2011 and with an average of 2007 to 2011.

## **Radio Calls**

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<sup>9</sup> This includes the offense groups of: simple assault, forgery/counterfeiting, fraud, stolen property, vandalism, sex crimes, kidnapping and trespass/threats.

- ✓ Decreased 18.9% for 2012 compared with 2011.
- ✓ Decreased 31.4% for 2012 compared with an average for 2007 to 2011.
- ✓ Decreased 25.1% for 2012 after daily involvement in the area ended (July through December) when comparing 2012 to 2011.

## **Two-Year Assessment (2013)**

### **Part I Offenses**

- ✓ Decreased 1.7% for 2013 compared with 2011 (this represents one Part I crime and should be interpreted as remaining flat).
- ✓ Was consistent for 2013 compared with an average for 2007 to 2011
- ✓ Part I violent crime decreased by 50% for 2013 compared with 2011
- ✓ Part I violent crime decreased by 44% for 2013 compared with an average of 2007 to 2011

For the 2012-2013 year, the benefits of heavy police enforcement on overall Part I crime appear to have largely dissipated. As will be discussing in the next section, police enforcement levels fell far below previous years. It would appear that heavy police presence may have suppressed Part I crime, and that this effect lasted for through 2012 and then Part I crime levels returned to long-term averages in 2013, after police left the area.

There appears to be a positive effect on the distribution of crime in the area. Crime shifted from violent person crime to larcenies. Furthermore, many of these larcenies were associated with construction which was occurring in the area as it became a more attractive place to live and do business.

### **Part II Offenses**

- ✓ Decreased by 65% for 2013 compared with 2011
- ✓ Decreased by 54% for 2012 compared with an average for 2007 to 2011
- ✓ Part II offenses generally not associated with officer-initiated calls<sup>10</sup> fell by 33% for 2013 compared with 2011
- ✓ Part II offenses generally not associated with office-initiated calls fell by 54% for 2013 compared with an average of 2007 to 2011

As mentioned above, it appears that in 2013 the area saw a dramatic reduction in police enforcement. Despite this reduction in enforcement Part II crimes, particularly crimes such as vandalism, liquor offenses, disorderly conduct, and trespass remained well below previously reported numbers. This is heartening, in that it, may represent a real shift in the area where quality of life gains made during the Collaboration have been maintained for over two-years, despite a reduction in police resources to levels beneath those invested in the area pre-collaboration (2007 to 2011).

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<sup>10</sup> This includes the offense groups of: simple assault, forgery/counterfeiting, fraud, stolen property, vandalism, sex crimes, kidnapping and trespass/threats.

## **Radio Calls**

- ✓ Decreased 40% for 2013 compared with 2011.
- ✓ Decreased 35% for 2013 compared with an average for 2007 to 2011.

As with Part II crimes the area saw a large reduction in citizen-initiated radio calls when comparing both 2013 to 2011 and when comparing 2013 to the average for 2007 to 2011. This represents a substantial reduction in the need for police resources in the area and is consistent with the vision of the Collaboration.

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## CONCLUSION

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The North Albina and Killingsworth Collaboration was a community and police partnership aimed at improving the quality of life in the area surrounding the intersection of North Albina Avenue and North Killingsworth Steet. This area had been subject to both serious violence and on-going quality of life issues for over two decades. The Collaboration was able to both improve the safety of the area, and the quality of life, without generating complaints, increasing the use of force or damaging the legitimacy of the police.

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## AGENCY AND OFFICER INFORMATION

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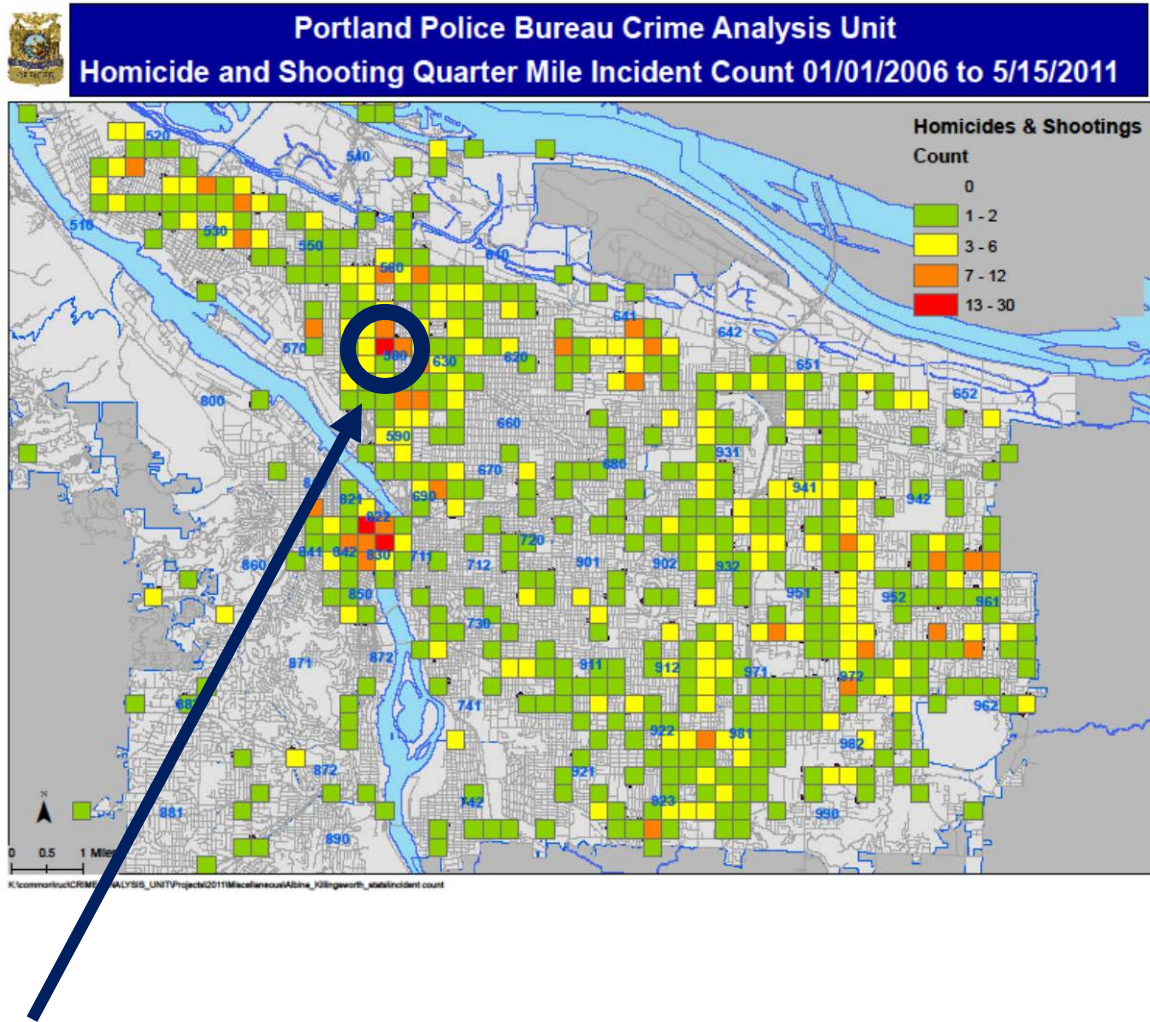
### **Key Project Team Members**

Commander Mike Leloff – representing the Portland Police Bureau  
Sergeant Mark Friedman – representing the North Precinct Street Crimes Unit  
Stephanie Reynolds, Crime Prevention Program Manager  
Celeste Carey – representing the Office of Neighborhood Involvement  
Lt. Derrick Foxworth Sr. – representing the Portland Community College Public Safety  
Dr. Algie Gatewood – representing the Albina Killingsworth Safe Neighborhood Commission  
Dr. Karin Edwards – representing the Albina Killingsworth Safe Neighborhood Commission

### **Project Contact Person**

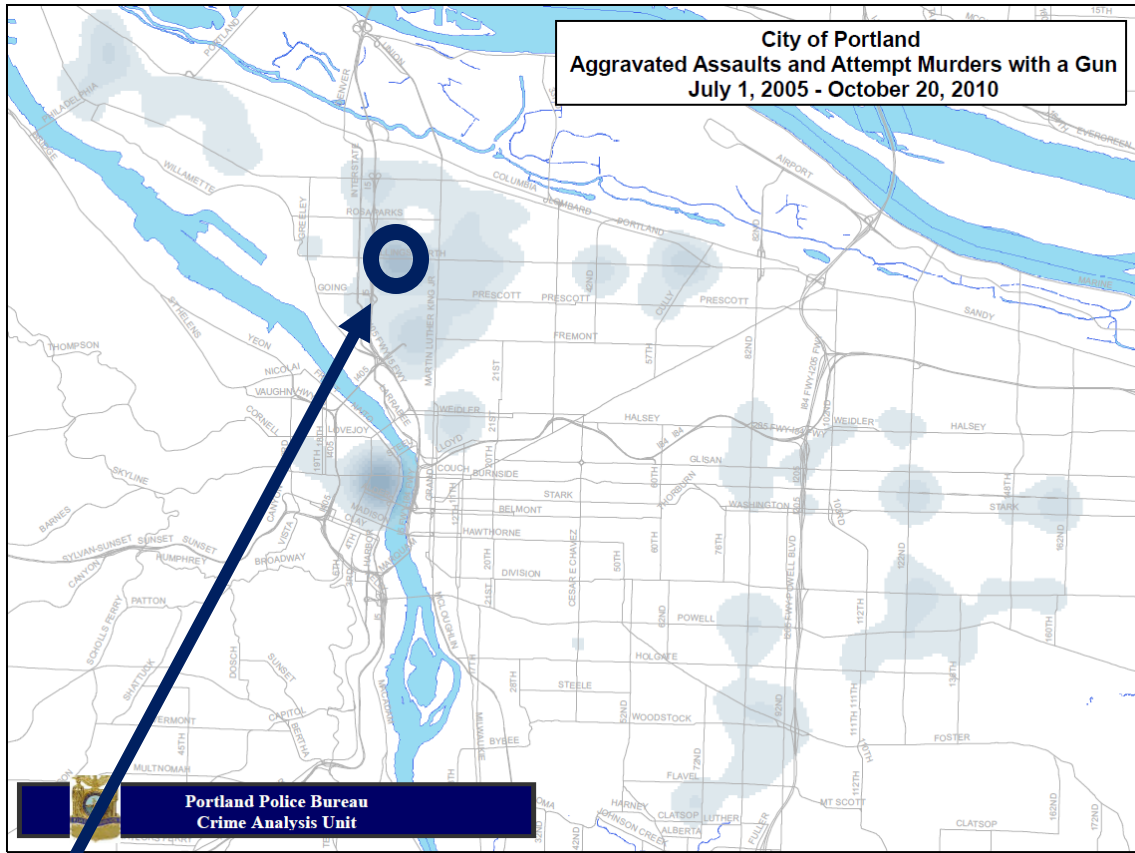
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APPENDIX A

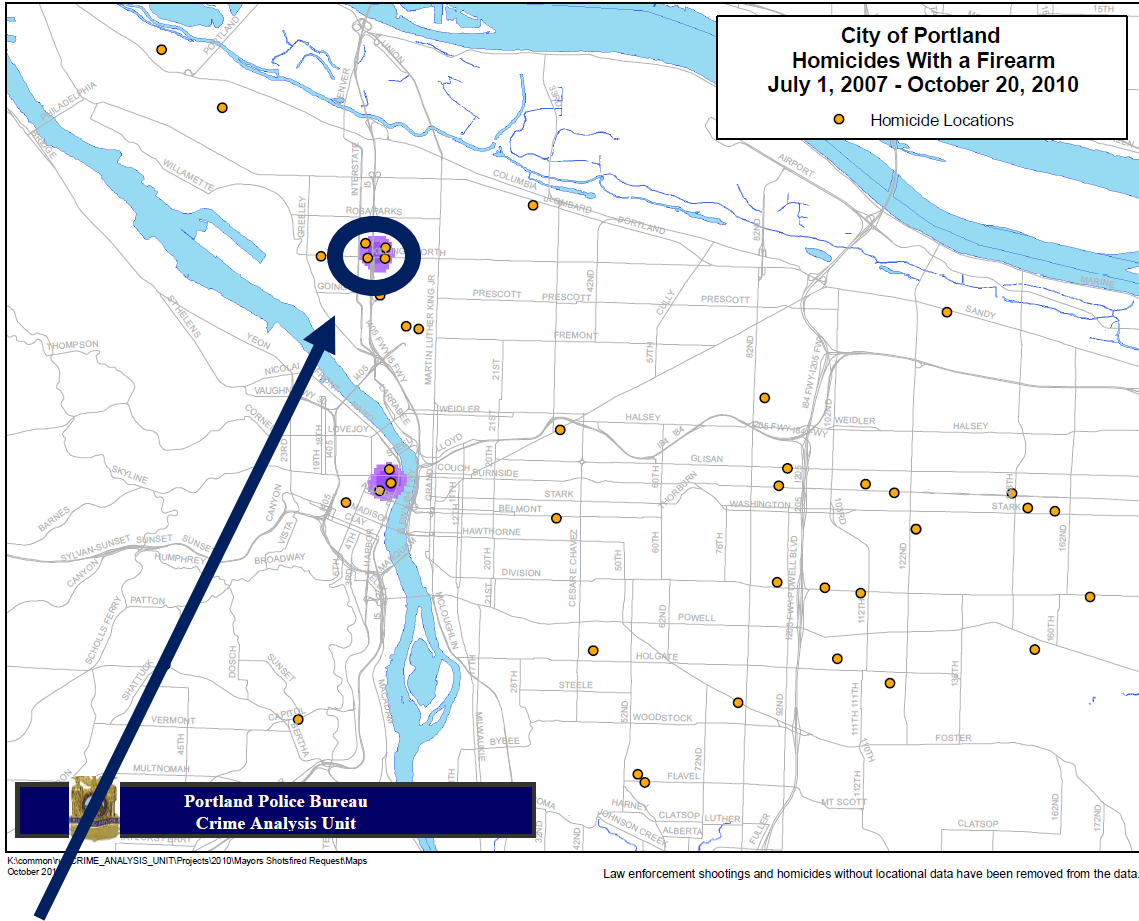


This analysis was conducted prior to the Collaboration and was used in the scanning phase. Approximate area of involvement (circle and arrow added for this document).

APPENDIX B



This analysis was conducted prior to the Collaboration and was used in the scanning phase. Approximate area of involvement (circle and arrow added for this document).



This analysis was conducted prior to the Collaboration and was used in the scanning phase. Approximate area of involvement (circle and arrow added for this document).



**APPENDIX C**

**Police Calls within 500' of N. Albina and N. Killingsworth - August to November 2011**

<b>Citizen Calls for Service</b>		<b>Self-Dispatched Calls for Service only Aug-Nov</b>	
911 HANGUP	3	AREA CHECK	2
ACCIDENT-HIT&RUN-COLD	2	ASSIST CITIZEN OR AGENCY	1
ACCIDENT-INJURIES	1	COMMUNITY POLICING	1
ACCIDENT-NON INJURY	2	DETAIL	5
ACCIDENT-UNKNOWN INJURY	1	DISTP	1
AREA CHECK	5	DRUGS,LIQUOR,PROSTITUTION,GAMB	1
ASSAULT WITH WEAPON	1	FLAGDOWN	6
ASSAULT-PRIORITY	2	FOLLOWUP	3
ASSIST CITIZEN OR AGENCY	1	PERSON CONTACT	80
DISTP	12	SHOTS FIRED	1
DISTURBANCE W/ WEAPON	1	THEFT-COLD	3
DRUGS,LIQUOR,PROSTITUTION,GAMB	3	TRAFFIC STOP	20
FLAGDOWN	1	UNDESCRIBED INCIDENT	3
HARRASSMENT	1	WARRANT	1
HARRASSMENT-COLD	1	WELFARE CHECK-COLD	1
MEDICAL PROBLEM	1	77	12
MISSING-PERSON ENDANGERED	2	<b>Grand Total</b>	<b>141</b>
MISSING-PERSON LOST,FOUND,RUNN	1		
NOISE DISTURBANCE	2		
PREMISE CHECK	1		
PROPERTY LOST,FOUND,RECOVERED	1		
SHOOTING-WITH WEAPON	1		
SHOTS FIRED	2		
SUICIDE ATTEMPT OR THREAT	2		
SUSPICIOUS SUBJ,VEH,CIRCUMSTAN	6		
SUSPICIOUS WITH WEAPON	2		
SUSPICIOUS-PRIORITY	3		
THEFT-COLD	2		
THEFT-PRIORITY	3		
THREATS-COLD	1		
THREATS-PRIORITY	1		
THREATS-WITH WEAPON	2		
TRIMET INCIDENT-COLD	1		
TRIMET INCIDENT-PRIORITY	1		
UNWANTED PERSON-COLD	15		
UNWANTED PERSON-PRIORITY	3		
VANDALISM-COLD	1		
VEHICLE STOLEN-COLD	1		
WELFARE CHECK-COLD	6		
WELFARE CHECK-PRIORITY	5		
<b>Grand Total</b>	<b>103</b>		

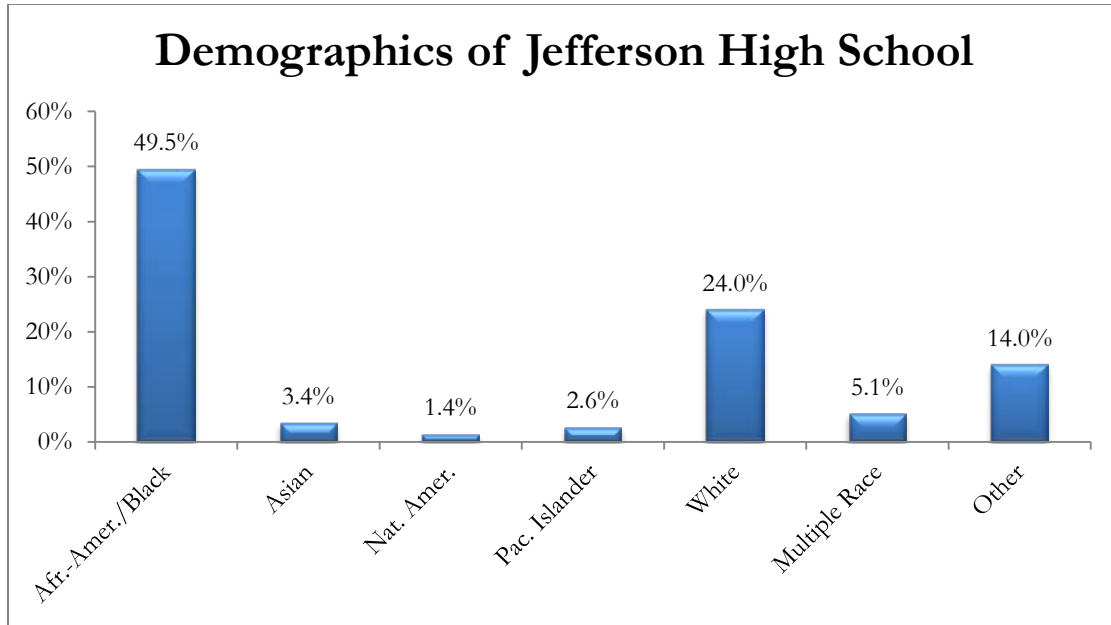
**Part I and II Crimes within 500' of N. Albina and N. Killingsworth - August to November 2011**

<b>Part I Crime Aug-Nov</b>		<b>Part II Crime Aug-Nov</b>	
AGGR ASLT-HANDGUN	1	CURFEW-JUVENILE	2
AGGR ASLT-HANDS ETC	2	DISORDERLY CONDUCT	5
AGGR ASLT-KNIFE	1	GAMBLING-ILLEGAL GAMES	1
ARSON-CMRCL BLDG-NOT USED	1	GARBAGE/LITTERING	1
ASSAULT/SIMPLE	1	LIQUOR-DRINKING IN PUBLIC	22
LARCENY-BICYCLES	2	LIQUOR-FURNISHING	1
LARCENY-FRM BUILDINGS	13	LIQUOR-MINOR IN POSSESSION	1
LARCENY-FRM MOTOR VEHICLE	1	MARJ-LESS 1 OZ-POS/SALE	1
LARCENY-SHOPLIFT	1	NARC-COCAINE-POS/SALE	1
LARCENY-UNSPECFD	4	THREATS/INTIMIDATION	1
LARCENY-VEHICLE PARTS/ACC	1	TRESPASS	2
RAPE	2	VANDALISM-VEHICLE	2
<b>Grand Total</b>	<b>30</b>	WEAPONS-CARRY CONCEALED	1
		<b>Grand Total</b>	<b>41</b>

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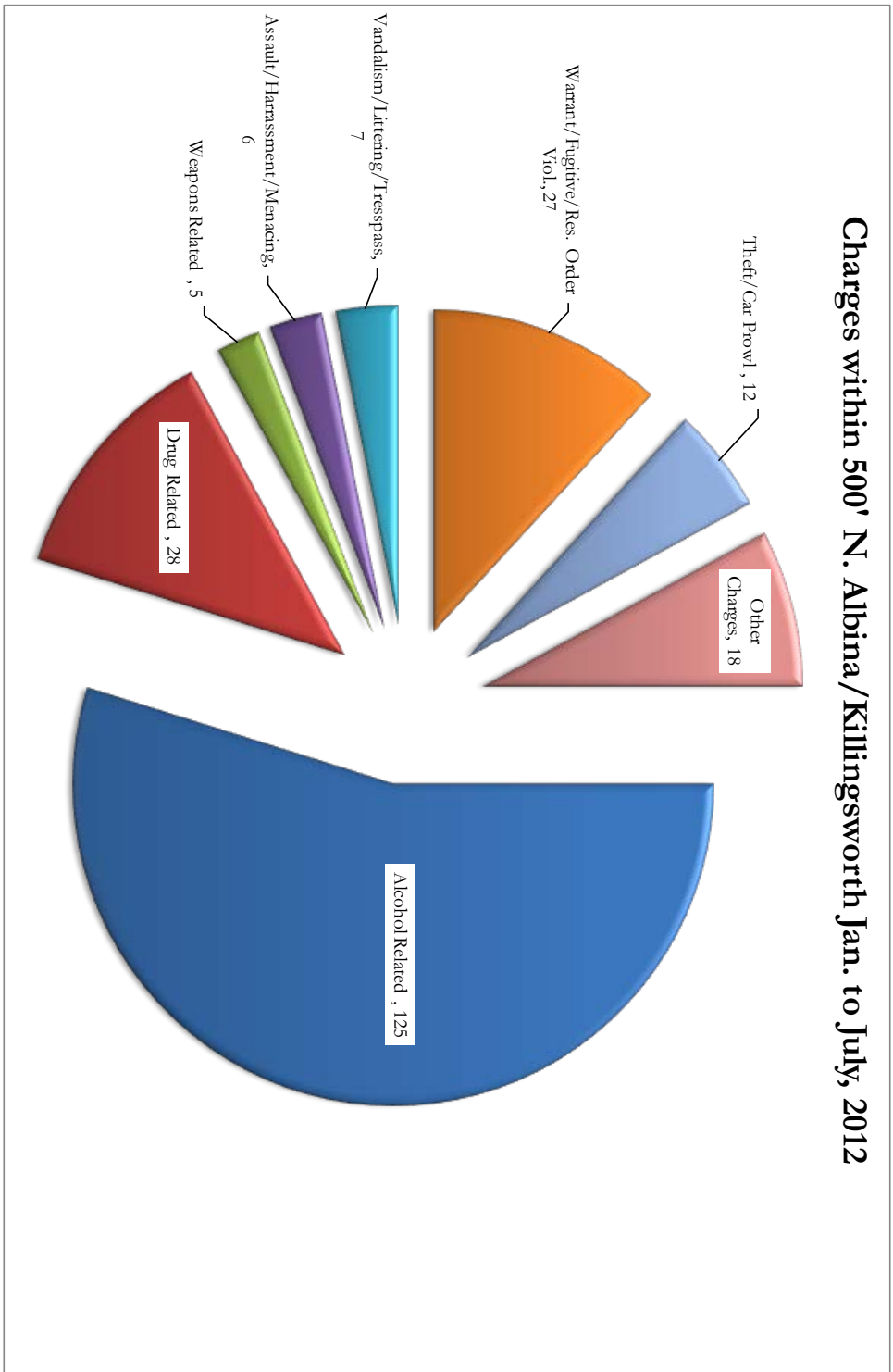
APPENDIX D

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Data from: [http://www.pps.k12.or.us/files/data-analysis/2011\\_Enrollment\\_Summary.pdf](http://www.pps.k12.or.us/files/data-analysis/2011_Enrollment_Summary.pdf)

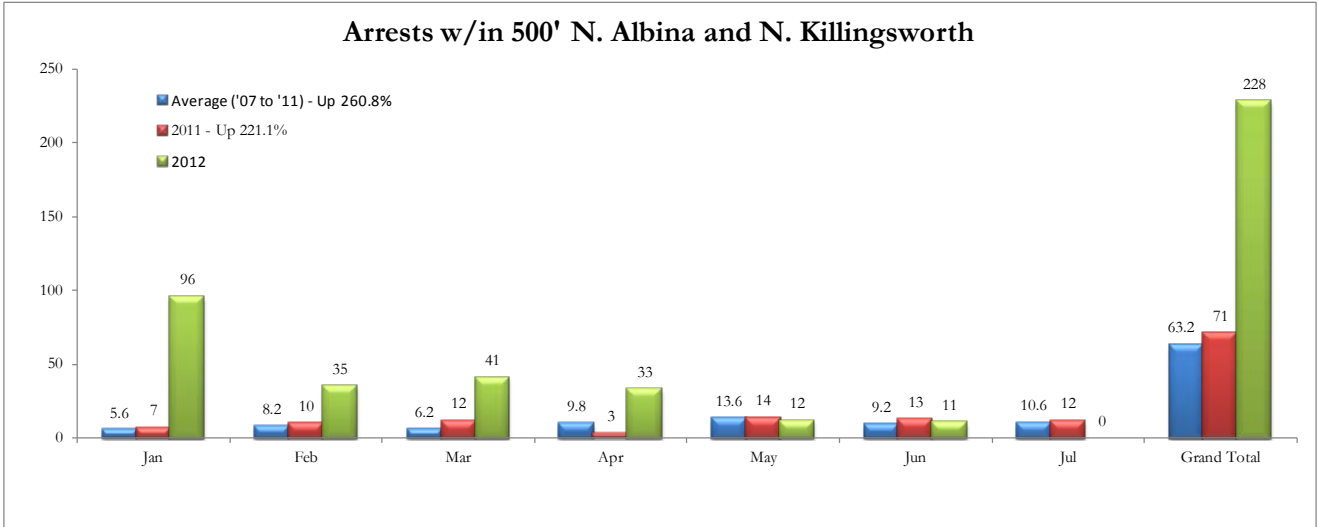
APPENDIX E



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APPENDIX F

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## APPENDIX G

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### Community Partners:

11:45

Mission: To mobilize people from Portland area churches to volunteer for one year - once a week for 45 minutes - to serve in strategic areas (There-Share-Care-Prayer) in order to aid existing city and community efforts to stop gang violence and the aftermath on our streets.

THERE - A visible presence to facilitate neighborhood outreach by mobilizing groups of people to walk in designated "Hot Spots".

SHARE - A connecting presence - mobilizing mentors for troubled and at risk youth.

CARE - A supporting presence to provide support for families in our community.

PRAYER - An interceding presence - mobilizing a network of people to pray for the peace, safety and welfare of the City of Portland.

#### Executive Committee:

Pastor Dr. Mark Strong  
Bishop Marcus Pollard  
Pastor George Merriweather  
Dr. Franklin Alvey  
Bishop C.T. Wells  
Bishop Steven Holt  
Rev. Dr. W.G. Hardy  
Marci Jackson  
Marcie Spruill

#### Participants in the Collaboration:

Dwight Minnieweather  
Johnnie Johnson  
Johnny Bradford  
Jeff Gamble  
Warner Davis  
Michael Martin  
Craig Parks  
Kiah Gravel

## Albina Killingsworth Safe Neighborhood Commission

### Albina Killingsworth Safe Neighborhood Commission Membership (Currently Active Members as of 12/16/13)

First Name	Last Name	Organization	Title
Ricky	Allen	Jefferson High School	Vice Principal
Paul	Anthony	Humboldt Neighborhood Association	
Margaret	Calvert	Jefferson High School	Principal
Celeste	Carey	City of Portland Office of Neighborhood Involvement	
Kate	Desmond	Multnomah County	
Larry	Dortmund	McMenamin's	
Derrick	Foxworth	PCC Public Safety	Lieutenant, Co-Chair
John	Garner	PCC Parking & Transportation	Manager
Ken	Goodwin	PCC Public Safety	Director
James	Hayden	Multnomah County District Atty's Office	
Craig	Kolins	Cascade Campus Interim President, Co-Chair	
Michael	Leloff	Portland Police Bureau	Commander
Jason	Lim	Asian Reporter	
Charles	Magers	Cascade Campus Safety Committee	
Joe	McFerrin	POIC-Rosemary Anderson High School	
Jacob	McKay	Hoffman Construction	
Rebecca	Ocken	Cascade Bond Projects	Manager
Mark	Parkvold	PCC Cascade Facilities	Manager
Val	Polk	POIC/Rosemary Anderson	
Abraham	Proctor	PCC Cascade Community Relations	
Josh	Sims	Cascade Associated Students of PCC	
Rebecca	Stavenjord	Multnomah County Health	
John	Thompson	Cascade Campus Public Safety	
Patricia	Welch	North Portland Library	
Carolyn	Wilson	Cascade Campus President's Office	
Eric	Zimmerman	Multnomah County	

## Gang Impacted Families Team (GIFT)

### GIFT Program Goal

The goal of GIFT is to implement gang suppression, intervention, prevention and reentry for youth and adults impacted by gang involvement and violence. The focus of the GIFT program is to provide services to individuals who are the most entrenched in the gang life style and pose high risk to the community and to provide services to their family members in an effort to break the inter-generational cycle associated the gang life style.

### Concept Development History

In February 2012, the Gang Impacted Family Team (GIFT) program was created through the leadership of Portland Police Bureau (Chief Mike Reese) and the Multnomah County District Attorney's Office (Mike Shrunk and Rod Underhill). GIFT was structured as a non-funded collaborative City and County services multi-disciplinary team, created to provide support for youth and families to break intergenerational ties that perpetuate gang involvement and violence within the community.

GIFT is comprised of member representatives from the Portland Police Bureau, Office of Youth Violence Prevention, Multnomah County District Attorney's Office, Multnomah County Department of Criminal Justice, Multnomah County Public Health Department, Multnomah County Department of Human Services, and private non-profit service organizations.

In March 2013, the City Council approved the application to the State of Oregon, Youth Development Council created by GIFT stakeholder services for grant funding to provide a full time GIFT Coordinator. In May of 2013 the City was selected to receive a grant award supporting the GIFT Coordinator position.

Portland Opportunities Industrialization Center Inc. (POIC) was selected to received grant funding for the hiring of 1 full time employee to serve as the GIFT Coordinator. POIC is a local private non-profit organization currently offering prevention and intervention services to gang impacted youth and families, while working collaboratively with GIFT stakeholder service agencies in a number of programs to include: Community Healing Initiative (CHI) receiving funding through Multnomah County and the Street Level Gang Outreach Program receiving funding through the City of Portland.

The GIFT Coordinator position was fully activated on June 1, 2013 and is funded through May 31, 2014.

Coordinator:  
Siyonna Webb

**Other programs that interacted with the Collaboration either directly or indirectly via GIFT:**

Gang Violence Task Force (GVFT)

Chaired by the Mayor's Office, Office of Youth Violence Prevention. Facilitated in collaboration with the Portland Police Bureau and Multnomah County Dept. of Community Justice Services. The mission of the Gang Violence Task Force is to affect positively the youth, families, and residents whose lives have been impacted by gang violence and to promote public safety by incorporating the best and most innovative practices of community partnership to reduce gang influence, violence, and crime. Meetings are open to the public.

Street Level Gang Outreach Program (SLGO)

Based upon National 'Best Practice' models: Boston's Streetworker Program has been hailed as one of the most effective youth prevention and early intervention services provided to Boston's youth. The goal of the program is to connect "hard-to-reach" youth to needed services and resources through direct, targeted street outreach; and Ceasefire Chicago model which uses outreach workers, or violence interrupters, to mitigate conflict on the street before it turns violent. Outreach workers are oftentimes former gang members, who use their street credibility to show community members better ways of communicating with each other and how to resolve conflicts peacefully.

The City of Portland supplies grant funding to 3 private non-profit services (Immigrant and Refugee Community Organization, Native American Youth Family Center and Portland Opportunities Industrialization Center) to provide a total 10 full time and 2 part time SLGO workers. SLGO workers provide intervention outreach services to city areas considered hotspots for gang-related activity, while working in coordination with law enforcement and other service providers during hours of highest activity probability. SLGO workers build relationships with programs in the community for the purposes of connecting gang



members/associates and/or their families to educational, social, medical, and employment-related services.

#### The Service Coordination Team (SCT)

Managed by the Portland Police Bureau in collaboration with law enforcement and social service agencies. It is designed to reduce the incidence of drug related property crimes and stop the cycle of criminality and drug addiction by providing treatment opportunities for chronic offenders who have not succeeded using traditional treatment methods. Program success is achieved by coordinating jail sentences, probation and parole oversight and housing and treatment services for the City's most chronic offenders.

#### Gang Service Coordination Team

The purpose of this team is to coordinate information and to form strategies for the deployment of resources to best serve at risk gang affected populations. Additional to law enforcement action plans strategies involve intervention, prevention and referral services.

Hosted by Portland Police Bureau Tactical Operations Division Gang Enforcement Team. Member services include, Portland Police Bureau, Portland Parks and Recreation Park Rangers, Multnomah County Department of Community Justice Adult and Juvenile Parole and Probation services, Oregon Youth Authority, Portland's Street Level Gang Outreach Program, Gang Impacted Family Team Coordinator and Office of Youth Violence Prevention.

#### Court Bench Probation Mentoring Program

Description of the Program: To supply legal measures low level criminal offenders who are gang involved through the assigning as a condition of probation to meet with a community mentor to counteract an emerging problem with gang recruitment and serious gang violence. Implemented in February 2011 as an expansion to the Multnomah County District Attorney Office Neighborhood Gang Violence Reduction Program. Partner services involved in this project are the Multnomah County District Attorney's Office, Office of Youth Violence Prevention, faith based community program entitled 11 – 45 and other citizen business and community leaders.

#### Gang Impacted Human Trafficking / Commercial Sexual Exploitation of Children (CSEC)

Multnomah County is nationally recognized for designing & implementing a unique coordinated interagency/intersystem Continuum of Care for providing services to child victims of sex trafficking. This system was developed in 2010-11 through a community planning process that was initiated by the CSEC Steering Committee. Janus Youth Programs, a nonprofit organization with extensive history of working on collaborative projects serving at-risk and homeless youth in Multnomah County.

#### Community Healing Initiative

A grant funded collaborative program conducting outreach to gang involved youth and families, providing mental health assessment and addictions treatment; school retrieval and retention; pro-social skill building activities; employment readiness and placement; basic needs; case management; linkage to support services; and flexible client service funds. Stakeholder services include Multnomah County Department of Community Human Services and the Department of Community Justice. Grant funded private non-profit

partner services are Portland Opportunities and Industrialization Center (POIC) and Latino Network.

Black Male Achievement (BMA) Technical Services Grant

In April 2013 National League of Cities Institute for Youth, Education, and Families selected 11 cities to receive assistance as they work to reduce disparities between black males and their peers. Project cities will include: Charlottesville, Va.; Chicago, Ill.; Fort Wayne, Ind.; Jacksonville, Fla.; Louisville, Ky.; Milwaukee, Wis.; Oakland, Calif.; Omaha, Neb.; Orlando, Fla.; Philadelphia, Pa.; and Portland, Ore. Portland’s BMA program is sponsored directly through the Mayor’s Office, and facilitated by Office of Youth Violence Prevention. BMA stakeholders include City and County services, private for profit, private non-profit organizations and community.

**Multnomah County District Attorney’s Office:**

District Attorney:

Rod Underhill

Deputy District Attorneys:

Chuck Sparks

Wayne Pearson

James Hayden

Eric Zimmerman

**Multnomah County Circuit Court**

Judges:

Judge Julie Franz

Judge Nan Waller

Judge Jean Maurer

Judge Kenneth Walker

Court Bench Probation Mentoring Program:

Description of the Program: To supply legal measures low level criminal offenders who are gang involved through the assigning as a condition of probation to meet with a community mentor to counteract an emerging problem with gang recruitment and serious gang violence. The program was implemented in February 2011 as an expansion to the Multnomah County District Attorney Office Neighborhood Gang Violence Reduction Program. Partner services involved in this project are the Multnomah County District Attorney’s Office, Office of Youth Violence Prevention, faith based community program entitled 11 – 45 and other citizen business and community leaders.

**Office of Neighborhood Involvement**

Crime Prevention Program Manager

Stephanie Reynolds

Crime Prevention Specialist

Celeste Carey

### **Portland Community College**

Cascade Campus President:

Dr. Algie Gatewood

Portland Community College Security:

Director Ken Goodwin

Lt. Derrick Foxworth

Acting Sergeant John Thompson

Officer Lyle Brown

Officer Wally Chow

Officer Bob Dunn

Officer Steve Feather

Officer Erik Hargrove

Officer Todd Johnson

### **Portland Development Commission**

Denise McGriff

### **Portland Opportunities and Investment Center**

Val Polk

Joe McFerrin

Elmer Yarborough

Julia Mitchell

### **Portland Police Bureau**

North Precinct Commander:

Michael Leloff

Sergeant Street Crimes Unit:

Mark Friedman

Sergeant Gang Enforcement Team:

Donald Livingston

Ken Duilio

Officer Gang Enforcement Team:

Charles Asheim

John Billard

Christopher Burley  
Brian Dale  
James Defrain  
Patrick Murphy  
Andrew Polas

Officers Street Crime Unit:

Rob Simon  
Jim Townley  
Ty Garrison  
Chris McDonald  
Ryan Porath  
Jim Mooney

Traffic Division

The entire division ran ongoing traffic enforcement around the schools during the Collaboration period led by Sergeant Robert Vopel (with the assistance of the entire division).

Crime Analysis Unit

Sergeant Greg Stewart  
Officer Wayne Alderman  
Crime Analyst Jenny Melius

**City of Portland Office of Youth Violence Prevention**

Director:

Antoinette Edwards

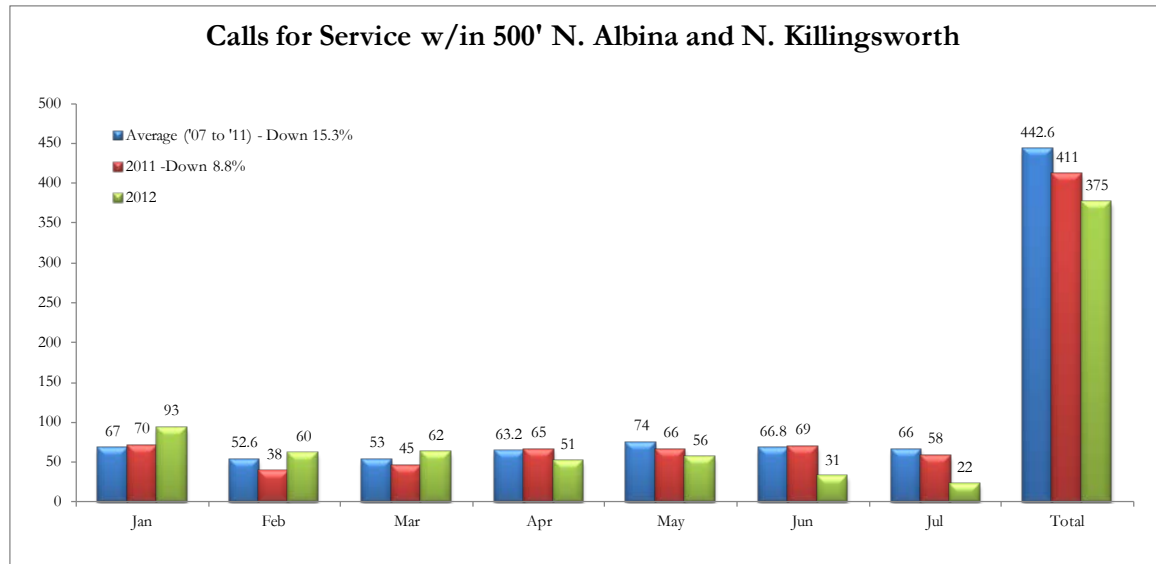
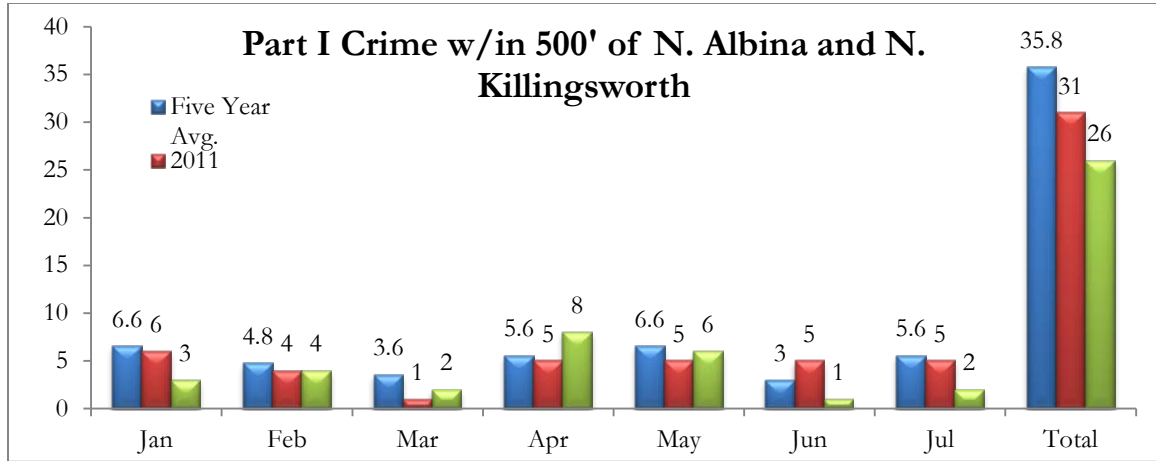
Gift Coordinator/Grant Manager:

Tom Peavey

Gang Outreach Workers (Contracted from Community Organizations):

Cuauhtemo Alverado	Native American Youth and Family Center
Robert Blake	Portland Opportunities and Industrialization Center
Hiag Brown	Portland Opportunities and Industrialization Center
Adrian Galvez	Portland Opportunities and Industrialization Center
Nelson Gonzalez	Portland Opportunities and Industrialization Center
Israel Hill	Portland Opportunities and Industrialization Center
Kamille Irwin-Cordero	Portland Opportunities and Industrialization Center
Glenn Lamotte	Native American Youth and Family Center
Michael Mangum	Portland Opportunities and Industrialization Center
Tiffany Morris	Native American Youth and Family Center

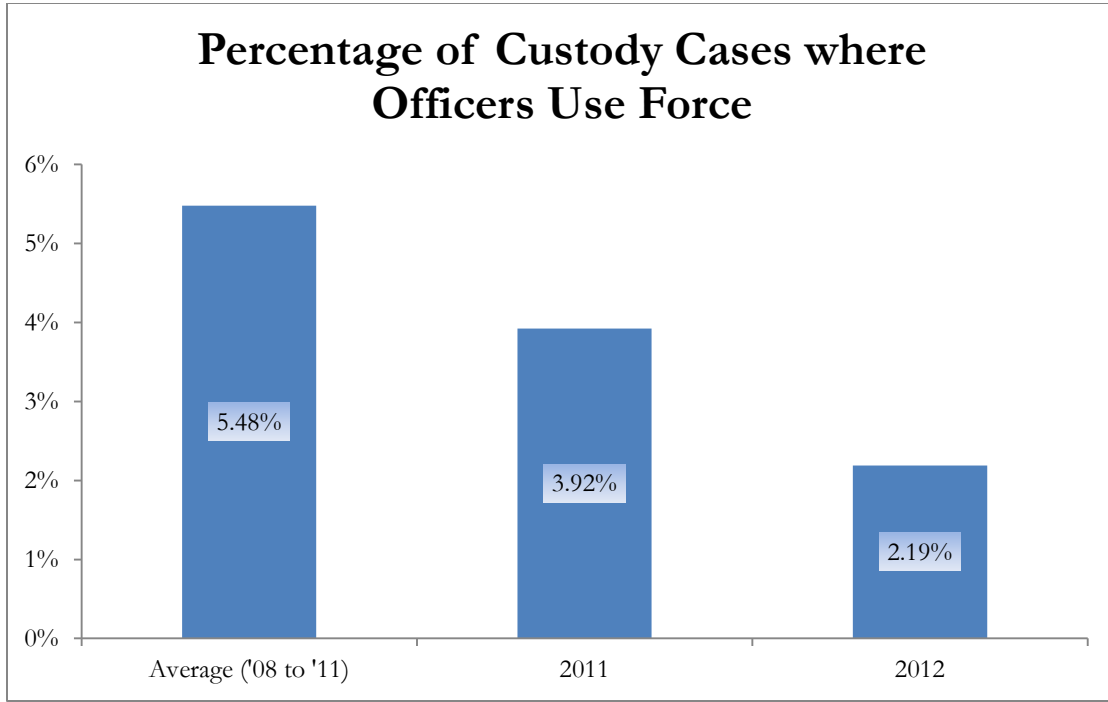
APPENDIX H



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APPENDIX I

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Year	Custody Cases	Force Cases
2008 to 2011 Total	146	8
2011	51	2
2012	137	3

Force was examined from 2008 to 2011 (as opposed from 2007 to 2011 in the case of other analyses) due to a change in policy on what the PPB defined as force that occurred in 2007. This makes comparison prior to 2008 less meaningful.