

**I. MANAGEMENT STRUCTURE**

**A. STEERING COMMITTEE**

**1. Contact person for this application:**

Name: Mary Davis, Executive Director  
Address: Brentwood-Darlington Community Center  
7211 SE 62<sup>nd</sup> Avenue  
Portland, OR 97206  
Phone: 503.306.5961  
Fax: 503.306-5946  
E-mail: bdcc@hotmail.com

STEERING COMMITTEE MEMBERS		
NAME	TITLE	ORGANIZATION
Mary Davis*	Executive Director	Brentwood-Darlington Community Center
Susan Cox*	Chair	Brentwood-Darlington Neighborhood Association
Dick Hazeltine*	Resident	Brentwood-Darlington Neighborhood Association
Jan Jones	Public Safety Assistant	Brentwood-Darlington Community Policing Center
John Welch*	Resident	Lents Neighborhood Association
Kate Lieber	Neighborhood Deputy District Attorney, Southeast Precinct	Multnomah County District Attorney
Leah Lively	Neighborhood Deputy District Attorney, East Precinct	Multnomah County District Attorney
Stan Grubbs	Commander, Southeast Precinct	Portland Police Bureau
Rick Rictor	Commander, East Precinct	Portland Police Bureau
Marsha Palmer	Southeast Crime Prevention Specialist	Portland Office of Neighborhood Involvement
Anne Peterson*	Coordinator	Outer Southeast Caring Community
Ginny Peckinpaugh*	Director	Southeast Uplift Neighborhood Program
Kris Olsen	United States Attorney	U.S. Department of Justice

\* Committee members who live in the target area.

**2. The Role of the Steering Committee**

The purpose of the Steering Committee is:

- To develop a strategic plan that represents the interests, concerns, and needs of the target community.
- To establish policy for accomplishing the mission, goals, and desired outcomes of the Weed and Seed Project.
- To act as a catalyst for partnering, problem solving, prevention, and systemic change in the target area.
- To act as a conduit for information and resources to residents in the target area.

The Committee will conduct its work by using subcommittees focused on four principal Weed and Seed elements:

- *Weed Subcommittee:* will focus on strategies and activities that support law enforcement, community policing, and crime prevention.
- *Seed Subcommittee:* will focus on strategies and activities that support problem solving, intervention and treatment, neighborhood restoration, and community policing (bridge between weeding and seeding).
- *Resource Subcommittee:* will identify potential funding sources, oversee Weed and Seed budgets, and track Weed and Seed partnerships and projects.
- *Executive Subcommittee:* will oversee and advise the Weed and Seed Coordinator and subcommittees, and make decisions on behalf of the Steering Committee when the full committee is unable to meet.

The Steering Committee will appoint two members to act as co-chairs. The Steering Committee will be responsible for identifying and voting on policy issues that directly affect the Weed and Seed site. The Executive Subcommittee will consist of the Steering Committee co-chairs and the chairs of the three other subcommittees. This sub committee will be responsible for policy implementation. One member of the Executive Subcommittee will be responsible for the direct supervision of the Weed and Seed Coordinator (see below) on programmatic matters and Weed and Seed policy.

The Committee will implement a collaborative approach to law enforcement, community policing, intervention, prevention and treatment, and neighborhood restoration strategies. It will advocate for the on-going implementation of the project by providing policy guidance for the agencies that have committed to the goals and objectives described in this application.

Proposed initial Bylaws for meetings and voting procedure are as follows:

- **Meetings** shall be held on a bi-weekly basis unless additional meetings are needed.
- **Notice** shall be given of the date, time, and place of a meeting at least ten days prior to the meeting time. Requests for meetings shall go to the Coordinator for notification of the steering committee members. Written notice may be delivered personally, by facsimile, or other form for written communication.
- **Quorum.** Two-thirds of the voting members must be present to constitute a quorum.
- **Proxies.** A member may be represented at a meeting in person or by written proxy.
- **Voting.** Policy and fiscal actions will require a vote. On each action requiring a vote by the members, each voting member shall be entitled to one vote. All decisions shall be approved upon a vote of 2/3rds of the voting members present.
- **Records of Votes.** The coordinator shall be responsible for appointing a person to record all votes taken by the voting members. A record of these votes shall be sent to the members in written form with the Notice of Meetings as specified above.

## **B. DAY-TO-DAY MANAGEMENT**

### **1. Proposed Fiscal Agent:**

The proposed fiscal agent will be a non-profit organization called Southeast Uplift Neighborhood Program. They will administer the site's funds and provide administrative supervision and support for the Weed and Seed Coordinator.

## 2. Weed and Seed Coordinator

The Steering Committee plans on utilizing a Weed and Seed Initiative Grant to fund a Weed and Seed Coordinator (\$45,000). The Coordinator will staff the Steering Committee, monitor day-to-day operations, and report to the Committee on implementation issues and opportunities. This will entail site visits and the development of project reporting forms that provide the Steering Committee and EOWS with performance data for tracking and fine-tuning implementation and for measuring impacts. The Coordinator will have an office at the Brentwood-Darlington Community Center.

## II. NEIGHBORHOOD SELECTION AND ASSESSMENT<sup>1</sup>

### A. SELECTION OF THE TARGET NEIGHBORHOOD

#### 1. Definition of Target Area

The Outer Southeast Portland Weed and Seed project targets the Brentwood-Darlington and Lents neighborhoods (see map) in the City of Portland, Multnomah County, Oregon. The target neighborhoods include six contiguous census tracts: 5.01, 6.01, 6.02, 86, 87, and 88 (and a small portion of 89).

#### 2. Demographics

The population of the target area is 24,000 including an estimate for the portion of tract 89 in the target area. Compared to Multnomah County, youth 18 and younger make up a higher percentage of the population in the target area (28.3% versus 24.3%). The table below compares the racial characteristics of the target area with all of Multnomah County. Compared to the County, the target area has higher percentages of White and Hispanic citizens and a smaller percentage of Black, Asian, and Native American citizens.

<b>Race</b>	<b>Target Area</b>	<b>Multnomah Co.</b>
White	89.9%	84.6%
Black	1.5%	6.8%
Native American	0.6%	1.2%
Asian, Pacific Islander	5.1%	5.8%
Other	2.9%	1.6%
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>
Persons of Hispanic Origin	5.8%	4.5%

<sup>1</sup> Data in this section is drawn from the 1996 American Community Survey, unless otherwise noted.

Approximately 10% of the households in the target area speak a language other than English. Primary non-English languages include Spanish, Vietnamese, and Russian. Other languages include Mon-Khmer, Japanese, Tagalog, Chinese, Korean, and German. Weed and Seed efforts will have to build on the ethnic/linguistic diversity of the target area.

There are a total of 9,048 households in the target area. Single parent households comprise 14.4% of the households in the target area compared to 9.6% of the households in the County. This is significant because of the increased likelihood of parental supervision problems in single parent families and the research linking poor parental supervision with delinquency.<sup>2</sup>

In Brentwood-Darlington, 64% of the households are homeowners and 36% are renters. In Lents, 54% are homeowners and 46% are renters. Approximately 4.6% of the housing units in the target area are vacant. In 1994, the Rose Community Development Corporation reported that Outer Southeast Portland, including the target area, contained some of the City’s oldest housing stock built with substandard infrastructure. Poor streets and construction not up to code were grandfathered in when those areas were annexed by the City in the mid-1980’s.

**2. Reasons for Selection of Target Area**

**a. Problems**

**Crime:** The 1999 report by the City Auditor entitled *Outer Southeast: A Review of Citizen Satisfaction* presented the results of neighborhood surveys and interviews. Public safety was ranked as the highest priority concern in most Outer Southeast neighborhoods, including the target area. The table below summarizes crime rates per 100,000 population for 1997 in the target area and for the City of Portland (reported by Portland Police).

**CRIME RATES PER 100,000**

	<b>Target Area</b>	<b>City of Portland</b>
Part I Crimes	9,646	10,620
Part II Crimes	9,242	9,428
Part III Crimes	18,279	15,580

<sup>2</sup> Office of Juvenile Justice and Delinquency Prevention, “Highlights of Findings from the Pittsburgh Youth Study,” February 1999 (OJJDP Fact Sheet).

There were no murders in the target area in 1997. Police report gang-related activity in the target area primarily involving Asian and Hispanic youth. According to information provided by the Oregon Department of Corrections, the target area has the largest concentration of people on probation or parole of any area in Oregon: 8.5 per 1,000 residents. This rate is more than three times the rates for the State and the City of Portland.

**Unemployment:** The unemployment rate for the target area (6.3%) was higher than the rate for Multnomah County (5.3%).

**Poverty:** Almost 19% of the families in the target area with children under 18 years old had incomes below the poverty level, compared to 16% in the County. Twenty-one percent of the Brentwood-Darlington households and 27% of the Lents households had income of under \$15,000.

**Education:** The target area is handicapped by relatively low levels of educational attainment. Of the population 25 and older, 6.8% in the target area failed to complete the 9<sup>th</sup> grade (compared to 4.6% in the County) and 23% failed to graduate from high school or earn an equivalency diploma (compared to 13.8% in the County). Marshall High School, serving the target area, had a drop out rate of 13.9% in 1997-98, as reported by Portland Public Schools. This was the highest rate in the Portland School District. State testing provides evidence of low academic achievement in the target area. Only 31% of Marshall's 10<sup>th</sup> graders met the state standard in writing (compared to 47% in the School District). Similarly, 34% of Marshall's 10<sup>th</sup> graders met the standard in reading (compared to 51% in the School District) and 28% met the standard in math (compared to 38% in the School District).

**Distressed Area:** The Oregon Department of Economic and Community Development maintains a list of distressed areas based on eight indicators:

- Unemployment rate
- Average pay per worker
- Job loss
- Families in poverty
- Per capita income
- Population change
- Industrial diversity
- Unemployment insurance receipts

The Lents neighborhood was one of two Portland areas recognized as distressed in July 1998.

**b. Neighborhood Potential**

Although the problems noted above are significant, there is much potential. The Lents Town Center Urban Renewal District was recently organized and will result in infrastructure improvements and investment in housing and commercial enterprise. The Rose Community Development Corporation has developed affordable rental housing in the area and created Rose Homes, the first affordable home ownership program in Outer Southeast Portland. Rose CDC constructed Lents Village, 63 units of affordable housing for seniors. Wells Fargo Bank, Bank of America, and US Bank have been partners in several projects.

The Brentwood-Darlington and Lents Neighborhood Associations are active grass-roots problem solving organizations. They receive technical assistance through the City's Office of Neighborhood Involvement and Southeast Uplift, the coalition of Southeast and Outer Southeast Portland neighborhood associations. The potential for these organizations to contribute to the "weeding and seeding" of the target area is enhanced by their ability to work with government, non-profit, and business partners. These efforts are coordinated through the Outer Southeast Caring Community (OSCC). City, County, and State agencies, schools, local businesses, and unaffiliated residents meet regularly to integrate their community development efforts across bureaucratic and budgetary boundaries.

**B. RESOURCE ASSESSMENT**

**1. Current Resources**

- **Community Center:** The Brentwood-Darlington Community Center, built in 1996, serves as an organizational resource for community development, recreation, and family support activities.
- **School Attendance:** In October 1998, the Multnomah County Department of Community Justice (DCJ) and Portland Public Schools implemented the School Attendance Initiative (SAI) with the expectation that decreased rates of

truancy would result in increased rates of retention and graduation. The SAI targets youth in grades K-9 attending approximately 130 schools, including those serving the target area. It includes enhanced support for alternative classrooms offering creative approaches to the behavioral/motivational issues that frequently lead to truancy. Family-focused case plans, counseling and other assistance through Family Service Centers, and a “flex-fund” to help meet critical needs have contributed to a 10% increase in attendance among chronic truants. Portland Public Schools (PPS) contracts with eight alternative schools to provide dropout prevention and re-entry services. Additionally, PPS funds Project Return, which consists of three alternative schools operated by community organizations to meet the special needs of homeless youth.

- **SUN Schools:** SUN Schools (Schools Uniting Neighborhoods) are designed to build on the central role that schools play in our communities. Schools are often the most accessible location for learning, family support, and recreational activities. SUN schools extend the operating day of school facilities to provide academic enhancement and personal/family/community development resources during after-school and evening hours. Lane Middle School, in the target area, was one of the first SUN schools in the County.
- **Community Policing:** The Brentwood-Darlington Community Policing Center was established in 1991 to emphasize community engagement and problem solving. Two County Probation and Parole Officers are also assigned to the Center to help involve the neighborhood in the reintegration of offenders and to assure that complementary corrections and law enforcement resources are responsive to “weeding” priorities.
- **Health Clinics:** The County Health Department operates the Brentwood-Darlington Neighborhood Clinic and school-based clinics in Lane Middle School and Marshall High School. These programs help assure that youth and family health needs are met (directly or through referrals) and that emergent community health issues are identified early and met with appropriate resources.

- **Social Services:** A wide range of programs is operating in the target area. Services for Hispanic and other ethnic and linguistic groups are provided by the Oregon Council for Hispanic Advancement (OCHA), El Programa Hispano, and the International Refugee Center of Oregon. Project Adelante, operated by OCHA, was originally implemented in Marshall High School to meet the needs of an increasing Hispanic population. In 1999, the program expanded to Lane Middle School. Southeast Works is the One-Stop Career Center serving the target area. It coordinates training and placement resources for job seekers and career-advancers in collaboration with the Oregon Department of Employment. Southeast Works is one of several One-Stop Centers contracted by Worksystems, Inc. (the Workforce Development Board established under the Workforce Development Act to implement a market-based, universal access model for employment services). Many other public and private agencies serve the target area through their membership in Southeast Uplift. A listing of those agencies is attached.

## **2. Assessment of Skills and Resources**

One of the initial tasks for the Weed and Seed Coordinator will be to work with the College of Urban and Public Affairs of Portland Community College to develop and implement a survey of the target area focusing on the skills and resources of the citizens. The purpose of the survey will be to establish a resource bank from which to draw on when planning community events and volunteer/peer services (for example, childcare and tutoring).

## **3. Census Tracts**

State: 41 / County: 051 / Tracts: 5.02, 6.01, 6.02, 86, 87, 88 (and a very small portion of 89)

## **C. RESOURCE ASSESSMENT (GAPS IN RESOURCES)**

Information was gathered by surveying area residents five times over the last eighteen months. Data was collected on citizen perceptions of schools, public safety, community “well-being,” and neighborhood needs and resources. These surveys are described in section D, below. Although these surveys were helpful in planning our Weed and Seed initiatives, we are confident that a single instrument administered to

identify community needs more precisely is necessary. Such an instrument will be developed in collaboration with Portland Community College to identify needs and measure progress in meeting those needs over time.

What emerges from the surveys already completed are recurrent themes of: (1) a desire for improved neighborhood appearance; (2) the need for increased youth programs; (3) an appeal for greater law enforcement visibility; and (4) the need to focus more resources on public safety, especially traffic and drug problems.

Gaps in services were identified in the following areas:

- Recreational and leadership programs for at-risk youth. The GLAD program (Girls Leadership and Development) operated by Metropolitan Family Services and the Boys and Girls Aid Society was cited as program that needs to be expanded and replicated to enhance accessibility.
- Drug and alcohol treatment in the community.
- Early childhood prevention and intervention programs
- After school programs for youth.
- Comprehensive educational programs that support school retention and graduation.
- Affordable housing.
- Programs to integrate and engage new immigrants. Minority populations have increased dramatically in the last five years.
- Domestic and family violence services in the community. Portland Police data indicates that Brentwood-Darlington and Lents accounted for 50% of all domestic violence reports written for the five neighborhoods of Outer Southeast Portland. Between 1994/95 and 1998/99, domestic violence reports increased 32% in Brentwood-Darlington and 19% in Lents. Culturally appropriate resources for ethnic populations are inadequate.

Clearly, the community-identified areas of concern are well suited to a weed and seed approach.

#### **D. RESIDENT INPUT**

The following surveys provided opportunities for residents to participate in needs assessment:

- Harney Park Survey, March 1998. Harney Park was a three-year project (1995-1998) financed through the Portland Bureau of Housing and Community Development.
- Lents Town Center Urban Renewal Workshop, January 1999. The Lents Town Center Urban Renewal District is an on-going multi-year project financed by the Portland Economic Development Commission.
- Multnomah County Budget Hearing, March 1999. The hearing was facilitated by the Outer Southeast Caring Community.
- Lents Community Market Survey, August 1999. The inaugural community market operated for four weeks in August and September 1999.
- Lents Town Center Urban Renewal Open House Survey, August 1999. An open house was held to update residents on the progress of the project. More than 150 citizens participated.

### **III. WEED AND SEED STRATEGY**

#### ***LAW ENFORCEMENT:***

##### **Problem:**

The overall Law Enforcement strategy is to address the problems in the target neighborhood that are associated with the broken window concept.<sup>3</sup> Our plan is to concentrate efforts on addressing community livability crimes that affect the day-to-day lives of the residents, business owners and guests of the target neighborhood. In addition, the target neighborhood is plagued with a large number of housing code violations that further detract from its livability and add to the crime level. We have found that the most problematic houses for the Portland Office of Planning & Development Review (OPDR) also have a significant number of police calls associated with the property.

##### **Strategy:**

Our goal is to concentrate not only law enforcement and prosecution efforts on the target area but also to involve the OPDR in targeting their enforcement of the housing code violations thus attacking the issues of crime and housing code violations simultaneously. The main thrust of the law enforcement strategy is to break the cycle of

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<sup>3</sup> The broken window concept theorizes that low-level drug dealing, prostitution, theft, graffiti, and other vandalism impact neighborhoods adversely by increasing the fear of crime and reducing its livability.

crime that comes with low-level drug dealing and community livability crimes. We will first utilize law enforcement officers to run drug house missions and target enforcement in the area to weed out those residents who are breaking the law and thus contributing to the degradation of the neighborhood. Next, we will target those same residents' properties by working closely with OPDR to bring the properties back to code. This step will require OPDR to notify the District Attorney's office of the most egregious violators so the DA's Office can review these cases for possible criminal charges based on building code violations. Finally, all of the misdemeanor crimes<sup>4</sup> committed in the target area will be arraigned in a Community Court<sup>5</sup>, which will be located in the target area. This will impact the community in at least three important ways. First, the resolution of these cases will occur in a more timely fashion. Second, the sentence will include community service, which will be performed in the community. Third, offenders with social service needs will be connected to service agencies. By including the housing code violations in its jurisdiction, the court will get a more complete picture of the problems experienced by offender and their families and will make a more appropriate referral for the offender's social service needs.

**Goal 1:** Increase community livability by decreasing quality of life crimes<sup>6</sup> and housing code violations.

**Objectives:**

**1.1** Neighborhood Response Team (NRT) officers will continue their enforcement efforts in the target area. Weed and Seed Initiative Grant funding will be utilized to fund drug house missions in the target neighborhood.

**Partners:** Portland Police Bureau, ONI Crime Prevention, Multnomah County Neighborhood-based Deputy District Attorney, Southeast Precinct Public Safety Aide, Multnomah County Community Justice/Adult and Juvenile Parole and Probation.

**1.2** Continue to utilize citizen-driven search warrants<sup>7</sup> to eliminate drug houses from neighborhoods.

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<sup>4</sup> Not included in these crimes are domestic violence cases and traffic offences.

<sup>5</sup> Scheduled to open January 2000 with funding provided by the US Department of Justice/Bureau of Justice Assistance

<sup>6</sup> Those crimes include low-level misdemeanors and drug trafficking.

**Partners:** Portland Police Bureau, ONI Crime Prevention, Multnomah County Neighborhood-based Deputy District Attorney, Southeast Precinct Public Safety Aide, residents, neighborhood and business associations.

- 1.3** Continue to use the City of Portland’s Chronic Nuisance Ordinance<sup>8</sup> to close drug houses after service of the warrant.

**Partners:** Portland Police Bureau, ONI Crime Prevention, Multnomah County Neighborhood-based District Attorney, Southeast Precinct Public Safety Aide, City of Portland City Attorney’s Office.

- 1.4** Develop a partnership between local and federal law enforcement agencies to forfeit assets of drug offenders.

**Partners:** Portland Police Bureau, Multnomah County District Attorney’s Office, and United States Attorney’s Office.

- 1.5** Office of Planning & Development Review housing inspectors will continue to aggressively enforce the housing code in the target area.

**Partners:** Office of Planning and Development Review, residents, neighborhood and business associations.

- 1.6** Aggressively utilize the housing code to clean up drug houses and utilize services to help prevent them from becoming drug houses in the future.

**Partners:** Office of Planning and Development Review, residents, neighborhood and business associations, Neighborhood-based Deputy District Attorney.

- 1.7** Housing inspectors will notify the District Attorney’s office of chronic housing code violators for possible filing of criminal charges based on building code violations.

**Partners:** Office of Planning and Development Review, Portland Police Bureau, Multnomah County District Attorney’s Office.

**Measurement of success:** Use Part I Crime statistics, calls for service, and crimes by category for the target area to establish a baseline. A comparison will be made utilizing

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<sup>7</sup> A citizen driven search warrant is a warrant that uses neighbors’ observations of on going drug activity as the basis for the affidavit to obtain a search warrant.

<sup>8</sup> Portland City Council found that chronic criminal activity of various kinds on or near property adversely affects the health, safety and welfare of citizens, and diminishes the quality of life of the neighborhoods where the activity occurs. To address these problems, City Council passed the Chronic Nuisance Ordinance that defines a chronic nuisance property and establishes a regulatory system. See attached summary.

future crime statistics for the target area. Outcomes should reflect an elimination of 15 currently identified chronic call locations and a 10% reduction in the overall incidence of crime. Additional information will be gathered from the Police Bureau's Citizen Survey regarding citizens' views of crime and the physical condition of their neighborhood. A comparison will be made utilizing future reports from these sources as well as door-to-door surveys. Outcomes should reflect a decrease in residents' fear of crime and increased satisfaction with the physical condition of their neighborhood.

**Goal 2:** Focus prosecution resources in the target area by utilizing a Community Court.

**Objectives:**

**2.1** All defendants who are charged with misdemeanor crimes<sup>9</sup> in the target area will be arraigned in Community Court.

**Partners:** Multnomah County Courts, Multnomah County District Attorney's Office, residents, Portland Police Bureau, ONI crime prevention, Southeast Precinct Public Safety Aide, Multnomah County Department of Community Justice, Metropolitan Public Defender, various social service agencies.

**2.2** The Court will assign the same judge to hear all Community Court cases.

**Partners:** Multnomah County Courts, Multnomah County District Attorney's office, Metropolitan Public Defender Agency.

**2.3** All defendants who plead guilty in community court will be sentenced to do community service in the Community Court's catchment area.

**Partners:** Multnomah County Courts, Multnomah County District Attorney Office, Alternative Community Service Program of the Department of Community Justice, non-profit agencies, Rose Community Development Corporation, Metropolitan Public Defender.

**2.4** Community service opportunities will be identified by the Community Court Steering Committee (which consists of community residents, business owners, crime prevention specialists, court personnel, Portland Police, and social service providers), neighborhood associations, and other community organizations.

**Partners:** Multnomah County Courts, Multnomah County District Attorney Office, residents, Alternative Community Service Program of the Department of

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<sup>9</sup> Not included in these crimes are domestic violence cases and traffic offenses.

Community Justice, Rose Community Development Corporation, Metropolitan Public Defender Agency.

- 2.5** Social service agencies will be available to the defendant for immediate referral from the court in order to address the defendant's social service needs.

**Partners:** Multnomah County Courts, Multnomah County District Attorney Office, Metropolitan Public Defender, residents, 6-10 social service agencies.

- 2.6** Community Court will hear Office of Planning & Development Review housing code violation hearings.

**Partners:** City of Portland Office of Planning and Development Review, residents, neighborhood and business associations, Multnomah County District Attorney's Office.

- 2.7** The Community Court judge will have the ability to be creative in the sentencing of housing code violators by delaying their rulings so that violators will have incentive to clean up their property.

**Partners:** Office of Planning and Development Review, residents, neighborhood and business associations.

- 2.8** The Community Court judges will be able to provide code violators a list of low cost building materials and low cost or donated labor (perhaps even utilizing defendants sentenced to community service by the Community Court) to help facilitate clean up.

**Partners:** Office of Planning and Development Review, residents, neighborhood and business associations, Multnomah County Courts, Multnomah County District Attorney's Office, Alternative Community Service Program of the Department of Community Justice, state-contracted defense counsel.

- 2.9** Negotiations with persons who receive chronic nuisance letters will occur in the Community Court.

**Partners:** Portland Police Bureau, Multnomah County District Attorney's Office, and Multnomah County Courts.

- 2.10** Although domestic violence cases will not be heard in Community Court (because of a special program for those cases in the downtown Courthouse), domestic violence resources (counseling for batterers, anger management programs, family

counseling, shelter programs) and advice concerning prosecution and legal issues will be available for all community members at Community Court.

**Partners:** Multnomah County District Attorney, Family Intervention and Domestic Violence Task Force, representatives of women's shelters, counseling, and anger management programs,

**Measurement of Success:** Establish baseline recidivism rates for a comparison group of non-community court cases. A comparison will be made with recidivism rates in Community Court. Outcomes should reflect a 15% reduction in recidivism. Establish and maintain successful completion rates for community service at 70%. The on-site availability of domestic violence resources should result in an increase of case filings accompanied by a reduction in domestic violence recidivism in the target area.

**Goal 3:** Reduce fear of crime and increase quality of cases and case screening by utilizing Neighborhood-based prosecutors.

**Objectives:**

**3.1** Continue to improve prosecutor-police coordination in case development and case screening by early and frequent involvement by the Neighborhood-based Deputy District Attorney in the investigative processes.

**Partners:** Multnomah County District Attorney's Office, Portland Police Bureau.

**3.2** Continue to improve officer skills by the Neighborhood-based Deputy District Attorney writing frequent training bulletins for distribution at the Precinct level.

**Partners:** Multnomah County District Attorney's Office, Portland Police Bureau.

**3.3** Continue to improve prosecution-based prevention and education by having the Neighborhood-based Deputy District Attorney do crime-prevention presentations to Neighborhood groups and community members.

**Partners:** Multnomah County District Attorney's Office, Neighborhood and Business groups, ONI Crime Prevention, residents.

**Measurement of Success:** Use the statistical information from the 1998 City Auditor's Report and the 1998-2000 Community Policing Strategic Plan to establish a baseline. Additional information will be gathered from the Police Bureau's Citizen Survey regarding citizens' views of crime and the physical condition of their neighborhood. A comparison will be made utilizing future reports from these sources as well as door-to-

door surveys. Outcomes should reflect a decrease in residents' fear of crime and increased satisfaction with the physical condition of their neighborhood.

### ***COMMUNITY POLICING***

#### **Problem:**

As serious crime continues to decrease (nationally and locally) and the population ages, residents place more demands on the police and City for improving the lower-level, quality of life issues. Residents want greater traffic and pedestrian safety, cleaner and safer public spaces, and reduced noise and other nuisance abatement concerns. The community wants and demands more police visibility. Community policing in Portland is often referred to as a national model, however, there is still room for increased partnership. Residents in the Outer Southeast Portland neighborhoods of Brentwood-Darlington and Lents are not as vested in citizen participation and community policing as residents in other neighborhoods within the City. Some residents in the target area still strongly oppose the mid-1980's annexation from Multnomah County to the City of Portland. Many neighborhoods in the target area lack basic infrastructure services including paved roads, sidewalks, street lighting, and designated green spaces. In a short span of time after annexation, residents were assessed for sewer conversion and hookup, a service that other City residents had enjoyed for decades. The effect of these assessments in the target area was intensified due to the fact that a majority of the residents in these neighborhoods were low to moderate income. The net effect of this history is a distrust of government institutions that renders community policing and community development more difficult.

#### **Strategy:**

Efforts have begun to increase residents' participation and involvement in community-based projects. Strong partnerships have developed, including the Outer Southeast Caring Community, the Outer Southeast Mediation Project, and the establishment of Lane Middle School as a designated SUN School. Our Weed and Seed community policing strategy centers on developing, promoting and supporting active, functional partnerships between citizens and all of the agencies that contribute to public safety. This strategy is consistent with the approach to community policing adopted by Portland Police:

Community policing recognizes a shared responsibility and connection between the police and community in making Portland a safer, more livable city. Community policing encourages a problem solving partnership between citizens and police. This partnership jointly identifies community safety issues, determines resources, and applies innovative strategies designed to create and sustain healthy, vital neighborhoods.<sup>10</sup>

**Goal 1:** Build and maintain trust and communication to support citizen crime reporting and joint problem solving between the citizens and the police.

**Objectives:**

**1.1** Educate residents on crime reporting; including documentation through use of incident logs, prostitution Free Zone, Escort and Modeling Ordinance, Chronic Nuisance Ordinance.

**Partners:** Office of Neighborhood Involvement (ONI) Crime Prevention, Southeast Precinct Public Safety Assistant, East and Southeast Precinct Neighborhood Response Teams,<sup>11</sup> Portland Police Bureau Drugs and Vice Division, Multnomah County Neighborhood-based District Attorney, City of Portland City Attorney.

**1.2** Prioritize existing resources to focus on chronic nuisance problem locations and build capacity by enhancing partnership and communication.

**Partners:** ONI Crime Prevention, Southeast Precinct Public Safety Assistant, East and Southeast Precinct Neighborhood Response Teams, Multnomah County Community Justice/Adult and Juvenile Parole and Probation, Office of Planning Design Review (OPDR), Multnomah County Neighborhood-based District Attorney, Aging Services, Services to Children and Families, Portland Public Schools, Multnomah County Health Team, neighborhood associations, Portland Police Bureau (PPB) Gang Enforcement Team, Youth Gun Anti-violence Task Force, Oregon Youth Authority, Housing Authority of Portland, Multnomah County Animal Control and Vector Control, residents.

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<sup>10</sup> Portland Police Bureau, *1998-2000 Community Policing Strategic Plan*.

<sup>11</sup> Portland Police Bureau Neighborhood Response Teams are staffed with 2-3 police officers and clerical personnel who have been trained to resolve livability issues using various traditional and non-traditional methods. They work closely with crime prevention specialists, businesses and other social and government agencies to resolve neighborhood problems.

- 1.3** Utilize Community Policing Partnership Agreements as a problem-solving tool.  
**Partners:** ONI Crime Prevention, Southeast Precinct Public Safety Assistant, East and Southeast Precinct Neighborhood Response Teams, residents, other partners as needed.
- 1.4** Provide current profiles and trends on gang activity and provide gang outreach education and resources to the community.  
**Partners:** ONI Crime Prevention, PPB Gang Enforcement, Youth Gun Anti-Violence Task Force, Portland Public Schools and Portland Public School Police, community-based gang outreach providers, Multnomah County Community Justice/Adult and Juvenile Parole and Probation officers.
- 1.5** Promote, recruit and train volunteers for the ONI Graffiti Abatement Program.  
**Partners:** ONI Graffiti Abatement Program and Crime Prevention, East and Southeast Precincts, residents, Multnomah County Neighborhood-based District Attorney, neighborhood associations.
- 1.6** Utilize existing and planned neighborhood, coalition, school, and precinct newsletters and web pages to increase awareness of public safety strategies and report neighborhood success stories.  
**Partners:** ONI Crime Prevention, residents, Southeast Uplift Neighborhood Program, neighborhood associations, Portland Public Schools.
- 1.7** Provide information to landlords and property owners on crime prevention measures.  
**Partners:** ONI Crime Prevention, Southeast Precinct Public Safety Assistant, East and Southeast Precinct Neighborhood Response Teams, OPDR, residents.
- 1.8** Establish annual community policing awards to recognize individuals and collaborative efforts.  
**Partners:** Residents, neighborhood and business associations, ONI Crime Prevention, PPB.
- 1.9** Maintain and/or increase the current public safety staff levels in the target area, including the PPB Public Safety Assistant position, community-based ONI crime prevention specialists, Multnomah County Community Justice/Juvenile and Adult

Parole and Probation officers. Advocate for additional police resources to be directed in a targeted effort in Brentwood-Darlington and Lents.

**Partners:** Residents, ONI Crime Prevention, Portland Police Bureau, Portland City Council, Multnomah County Community Justice, Multnomah County Board of Commissioners, Multnomah County Neighborhood-based Deputy District Attorney.

**Measurement of Success:** Use the statistical information from the 1998 City Auditor's Report and 1998-2000 Community Policing Strategic Plan to establish a baseline. A comparison will be made utilizing future reports from the City Auditor's Office and the Community Policing Strategic Plan. Door-to-door surveys will be compiled. Outcomes should reflect both a 45% increased awareness of and a 15% increased involvement in public safety activities and initiatives.

**Goal 2:** Reduce fear of crime and promote a sense of neighborhood and personal safety for residents.

**Objectives:**

**2.1** Promote, train and coordinate community-based public safety programs, such as Neighborhood, Apartment and Business Watch, Community Foot Patrols, Park Watch, and Neighbor Safe to increase residents' involvement in public safety activities. Increase and maintain the number of active public safety programs.

**Partners:** Residents, ONI Crime Prevention, Portland Police Bureau, Multnomah County Neighborhood-based District Attorney, City Council and Bureaus, neighborhood and business associations.

**2.2** Enhance the working partnership among the PPB Neighborhood Response Team, ONI Crime Prevention, and residents in chronic nuisance and other joint problem solving efforts. Utilize the Problem Identification Form method of tracking results. Educate residents on chronic nuisance abatement reporting mechanisms.

**Partners:** ONI Crime Prevention, Portland Police Bureau, neighborhood and business associations, Multnomah County Neighborhood-based District Attorney.

- 2.3** Promote the existing Neighborhood Liaison Officer (NLO)<sup>12</sup> and Business Liaison Officer (BLO)<sup>13</sup> roles in chronic nuisance and problem solving efforts through their regular attendance at neighborhood and business association meetings. Initiate regular meetings with NLO/BLO and Crime Prevention.  
**Partners:** ONI Crime Prevention, Portland Police Bureau, neighborhood and business associations, Multnomah County Neighborhood-based District Attorney.
- 2.4** Coordinate with other agencies and implement a door-to-door survey that identifies chronic nuisances, drug , gang and other problem locations, perceptions of crime and suspicious activity, sense of personal safety, and attitudes about public safety efforts and police presence.  
**Partners:** Portland Community College, ONI Crime Prevention, Portland Police Bureau, neighborhood and business associations, Southeast Precinct Public Safety Assistant, Multnomah County Neighborhood-based District Attorney, City of Portland City Auditor’s Office, Outer Southeast Caring Community, Neighborhood Pride Team, Gaining Empowerment Access Resources (GEARS).
- 2.5** Support the use of alternative law enforcement patrol approaches such as bicycle details, canine units, mounted patrol unit, air support unit, reserve officers, motorcycle detail, and ATV to effectively handle certain types of incidents of crime, as needed and resources allow.  
**Partners:** Portland Police Bureau, neighborhood and business associations, and residents.
- 2.6** Enlist residents’ assistance in reporting suspicious and criminal activity for targeted drug house missions, minor in possession of alcohol and tobacco stings, and prostitution missions.  
**Partners:** Residents, Portland Police Bureau, Oregon Liquor Control Commission (OLCC), Bureau of Licenses, Multnomah County Community

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<sup>12</sup> Neighborhood Liaison Officers are patrol officers who are assigned as a liaison to the neighborhood that is part of their patrol district. They attend monthly neighborhood association meetings, Neighborhood and Apartment Watch training/meetings, community foot patrol training/meetings and other problem solving meetings as time permits. The NLO often has an active role in Good Neighbor or Community (Policing) Partnership Agreements.

<sup>13</sup> Business Liaison Officers are patrol officers who are assigned as a liaison to the business district that is part of their patrol district. They attend monthly business association meetings, Business Watch training/meetings and other problem solving meetings as time permits. The BLO often has an active role in Good Neighbor or Community (Policing) Partnership Agreements.

Justice/Adult and Juvenile Parole and Probation, Multnomah County

Neighborhood-based District Attorney, neighborhood and business associations.

- 2.7** Reduce/eliminate incidents of domestic violence through public information and education techniques such as Workplace Violence workshops and training on recognizing and reporting, and provide victim assistance through such programs as Love Shouldn't Hurt. Increase awareness of domestic violence resources.

**Partners:** Residents, Portland Police Bureau, Western Community Policing Center, ONI Crime Prevention, Family Intervention and Domestic Violence Task Force, Multnomah County Neighborhood-based District Attorney

- 2.8** Organize and coordinate National Night Out activities to increase the number of events and number of participants in the neighborhoods.

**Partners:** ONI Crime Prevention, Portland Police Bureau, residents, National Town Watch, United States Attorney's Office, National Crime Prevention Council.

**Measurement of success:** Use the statistical information from the 1998 City Auditor's Report and 1998-2000 Community Policing Strategic Plan to establish a baseline. A comparison will be made utilizing future reports from the City Auditor's Office and the Community Policing Strategic Plan. Outcomes should reflect both a 45% increased awareness and a 15% increase of residents' involvement in public safety activities and initiatives. Additional indicators will include the number of resolved Problem Identification Locations, number of new and continuing Neighborhood, Apartment and Business Watches and Community Foot Patrols, number of problem solving meetings and partnership agreements, reduced repeat calls for service at the same location; and number of events and participants in National Night Out activities.

**Goal 3:** Empower residents to build community self-reliance through community assets and identification of gaps in public safety services.

**Objectives:**

- 3.1** Maintain, enhance and promote the Office of Neighborhood Involvement's Neighborhood Mediation Center volunteer training program to establish neighborhood based peer mediation.

**Partners:** Residents, ONI Neighborhood Mediation Program, ONI Crime Prevention, Portland Police Bureau, Southeast Precinct Public Safety Assistant, and neighborhood associations.

- 3.2** Utilize and expand the School Attendance Initiative from grades K-9 to include grades K-12.

**Partners:** Portland Public Schools, Multnomah County Community Justice/Juvenile Parole and Probation, Portland Impact, Family Works.

- 3.3** Promote and increase participation in the East Precinct Youth Council to encourage youth involvement in neighborhood and public safety issues.

**Partners:** Portland Police Bureau, ONI Crime Prevention, Police Activities League (PAL), Multnomah County Neighborhood-based District Attorney, Portland Parks and Recreation, Portland public, private and alternative high schools.

- 3.4** Recruit and increase the volunteer base for the Brentwood-Darlington Community Policing Office and the Eastport Plaza Community Policing Contact Office. Establish protocols for victim call back, train volunteers to provide basic crime prevention I & R and materials.

**Partners:** Portland Police Bureau, ONI Crime Prevention, Southeast Precinct Public Safety Assistant, neighborhood and business associations.

- 3.5** Integrate offenders back into the community and assist offender families with service needs. Promote and partner with established community-based organizations that provide community education, public information and activities for children and families.

**Partners:** ONI Crime Prevention, Portland Police Bureau, Southeast Precinct Public Safety Assistant, Outer Southeast Caring Community, Multnomah County Community Justice/Adult and Juvenile Parole and Probation, Lents Boys and Girls Club, Police Activities League, Schools Uniting Neighborhoods, Kelly House, Brentwood-Darlington Community Center, Neighborhood Pride Team.

**Measurement of success:** Use the statistical information from the 1998 City Auditor's Report and the 1998-2000 Community Policing Strategic Plan to establish a baseline. A comparison will be made utilizing future reports from the City Auditor's Office and the

Community Policing Strategic Plan. Additional statistical information will include data from door-to-door surveys and victim call back satisfaction surveys. Outcomes should reflect a 15% increase of residents' involvement in public safety activities and increasing victim satisfaction with the handling of their cases.

### ***PREVENTION/INTERVENTION/TREATMENT***

#### **Problem:**

Less than ten years ago, the target area was described in detail by *The Oregonian* as "The Forgotten Neighborhood," facing some of the bleakest crime and poverty statistics in the City of Portland, yet receiving few of the available resources with little public awareness of the inequities.<sup>14</sup> Over the past decade, a unique partnership of state and local governments, neighborhood residents, and community-based organizations leveraged additional attention and resources for community building efforts. Service provision has been interwoven by design through the Outer Southeast Caring Community (OSECC). Areas of concern identified by OSECC are: safe and affordable housing, health and mental health services, employment and job training activities, education, youth and family services, and public services and safety. Although dramatic changes in the community have occurred, specific needs surrounding public safety, rehabilitation, and related support must be addressed.

#### **Strategy:**

Successful community building relies upon the assets found within the community. People at risk of criminal activity or experiencing challenges due to criminal activity and violence become distanced from rather than incorporated into solutions. It is crucial to remember that they are not "those" people, but ourselves. Our prevention/intervention/treatment strategy is designed to build on the assets of those impacted by crime, offenders, victims, neighbors, and their families, to integrate them into our weed and seed activities, and to recognize their role in creating a healthier community.

**Goal 1:** Strengthen and expand support for families and individuals affected by criminal activity and domestic violence. Support would include drug and alcohol rehabilitation, restoration or protection of the family, parent training, adult education, job training and placement.

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<sup>14</sup> *The Oregonian*, May 15, 1994

**Objectives:**

- 1.1** Reduce the stigma of being a recipient of services and encourage the individual strengths of everyone in the community by offering services on a universal access model whenever possible, making special effort to reach targeted populations, improving service integration between agencies, and removing barriers to accessing services.

**Partners:** Outer Southeast Caring Community which includes the City of Portland's Bureau of Housing and Community Development, Multnomah County Community and Family Services, Multnomah County Health Department, Portland Public Schools, SE Works, Portland Community College, Portland Impact, Network Behavioral Health, Volunteers of America, and many other service providers and neighborhood residents (see attached list).

- 1.2** Improve the linkage to available resources for Community Court participants and their families. Establish a community resource "Connection Site" at the court location that provides access to an array of housing, employment, counseling, childcare, and other resources. Provide personalized assistance, individual coaching, and language translations through existing services. Link the Connection Site to SE Works, the local One-Stop Center for employment and training resources. Develop referral procedures for Adult Parole and Probation, community policing and other law enforcement staff in order to link with the court.

**Partners:** Outer Southeast Caring Community, Multnomah County District Attorney, State of Oregon Circuit Court, Multnomah County Community Justice/Adult Probation and Parole, and Portland Police Bureau Southeast and East Precincts.

- 1.3** Develop a network of safe havens by utilizing three public schools, the Lents Boys and Girls Club and the Brentwood-Darlington Community Center. Three public schools in the target area have been designated as SUN Schools. They are Lane Middle School and Woodmere Elementary School in Brentwood-Darlington and Kelly Elementary School in Lents. As SUN Schools, the three sites have access to school-based health care, before and after-school enrichment activities,

outreach to students' families, drug and alcohol related services, and other services that support the community's student population. As a network of safe havens, the sites can coordinate weekend and school vacation activities and pursue ways to enhance existing family support services in ways that breach barriers and de-stigmatize recipients. The Weed and Seed project plans to submit a proposal for a Weed and Seed Initiative Grant to help fund safe havens at the Brentwood-Darlington Community Center and the Lents Boys and Girls Club (\$40,000).

**Partners:** Outer Southeast Caring Community which includes the Brentwood-Darlington Community Center and the Lents Boys and Girls Club, Portland Public Schools, neighborhood residents, and crime prevention resources from the City of Portland's Office of Neighborhood Involvement.

- 1.4** Increase school attendance and productive family behaviors within the target area through linkages with the Multnomah County School Attendance Initiative. Direct an array of support services ranging from head lice prevention to family crisis intervention to families experiencing truancy problems.

**Partners:** Outer Southeast Caring Community, Portland Public Schools, Multnomah County Juvenile Community Justice, and Multnomah County Community and Family Services.

**Measurement of Success:** Increase school attendance by 8% each year using attendance data from Portland Public Schools. Provide social services to 20% of Community Court defendants.

**Goal 2:** Increase participation of neighborhood residents in crime prevention and community policing efforts.

**Objectives:**

- 2.1** Identify resident constituencies and encourage participation by people from a wide range of ages, perspectives, and cultural backgrounds via specific tools such as association mapping and interviews, National Issues Forum and Study Circles facilitation, community surveys, and focus groups that develop resident leadership and provide opportunities for resident participation.

**Partners:** Outer Southeast Caring Community which includes the Neighborhood Pride Team, Portland Community College, Southeast Uplift Neighborhood Coalition Office; National Issues Forum, Study Circles, and local residents.

**Measurement of Success:** Use the statistical information from the 1998 City Auditor's Report and the 1998-2000 Community Policing Strategic Plan to establish a baseline of community involvement. Outcomes should reflect a 10% increase in resident participation in crime prevention and other community policing efforts.

**Goal 3:** Maximize opportunities for collaboration between law enforcement, community policing, and service providers.

**Objectives:**

**3.1** Enhance service integration efforts by involving local residents, community-based organizations, government partners, and school representatives in regularly scheduled networking opportunities and events that build leadership skills and attract services to the area in response to identified needs.

**Partners:** Outer Southeast Caring Community, Crime Prevention resources from the City of Portland's Office of Neighborhood Involvement, Southeast Uplift Neighborhood Coalition Office, Multnomah County Department of Community and Family Services, Multnomah County Health Department, Portland Public Schools, and neighborhood residents.

**Measurement of Success:** Use data from past community events as a baseline. Measure participation of citizens and government representatives at neighborhood events through attendance logs, survey forms, etc. Attendance at periodic events, workshops, and neighborhood celebrations should increase by 10% per year.

***NEIGHBORHOD RESTORATION***

**Problem:**

In 1998, the City of Portland created the Lents Town Center Urban Renewal District in order to address a blighted area, specifically:

- Residential, commercial and industrial buildings that exhibit a deteriorated physical condition and/or poor quality of construction.
- Inadequate streets to support and accommodate the existing and projected development within the area.

- A significant portion of the area within the Johnson Creek Flood Plain.
- A prevalence of depreciated values, impaired investments, and social and economic maladjustments.

**Strategy:**

Create an urban renewal district with a strong citizen input process in order to revitalize residential and commercial areas, support the spectrum of affordable housing options, increase the number of homeowners, assist with the development of employment options, support environmentally sensitive development, improve transportation access and multi-modal options, support public spaces and parks, and foster a community identity. The Lents Town Center Urban Renewal District (URD) boundaries contain all of the Lents neighborhood and approximately 20% of the Brentwood-Darlington neighborhood, as well as portions of three other neighborhoods: Foster-Powell, Powellhurst-Gilbert, and Mt. Scott-Arleta. The Urban Renewal District has a fifteen-year timeline for projects funded by incremental increases in the property tax on property within the URD. In other words, the URD is financing its own revitalization over a fifteen-year period.

**Goal 1:** Create Project Advisory Committees as vehicles to involve citizens with city staff and technical advisors in the process of formulating and recommending funding for specific projects that would address the problems listed above.

**Objectives:**

**1.1** Create Workforce/Economic Development Advisory Committee with the short-term objective of continued support and funding of Portland Development Commission loans to industries with which Marshall High School is linked. The longer-term objective is to assist in developing an Industry Advisory Council to explore expanded relations with small business development and to build partnerships through which large employers help with curriculum design, school-to-work programs, and job placement.

**Partners:** Portland Public School District, Portland Community College, the City of Portland, Worksystems, Inc., private companies and residents.

**1.2** Create Neighborhood Livability Advisory Committee to prioritize streets for improvement subsidies using criteria that insure: (1) contiguity with arterial streets and other URD projects; (2) positive impact on traffic volumes; (3) support

for residential areas; and (4) support for local consensus of two-thirds of property owners. Provide financial options that would allow renters to become homeowners. Establish criteria that favor landlords with four or less properties for financing and repairs.

**Partners:** City of Portland, Reach Community Development Corporation, ROSE Community Development Corporation, private lending institutions and residents.

- 1.3** Create Transportation Advisory Committee to improve the streetscape and traffic flow for commuters and local traffic, assuring that streets are safe for all modes of travel. The Committee will help create an attractive business district via an enhanced couplet, extended sidewalks, well-placed lighting, and parking.

**Partners:** City of Portland, Metro, Oregon State Department of Transportation and residents.

- 1.4** Create a Community Center Advisory Committee to help plan a facility that can serve the community via a variety of programs and activities.

**Partners:** City of Portland, Lents Boys and Girls Club, Little League, private companies, and residents.

- 1.5** Create a Redevelopment Advisory Committee to help establish a Town Center business district that serves the needs and demands of commercial enterprise without compromising the neighborhood's character or community assets such as the Little League or Boys and Girls Club. Projects should be achievable within a ten to fifteen year timeline.

**Partners:** City of Portland, private developers, business and commercial property owners, and residents.

- 1.6** Create a Parks and Open Space Advisory Committee to help complete the purchase of property adjacent to Lents Park, conditional on a satisfactory agreement with tenants. Support planting of up to 6000 trees along the Lents Springwater Habitat Restoration Project. Establish criteria for acquisition, development, and improvement of parkland.

**Partners:** City of Portland, Metro, private companies, and residents.

**Measurement of Success:** Success will be measured by physical and visible improvements and a renewed investment in the Lents Town Center Urban Renewal

District by lending institutions, developers, businesses, and new home buyers. Physical changes will include new streets and traffic patterns that are pedestrian friendly, a public plaza near SE 92<sup>nd</sup> and SE Foster Road, new street lighting, a new community meeting facility, and additional parking capacity to serve new retail businesses.

**Goal 2:** Identify and develop community service projects for Community Court offenders that will restore and enhance neighborhood livability throughout the Weed and Seed target area.

**Objectives:**

**2.1** Involve members of neighborhood associations, service agencies, community development corporations and other community-based organizations in developing community service projects for Community Court defendants that enhance the public safety, livability, and appearance of the target area.

**Partners:** Outer Southeast Caring Community, Neighborhood Pride Team, Southeast Uplift Neighborhood Coalition and neighborhood associations in Lents and Brentwood-Darlington, Crime Prevention Specialists from the City of Portland Office of Neighborhood Involvement, City of Portland Bureau of Housing and Community Development, Portland Development Commission, Portland Public Schools, Southeast Works, ROSE and REACH Community Development Corporations, and local residents.

**Measurement of Success:** Success measured by hours of labor contributed by Community Court defendants and the dollar value of those hours calculated at the minimum wage. The hours of labor and the value of that labor should increase on an annual basis.

**Goal 3:** Build and maintain trust between community policing partners and neighborhood residents and promote a sense of neighborhood.

**Objectives:**

**3.1** Continue to support the Community Policing Partnerships with Brentwood-Darlington and Lents neighborhoods.

**Partners:** Brentwood-Darlington and Lents Neighborhood Association, Southeast and East Precincts of Portland Police Bureau, local service providers and residents.

**3.2** Assist with recruitment of volunteers to work on public safety projects such as graffiti removal, park watches, neighborhood watches, neighborhood clean ups, paint-a-thons, etc.

**Partners:** Outer Southeast Caring Community, Neighborhood Pride Team, Southeast Uplift Neighborhood Coalition and neighborhood associations in Lents and Brentwood-Darlington, Crime Prevention Specialists from the City of Portland's Office of Neighborhood Involvement, Southeast Works, Portland Public School District, and local residents.

**3.3** Support community celebration events such as Back to School, concerts in the park, Lents Founders Day, Winter Warming Festival, and Lents Community Market that inform, entertain, and enrich target area residents.

**Partners:** Outer Southeast Caring Community, Neighborhood Pride Team, Southeast Uplift Neighborhood Coalition and neighborhood associations in Lents and Brentwood-Darlington, Crime Prevention Specialists from the City of Portland Office of Neighborhood Involvement, Southeast Works, Portland Public School District, and local residents.

**Measurement of Success:** A 10% increase in citizen participation in community projects and events over recent historical participation

#### **IV. COORDINATION**

**A. MEMORANDUM OF AGREEMENT** (attached to application)

**B. LINKAGES**

There are three important links that will be developed for the target area. The link between the Weed and Seed coordinator and residents, the link between the Weed and Seed Steering Committee and residents, and the primary link between the weeding and seeding activities, the Community Court.

Weed and Seed Coordinator: The steering committee will make every effort to recruit a coordinator who is familiar with the target area or lives in or near the target area. One of the coordinator's primary duties will be to keep in contact with the residents. This will be partly accomplished by the coordinator's attendance at the Brentwood-Darlington Neighborhood association, the Lents Neighborhood Association, and Outer Southeast Caring Community monthly meetings as well as

other regularly scheduled meetings in the target area. The coordinator will have an office in the target area in order to be more accessible to the residents. The coordinator will also develop brochures and newsletters about the area and the various programs being undertaken.

Weed and Seed Steering Committee: The Coordinator will be responsible for attending all of the Steering Committee meetings and report on the progress of the site. The Steering Committee will have open meetings during evening hours so that all members of the target area can attend if they so desire. The Steering Committee will develop links with the Outer Southeast Caring Community, Southeast Uplift, the Urban Renewal District, and task forces and committees focusing on the target area to assure that local resources are used as efficiently as possible.

Community Court: The Weed and Seed site will achieve the greatest linkage through the Southeast Portland Community Court (SPCC) which will be located at the Brentwood-Darlington Community Center. This court will seek to achieve the goal of dealing with low-level, and “quality of life” crimes in its community. The successful Community Court already established in North/Northeast Portland will serve as a model for the SPCC. However, the SPCC will differ in significant respects in response to the different needs of the community it serves. The SPCC will first and foremost be a problem-solving forum. It will solve the problem of low-level crime with an approach that combines personal accountability of the offender, swift community and victim restitution by the offender, and community outreach to the offender in the form of social services and programs.

The SPCC will seek to address the shortcomings of the current system. First, the courtroom experience will not be anonymous or impersonal. The offender will be cited to the Community Court in his/her community. Community members may be present at court and may know the offender. Second, the offender will speak with the Community Court Judge at length about the offense he committed and the reasons for committing it. Through this process, the judge will learn information about the offender, which will help the judge craft a sentence designed to impress upon the offender the negative impact of his crime and, if necessary, help the offender with social services. The SPCC community service program will be located in the

community. The sentences will be designed to (1) provide labor to the community where it is most needed or (2) make the offender account directly for the damage he has done, e.g., someone who tags a building will be required to whitewash his/her graffiti. The community service will thus both restore and improve the community and raise the offender's awareness of the effect his criminal actions have upon the community. Unlike traditional sentences, Community Court community service sentences will be served or completed within a very short time.

The SPCC will have social service providers on site. The providers will be present to answer questions about social services available, perform preliminary eligibility screening, initial needs assessments and intake processing, and schedule initial appointments. These services will be available to Community Court defendants and community members alike. The court may mandate initial social service consultations.

The Community Court will also offer free legal services to the community. The Community Court public defender and district attorney will be on site to provide legal advice to defendants and community members about common criminal and civil legal issues. On the criminal side, community members will be able to receive help dealing with outstanding warrants or child support payments. Civilly, community members could receive advice about issues ranging from landlord-tenant disputes, to unfair debt collection practices, to drafting wills. The Oregon Law Center, in conjunction with the public education division of the Oregon State Bar, will set up a legal education center at the Court. The Community Court Judge will have the option of suggesting mediation between victim and offender if appropriate. Two cross-site evaluations of victim-offender mediation programs by Mark Umbreit (*Victim Meets Offender: The Impact of Restorative Justice and Mediation*, 1994, and *Mediation of Criminal Conflict: An Assessment of Programs in Four Canadian Provinces*, 1995) indicate that victim--offender mediation results in high levels of participant satisfaction and perceptions of fairness, reduced fear of re-victimization, and increased rates of restitution payment. These findings are consistent with our goals for Community Justice and the Community Court.

Finally, the Community Court could develop a community mentor program. The mentor program will pair Community Court defendants with volunteer community members who have agreed to be available to lend moral support and advice to help the defendants get back on track and establish themselves as positive, contributing members of their community. Community residents who are not Community Court defendants but who feel they could nevertheless benefit from having a mentor in the community could also request mentors.

These links will provide a strong base for communication and integration for families and offenders.

### **C. RESIDENT PARTICIPATION**

The residents of the target area neighborhoods, Brentwood-Darlington and Lents, have been involved in various public safety projects and anti-crime measures for many years. Both neighborhoods are served by the same neighborhood coalition office (Southeast Uplift) that provides crime prevention and other resources to the neighborhood associations. Both neighborhood associations have worked with their respective police precinct commanders to establish solid community-policing partnerships. Residents who participated in developing the Weed and Seed strategies were able to build on existing relationships with the Precinct Commanders from the Southeast and East Precincts of the Portland Police Bureau. Residents from both neighborhoods meet with precinct personnel on a regular basis to review progress made on community policing goals. The Weed and Seed strategies will build upon the existing community policing and neighborhood association framework to identify and solve problems.

For prevention, intervention, and treatment efforts, residents will have a variety of volunteer, and possibly employment, opportunities that will utilize their talents and energy creatively. They will have opportunities to become members of a neighborhood or park watch, participate in SUN School and safe haven activities, become trained community mediators to resolve neighbor to neighbor disputes, participate in Study Circles to develop program implementation strategies, and assist with community surveys to collect resident input on successes and problems. Residents will also participate on Outer Southeast Caring Community Action Team

projects, activities, and events that support parent and student efforts to achieve public school benchmarks.

As was stated in the Neighborhood Restoration section, residents will be involved in the policy, budget, and project development decision-making process for the urban renewal district that includes all of Lents and part of Brentwood-Darlington. In addition, residents will have volunteer opportunities to assist in the creation and coordination of community restoration projects for offenders participating in the Southeast Community Court. And finally, every man, woman and child will be encouraged to participate in community celebrations and information fairs in various capacities including event planning and coordination and event activity staffing.

#### **D. OUTREACH**

Outreach to residents is one of the most vital components of the Outer Southeast Weed and Seed Project. The success of the entire project involves engaging residents in planning, implementing and evaluating the Weed and Seed strategies. We will promote the project through a variety of techniques and media, including, but not limited to the following:

**Partner Promotion:** Each partner organization will outreach to residents through presentations at their association or group meetings and in-house publications.

**Fact Sheet and Brochure:** The Coordinator will develop and distribute a simple one page fact sheet which provides an overview of Weed and Seed and how residents can get involved. Within one year, the Coordinator will develop and distribute a brochure that will highlight successful Weed and Seed projects. The brochure will also provide valuable local resource and referral information for area residents.

**Outreach to Diverse Communities:** The fact sheet, brochure, and other materials will be carefully translated to assure proper cultural context for the information. The primary languages for translation are Spanish, Vietnamese, and Russian.

**Community Based Organizations:** The project will utilize existing community based organizations such as churches, neighborhood schools (especially SUN Schools), the Outer Southeast Caring Community service providers, libraries, fraternal and service organizations to publicize Weed and Seed.

**Print and Broadcast Media:** The project will work with local community newspapers, such as the *Good Neighbor News*, metropolitan newspapers, such as *The Oregonian*, local commercial and cable access television stations, and local radio stations to help build interest and investment in Weed and Seed.

**Electronic Media:** The project will develop a Weed and Seed web site, which will provide all the same information as the brochure plus updated information about Weed and Seed programs. The site will be linked with the sites of community resource programs and service providers.

**Public Service Announcements (PSAs):** The project will partner with local media, radio and television, to produce public service announcements as an outreach tool to residents. The PSAs will rely on residents to create, produce and "star in" these announcements.

**A Local Documentary:** The project will collaborate with Marshall High School and Portland Community College students to script, film, edit and produce a short documentary about Outer Southeast Weed and Seed.

## **MEMBER AGENCIES OF THE OUTER SOUTHEAST CARING COMMUNITY**

Trillium Artisans  
Police Activities League  
Portland Community College  
Multnomah County Touchstone  
Brentwood-Darlington Community Policing Center  
City of Portland Parks and Recreation Department  
Russian Oregon Social Services  
Human Solutions  
Chinese Social Services  
Worksystems, Inc.  
Family and Community Alliance  
Oregon Action  
Portland Impact  
Green Thumb  
Portland Sustainable Lifestyle Campaign  
Multnomah County, Office of the Chair  
Oregon State University Extension Service  
Multnomah County Commissioner Lisa Naito  
United Cerebral Palsy  
Mt. Scott Park Presbyterian Church  
Teen Insights Teen Parent Program  
Johnson Creek Watershed Council  
Lice Resource Team  
TACS (Technical Assistance Consulting Service)  
Providence Health System  
Oregon Council for Hispanic Advancement  
Multnomah County School Attendance Initiative  
City of Portland Mayor's Office  
IRCO (International Refugee Communities of Oregon)  
Metropolitan Family Service Experience Corps  
Restoration Community Church/Restoration, Inc.  
State of Oregon Dept. of Human Resources  
Brentwood-Darlington Neighborhood Association  
Lents Neighborhood Association  
Mt. Scott-Arleta Neighborhood Association  
Foster Powell Neighborhood Association  
Foster Area Business Association  
82nd Avenue Business Association  
Alternatives to Violence  
Mt. Scott Park Center for Learning  
Senator Gordon Smith's Office  
Housing Authority of Portland  
Multnomah County Commission on Children and Families  
Volunteers of America Family Programs

Multnomah County Library  
Oregon Health Division  
Committed Partners for Youth  
Kelly Community House  
Southeast Uplift  
Morrison Center  
Marshall High School  
Franklin High School  
Multnomah County Department of Community and Family Services  
City of Portland Bureau of Housing and Community Development  
Portland Public School District  
Multnomah County Health Department  
Community Alliance of Tenants  
Congressman Earl Blumenauer's office  
State of Oregon Adult and Family Services  
Lutheran Family Service Family Works  
Portland Community College  
Kelly Elementary School  
Clark Elementary School  
Whitman Elementary School  
Marysville Elementary School  
Lent Elementary School  
Binnsmead Middle School  
Kellog Middle School  
Lane Middle School  
State of Oregon Employment Department  
Multnomah County Marshall Family Resource Center  
Girls Leadership and Development (GLAD)  
Brentwood-Darlington Community Center  
Multnomah County District Attorney's Office: Support Enforcement  
Projecto Adelante  
Western Youth Development  
Community Solutions/Oregon Health Sciences University  
City of Portland Commissioner Jim Francesconi  
Marysville Before and After School Daycare Association  
Metropolitan Family Services  
Metropolitan Family Service GEARS program  
Oregon State Office of Children and Families  
Willamette Bridge Programs  
Neighborhood Pride Team  
Lents Boys and Girls Club  
ROSE Community Development Corporation  
Community Development  
Rose Time Traders  
Rose Child Care Neighbor Network  
Portland Public Schools Headstart Program