

Corvallis Police Department Strategic Plan

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CHAPTER 1:
INTRODUCTION

Chapter 1 – Introduction

Background

A police department is a community's multipurpose resource for managing social disorder. The longevity of United States police forces and their 24-hour operation are factors that have contributed to the variety of functions they are now expected to perform. While the core mission of the police remains crime control, other functions include resolution of problems of a non-criminal nature. When studies revealed that 80 percent of all police calls for service were concerned with quality of life issues rather than crime, United States law enforcement officials began to question the basic mission of the police and their principal methods of operation. Results of these studies called for police officers to leave their cars and return to the streets to become familiar with and involved in their neighborhood. These two elements reflect the philosophy of *community policing* which is the most significant contribution to policing in this century. At the heart of community policing is the notion that the police mission has as much to do with social service as with crime control.

As in most communities, the challenges created by a rapidly changing social structure have placed increased demands for service on the Corvallis Police Department (CPD). To meet these demands, The Corvallis City Council identified community policing among its priorities in 1990. In 1993, the CPD contracted with the University of Oregon Community Planning Workshop to create a strategic plan to guide the implementation of the department's change to community policing and to ensure its integration with existing traditional policing practices. During the past 7 years, the Corvallis Police Department has worked together with Corvallis citizens, businesses, social service organizations, Oregon State University, and other governmental agencies to meet these expectations. The department is now ready to evaluate the progress toward its community policing goals and to develop a new strategic plan for the next 5 years.

Methodology

Since this plan follows an earlier one written in 1993, the Community Planning Workshop (CPW) began by reviewing and becoming familiar with the previous plan. We researched community policing in other cities, and what the state of policing was in Corvallis. Further research went into demographic and crime trends in the city over the past few years.

The Community Planning Workshop attended a meeting of the Community Policing Advisory Committee, and asked some general questions of attendees based on the goals of the 1993 plan. The data gathered at that meeting set a general course for further research.

To further identify the important policy issues facing the Corvallis Department, the Community Planning Workshop:

- Conducted a community survey to assess the general feelings of the community toward the police department;

- Held public meetings to evaluate citizens' opinions about the police department and to generate new ideas; and
- Held meetings with police department personnel to gather ideas and concerns regarding the operation of the police department.

From the information gathered through research, meetings, and a survey, and a series of meeting with CPD staff, the Community Planning Workshop facilitated an updated strategic plan.

Organization

This report describes how the plan was developed, and contains an analysis of the data gathered throughout the plan development process. This report is divided into nine chapters: **Chapter 2 – Community Policing and the Corvallis Police Department**, describes the history of policing nationwide and in Corvallis, and the goals of community policing in Corvallis. **Chapter 3 – Crime Trends in Corvallis**, presents the crime trends in Corvallis over the past several years. **Chapter 4 – Demographics**, describes the demographic composition of the people of Corvallis, and how it has changed over time. **Chapter 5 – 1999 Corvallis Public Survey**, presents the results of a survey conducted by Community Planning Workshop. **Chapter 6 - Results of Public Meetings**, describes the results of meetings held with the general public. **Chapter 7 – Internal Survey**, describes the results of a survey given to all CPD employees. **Chapter 8 – CPD Internal Focus Groups**, describes the results of meetings held with police department personnel. **Chapter 9 – 2000-2004 Corvallis Strategic Action Plan** presents the Corvallis Police Department Strategic Plan for the years 2000 through 2004.

CHAPTER 2:
COMMUNITY POLICING AND THE
CORVALLIS POLICE DEPARTMENT

Chapter 2: Community Policing and the Corvallis Police Department

Introduction

Community policing is a philosophy that guides the delivery of police services by forming a partnership between the police and the community to “co-produce” public safety. This chapter presents an overview of 1) the history of policing in the United States, 2) the change to community policing, and 3) the community policing principles incorporated into the Corvallis Police Department Strategic Plan.

The History of Policing in the United States

Policing in the United States has evolved through several distinct phases of development. The professional or traditional model has prevailed since about 1930 and was designed to sever the control and corruptive influences of local political party leaders that existed at that time. Steps taken to remedy this situation centered on distancing the police from the community they served. This was greatly aided by technological advancements such as the telephone, patrol car, two-way radios and, eventually in-vehicle computers. Two strategies, which completed the divorce, were the invention of “random motorized patrol” and “rapid response” as the uniform response to all calls for service from the public. Since about 1960, these two strategies, along with retrospective investigation of crimes, have directed the policing style in the United States. These reactive policing strategies were designed to enforce the criminal law, but failed to address community crime and safety problems caused by deteriorating neighborhoods and changing social values.

The traditional policing model came under enormous pressure in the late 1960s and early 1970s when the manner in which police responded to social unrest generated five national studies to assess the state of policing: The President’s Commission of Law Enforcement and Administration of Justice (1967); the National Advisory Commission on Civil Disorders (1968); the National Advisory Commission on the Causes and Prevention of Violence (1969); the President’s Commission on Campus Unrest (1970); and the National Advisory Commission on Criminal Justice Standards and Goals (1973).

Other research focusing on specific areas of policing revealed the ineffectiveness of the traditional model. A critical experiment of patrol techniques done in 1972, known as the Kansas City Preventative Patrol Study, failed to find any difference in levels of crime when the intensity of patrol was widely varied. The study concluded that neither the number of police cars on the street nor the number of officers correlated with crime reduction. It was what these officers did that influenced the crime rate.

Research regarding response time to citizen requests for service has shown that citizens are satisfied with a slower response time to non-emergency calls if they are informed of the reason (Farmer 1981). Even for crimes in progress, rapid response was found to often be ineffective. A study done by Kansas City, Missouri Police Department in 1977 and another

four-city study done by the police Executive Research Forum in 1984, found that in only 3 percent of the total reported incidents of robbery, rape, aggravated assault, burglary, larceny and motor vehicle theft did an arrest result from fast police response. The determining factor was not the speed of the police response, but the speed that the citizen raised the alarm. Because citizens usually wait 10-15 minutes before calling the police, rapid response serves little purpose as perpetrators have usually fled.

Results of a study done in 1978 indicated the importance of a previously ignored goal in traditional policing, that of helping victimized people feel safer and less traumatized. A survey developed with support from the Law Enforcement Assistance Administration was administered to citizens of Troy, New York to assess their views on how well their calls for service had been handled by their police department. The thrust of the survey was to see if 'what' was done was as important as 'how' it was done. Citizens polled reported that courtesy and emotional support were appreciated far more than any other aspect of the services provided. In fact, when only three out of 75 burglary and theft cases ended with the recovery of property, 90 percent of the victims still rated the services they received as good or very good (Guyot 1991).

Other police studies examined the high percentage of time police devote to non-crime-related problems. Findings from cities of various sizes revealed that patrol officers spend from 70 to 85 percent of their time dealing with non-criminal matters (Johnson, et al., 1981). An example of this is the dimension of urban decay. Wilson and Kelling (1982) describe the apathetic effect "broken windows" create when no one takes responsibility for the physical upkeep of communities and the impression is given that neighborhoods are there for the taking. The authors contend that by returning officers to foot patrol, they are in a better position to help defend a community's values and maintain its stability and livability.

The outcome of these and other studies revealed the ineffectiveness of the traditional model and the necessity to redefine the basic police mission.

Beginning in the 1980s, police departments throughout the United States altered their approach to the problems of crime and disorder. They sought closer relations with their communities to better identify the causes of crime and to develop strategies to strengthen their self-defense capabilities.

The Transition to Community Policing

Community policing, also referred to as community-oriented policing, neighborhood-oriented policing and problem-oriented police enforcement, is a creative philosophy and style of policing that directly affects each member of a police department. Often referred to as the 'new' approach to policing, its roots lie in Britain over 150 years ago when Sir Robert Peel organized the first professional police force in London in 1829. Peel's vision was to assign officers to foot beats in neighborhoods allowing them to better maintain order by continually interacting with the public. The central principle of this style of policing is a full partnership between the community and police to identify and alleviate local crime and disorder problems. Its foundation stems from the concepts of community building, trust, and cooperation.

Community policing calls upon street-level officers to develop close relationships within the neighborhood through long-term "beat" assignments. Other elements include an emphasis on foot or bicycle patrol, initiation of police-organized neighborhood activities and public safety programs in schools. Partnerships are formed that enable police to work with and through local community organizations rather than be the sole defenders against crime. Most

importantly, the police contribute to community building by participating in a variety of problem-solving activities with other public agencies, businesses, and neighborhood organizations to jointly improve community livability.

Community Policing and the Corvallis Police Department

With its adoption of the philosophy of community policing in 1993, and through its community policing efforts throughout the past 7 years, the Corvallis Police Department has formed a partnership with the Corvallis community to improve the quality of life for all residents. By joining together, police, neighborhoods and policy makers have benefited from increased economic and social resources. The collective benefits of this partnership are improved police services, improved relations between the police and the public and a better quality of life for Corvallis citizens.

The Corvallis Police Department has incorporated the following principles into its daily actions:

- Community partnership;
- A co-active approach to crime and disorder problems;
- Inter-agency cooperation;
- Transformed organization structure;
- Reorientation of patrol;
- Decentralization of command;
- Accountability; and
- Communication.

Knowledgeable decisions based on information gathered through daily contact with citizens, regularly administered community surveys and periodic police department assessments have enabled the Corvallis Police Department to understand and respond to community needs.

CHAPTER 3:

CRIME TRENDS IN CORVALLIS

Chapter 3: Crime Trends in Corvallis

Introduction

The objective of this chapter is to provide an overview of crime statistics for Corvallis. In analyzing the data, one may theorize about the possible causes of crime, fluctuations of crime trends, and effects of crime in Corvallis. However, the accurate study of crime data is a dynamic and complex endeavor that is subject to a high degree of variability. This section is intended to provide a snapshot view in time so that the reader better understand the nature of crime factors in Corvallis.

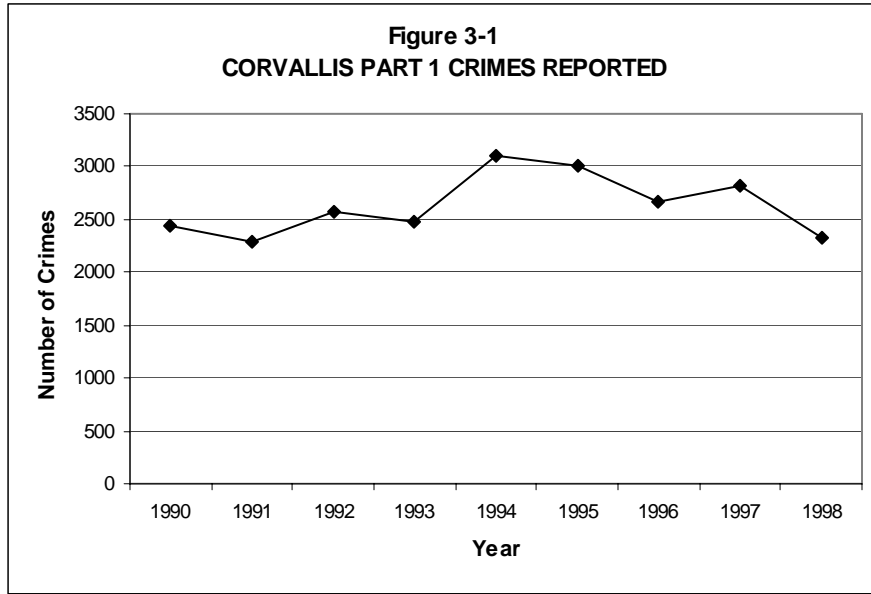
Crime data presented for the City of Corvallis is collected from the Law Enforcement Data System or LEDS. The crime figures presented here represent *reported crimes* and not arrests or convictions. Crime data for the State Oregon and the U.S. was collected from the FBI's 1997 Uniform Crime Report.

Reported crimes are divided into three categories. The first category is referred to as Part I crimes. Part I crimes consist of selected offenses used to gauge fluctuations in the overall volume and rate of crime reported to law enforcement. Part I crimes are also referred to as the *Crime Index* as they are the crimes most often gauged across the nation to get a picture of an area's crime situation. The offenses included are the crimes of murder and non-negligent manslaughter, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson.

The second category is Part II crimes. These crimes are of lesser severity to society than Part I crimes. Part II crimes include the crimes of forgery/counterfeit, fraud, embezzlement, stolen property, other assaults, weapons violations, prostitution, sex offenses, narcotics and drugs, gambling, offenses against family, DUI, liquor law violations, disorderly conduct, trespass/prowler, escape, curfew, and runaway juvenile.

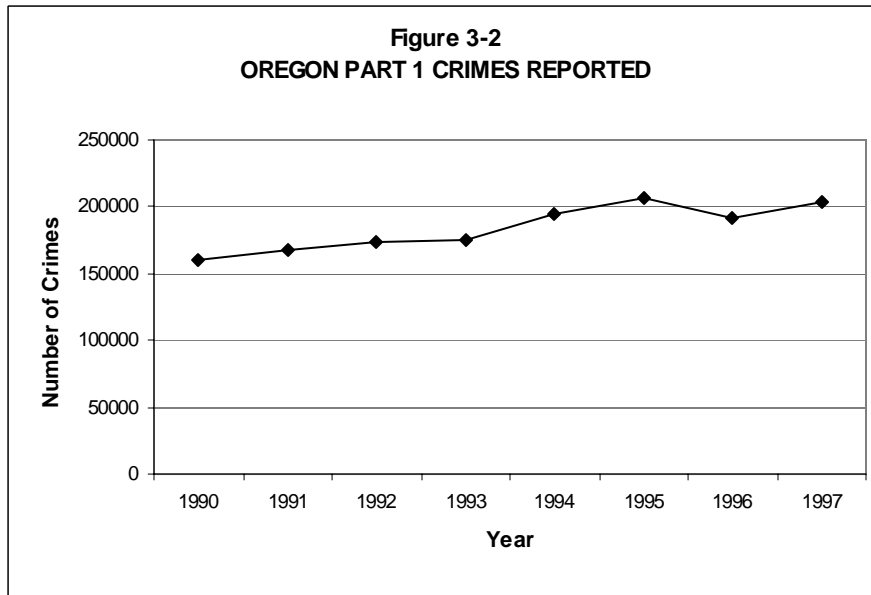
The third category is Part III crimes and represents a further reduction in the severity of crime. Part III crimes consist offenses such as traffic accidents, fish & game violations, fugitives, missing persons, animal violations, abandoned autos, domestic problems, traffic violations, civil complaints and custody violations.

Figures 3-1, 3-2 and 3-3 show Part I crimes for Corvallis, Oregon and the U.S.



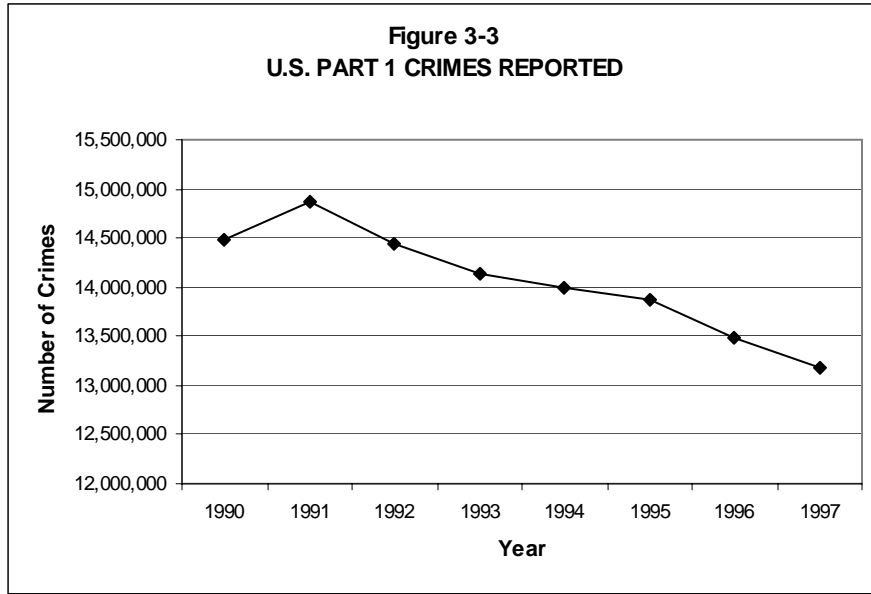
Source: Corvallis Police Dept LEDS Data 5/99

Figure 3-1 shows the number of Part 1 crime reported in Corvallis during the years 1990 to 1998. As shown, the numbers fluctuated over the 8-year period, peaking in 1994 and 1995, and then dropped back to 1990 levels (approximately 2,300) by 1998.



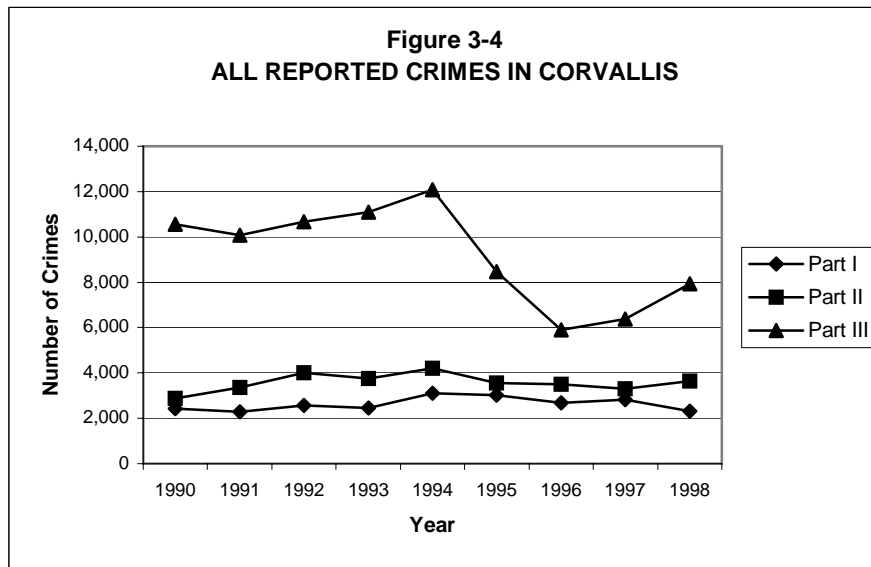
Source: FBI Uniform Crime Report 1997

Figure 3-2 reflects the number of Part 1 crimes for the State of Oregon from 1990 to 1997. As shown in the graph, the numbers increased during this period, although gradually, from approximately 160,000 in 1990 to approximately 200,000 in 1997. Both figures 3-1 (Corvallis) and 3-2 (Oregon) show crime peaking during the years 1994 – 1995.



Source: FBI Uniform Crime Report 1997

Figure 3-3 reflects the number of Part 1 crimes reported nationally from the years 1990 to 1997. As shown, the trend has been mostly downward (with a spike during 1991) from approximately 14,500,000 in 1990 to approximately 13,100,000 in 1997. Comparing the Corvallis and Oregon data to the national data shows that during this period Oregon and Corvallis either remained stable or increased slightly while the national figures declined.



Source: Corvallis Police Dept LEDS Data 5/99

Figure 3-4 indicates the total number of reported Part I, II & III crimes in Corvallis from 1990 to 1997. The chart shows that Part III crimes largely outnumber the more severe Part I & II crimes. Also, Part I & II crimes have remained relatively stable in their numbers over the years, only fluctuating slightly, whereas Part III crimes experienced a dramatic decrease between 1994 and 1996 and have remained at a much lower rate.

Part I crimes or the Crime Index can be sub-divided into two categories: violent crimes and property crimes. Violent crime is composed of four offenses: 1) murder and non-negligent manslaughter 2) forcible rape 3) robbery, and 4) aggravated assault. All violent crimes involve force or threat of force. Violent crimes are essentially crimes against people. Property crime includes the offenses of burglary, larceny-theft, motor vehicle theft, and arson. The object of the theft-type offenses is the taking of money or property, but there is no force or threat of force against the victims. Arson is included since it involves the destruction of property, even though its victims may be subjected to force.

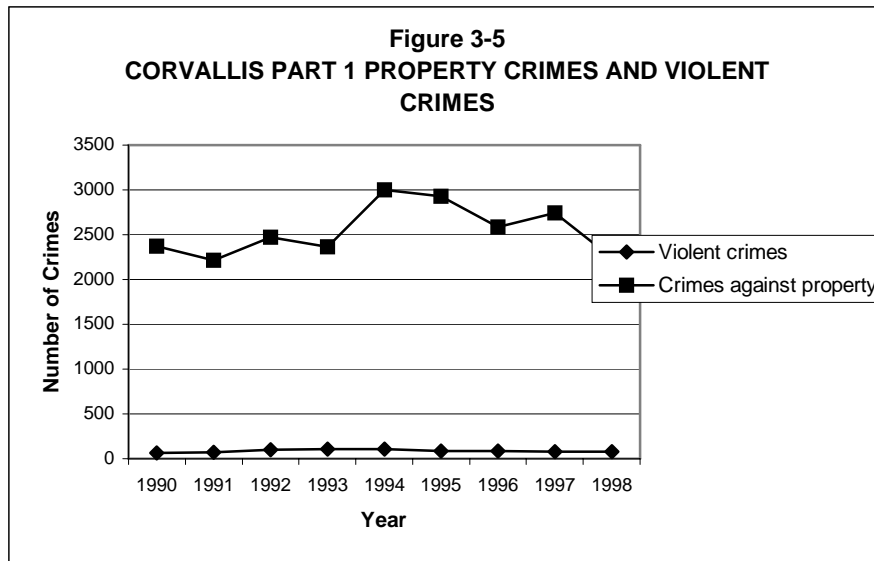
Figure 3-5 indicates that of all the Part I crimes committed in 1997, Corvallis has experienced a much smaller percentage of crimes against people, than against property, as compared with Oregon and the nation as a whole.

**Table 3-1
Violent Crimes vs. Property Crimes
Local, State and Federal Levels (1997)**

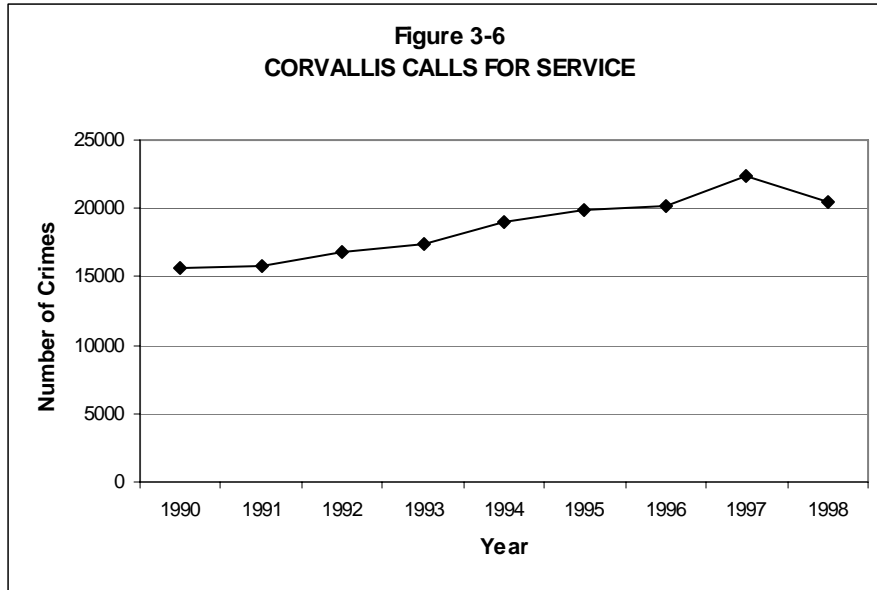
	Violent Crimes	Property Crimes
Corvallis	3%	97%
Oregon	7%	93%
US	12%	88%

Source: Corvallis PD and the FBI Uniform Crime Report

Figure 3-5 similarly indicates the breakdown of Part I crimes in Corvallis by violent and property crimes. This figure demonstrates that the nature of serious crime in Corvallis is primarily crime against property. As shown, the number have fluctuated during the period 1990 to 1998, but were on a downward trend as of 1998, having surpassed the 1990 numbers.



Source: Corvallis Police Department LEDS Data, Corvallis Police Department Crime Analysis



Source: Corvallis Police Department LEDS Data, Corvallis Police Department Crime Analysis

Another statistic related to a city's crime and safety is the number of calls for service. However, while these values can offer some degree of insight into crime analysis, they are not a direct indication of an increase or decrease in crime. In some cases an increase in calls for service can indicate an increase in citizens' comfort level with their police department. Along those lines, a decrease may indicate citizens' unwillingness to call their police department and simply let crimes go unreported. Figure 3-6 shows a steady increase in calls for service in Corvallis since 1990, with only a slight decrease in the last year (1998).

Key Findings

Most of the crimes committed in the city of Corvallis are against property (97 percent). Since 1990, reported property crimes have been approximately 2,000 to 3,000 per year; while violent crimes account for approximately 100 – 200 per year. Based on the data presented, the crime trends for Part I and II crimes in Corvallis have fluctuated over the years, but largely remained unchanged from 1990 to 1997. In contrast, Part III crimes have fluctuated widely, from 10,000 in 1990 to 6,000 in 1996, and then back up to 8,000 in 1998. Calls for service have increased from 1990, but have decreased since 1997. Compared to the state of Oregon, Corvallis' crime rate is on a downward trend, although it has not kept pace with the national trend, which has decreased more dramatically over the same period.

CHAPTER 4:
DEMOGRAPHICS

Chapter 4: Demographics

Population

Table 4-1 shows population totals for Corvallis, Benton County, and Oregon from 1990 to 1998. The city has experienced substantial growth during the 1990s. Corvallis added an estimated 6,338 new residents and grew by 14.3 percent during this period. This rate exceeded the state's growth of 13.2 percent for the same time period. Population in the City of Corvallis grew at an annual rate of about 1.9 percent from 1990 to 1998. This rate is significantly higher than Benton County's rate of 1.1 percent. Since the adoption of the Corvallis Police Department's strategic plan in 1993, Corvallis has grown by 10.6 percent and added an estimated 4,620 new residents.

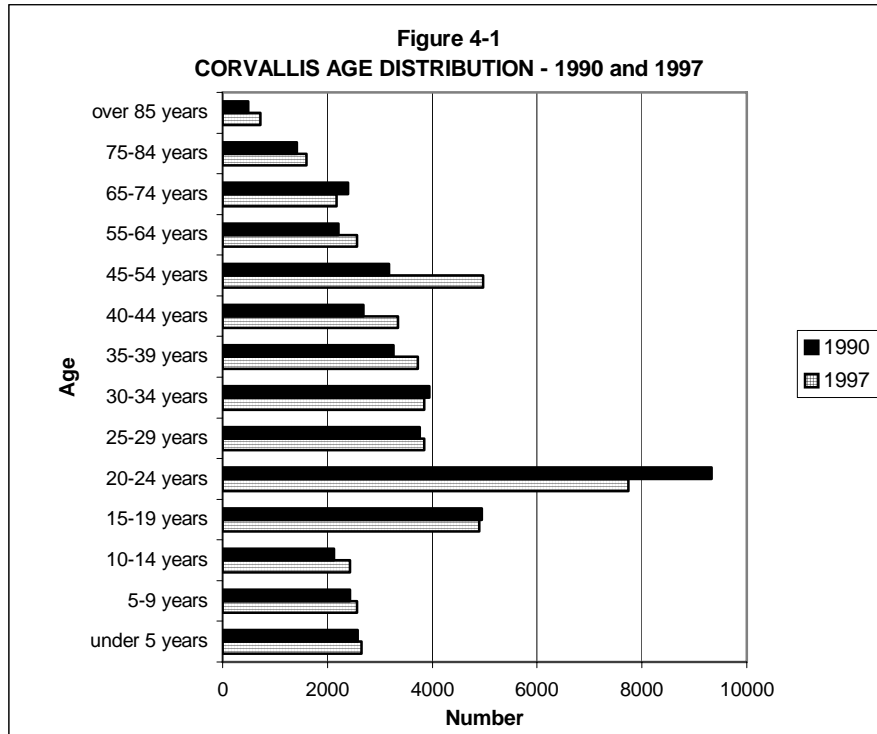
Table 4-1
Population Trends for Oregon, Benton County, and Corvallis 1990-1998

Year	Oregon	Benton County	Corvallis
1990	2,842,321	70,811	44,757
1991	2,930,000	71,900	45,780
1992	2,979,000	72,900	45,470
1993	3,038,000	73,300	46,260
1994	3,082,000	75,400	46,195
1995	3,132,000	75,500	47,487
1996	3,181,000	76,000	49,275
1997	3,217,000	76,700	49,630
1998	3,267,550	77,100	50,880
Annual Growth Rate	1.8%	1.1%	1.9%
Percent Change 90-98	13.2%	8.3%	14.3%

Source: Center for Population Research & Census, PSU.

Demographics

Looking closer at the population of Corvallis and the breakdown of specific age groups identifies some changes that have occurred over the last 7 years. Figure 4-1 and the accompanying Table 4-2 show age distributions for 1990 and 1997 in Corvallis. Corvallis' largest population segment is in the 20-24 year old category. This portion of the population is attributed to the student population of Oregon State University. The second largest population segment is made up of 15-19 year olds. Both of these age categories recorded decreases; the 15-19 year old age group showing only a minor decrease, but the 20-24-age bracket decreased by 17.1 percent. Other changes can be seen in the older population over the same 1990-1997 period, the most noticeable of which occurred in the 40-44 and 45-54 age groups, which experienced 24.4 percent and 56.6 percent, increases respectively. This shift to an older population was also indicated by an increase in Corvallis' median age from 26 to 29.3. In addition, the 85 year old and older portion of the population grew by 47.3 percent.



Sources: 1990 U.S. Census, 1997 - Corvallis Buildable Land Inventory

This trend witnessed in Corvallis is similar to a larger trend of an aging population throughout the nation.

Table 4-2
Age Distribution 1990 & 1997 in Corvallis

Total Population	1990	Percent	1997	Percent	Change
Under 5 years	2,581	5.8%	2,645	5.6%	2.5%
5-9 years	2,435	5.4%	2,558	5.4%	5.1%
10-14 years	2,123	4.7%	2,431	5.2%	14.5%
15-19 years	4,950	11.1%	4,896	10.4%	-1.1%
20-24 years	9,328	20.8%	7,736	16.4%	-17.1%
25-29 years	3,766	8.4%	3,850	8.2%	2.2%
30-34 years	3,947	8.8%	3,844	8.2%	-2.6%
35-39 years	3,259	7.3%	3,721	7.9%	14.2%
40-44 years	2,691	6.0%	3,348	7.1%	24.4%
45-54 years	3,171	7.1%	4,966	10.6%	56.6%
55-64 years	2,210	4.9%	2,563	5.4%	16.0%
65-74 years	2,393	5.3%	2,170	4.6%	-9.3%
75-84 years	1,415	3.2%	1,596	3.4%	12.8%
over 85 years	488	1.1%	719	1.5%	47.3%
Median Age	26		29.2		

Sources: 1990 U.S. Census, 1997 - Corvallis Buildable Land Inventory

Race and Ethnicity

The racial mix of the residents of Corvallis has remained nearly the same from 1990 – 1997. The city's population is predominantly white. The second largest group is the Asian population, which is nearing 10 percent. Table 4-3 displays the city's population breakdown by race.

Table 4-3
Race Distribution in Corvallis

	1990	1997
White	88.9%	85.2%
Hispanic Origin	2.5%	3.4%
Black	1.2%	1.4%
Asian	8.2%	9.3%
All Other	1.7%	0.6%

Source: 1990 U.S. Census, and Corvallis Buildable Land Inventory

Income

Table 4-4 shows the income figures for the City of Corvallis. Both per capita income and average household incomes have grown by approximately 45 percent between 1990 and 1997.

Table 4-4
Corvallis Income Trends

Year	Per Capita Income	Avg. Household Income
1997	\$17,213	\$43,718
1990	\$11,815	\$30,095
Percent Change	45.7%	45.30%

Sources: 1990 U.S. Census, and Corvallis Buildable Land Inventory (1998)

Key Findings

Corvallis has experienced substantial growth from 1990 to 1998, having added an estimated 6,123 new residents, a growth rate of 14.3 percent. This rate exceeded the state's growth of 13.2 percent for the same time period. The largest increase in age groups appears to be within the 40-44 and 45-54 age groups, which experienced 24.4 percent and 56.6 percent increases respectively. Corvallis' median age increased from 26 to 29.3 years. In addition, the 85 year old and older portion of the population grew by 47.3 percent. The trend witnessed in Corvallis is similar to a larger trend of an aging population throughout the nation. The racial mix of the residents of Corvallis has remained nearly the same from 1990 to 1997. The city's largest population is white (85.2%) followed by Asians (9.3%), Hispanics (3.4%), and blacks (1.4%). The largest increase in numbers from 1990 to 1998 occurred within the Asian and Hispanic populations, both of which rose approximately 1 percentage point during this time. Both per capita income and average household incomes have grown substantially (by approximately 45 percent) between 1990 and 1998.

CHAPTER 5:

1999 CORVALLIS PUBLIC SURVEY

Chapter 5: 1999 Corvallis Public Survey

Purpose

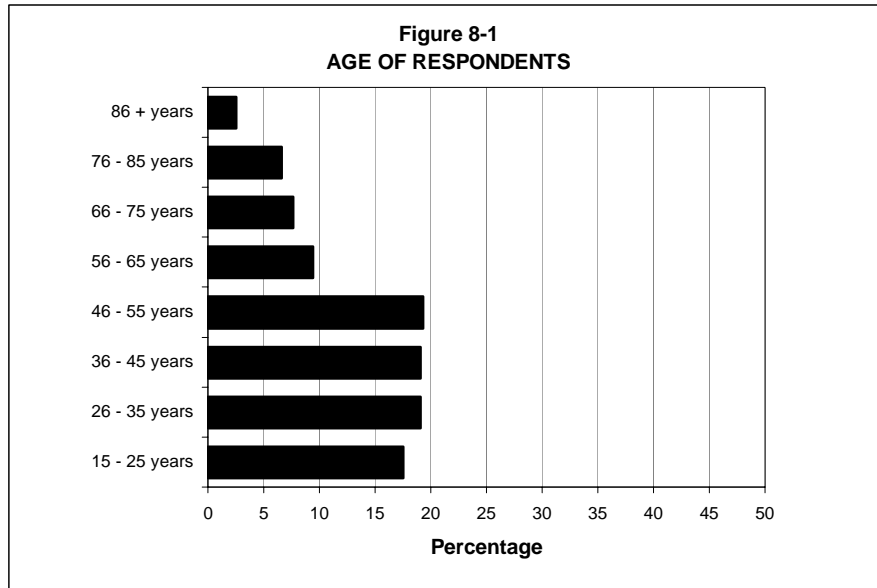
A community survey was sent to Corvallis citizens to gather input from the public into the Corvallis strategic planning process. Specific questions were designed to gather information on the following topics: 1) community and neighborhood safety; 2) citizen satisfaction with policing services; 3) awareness and support of specific neighborhood policing strategies; and 4) support for a new Benton County corrections facility. The public survey also included a section dedicated to demographic information to ensure the survey was representative of the Corvallis community.

Methodology

One thousand fifty surveys were sent to randomly selected Corvallis residents in May 1999 utilizing a Department of Motor Vehicles list. Of those, 210 were not usable due to bad addresses (forward time lapsed) or they were sent to citizens outside the city limits. In response, a second mailing was conducted in early June 1999 composed of non-respondents and 168 new addressees to make up for the high number of returns. Twenty-six of the surveys from the second mailing were returned as bad addressees. The adjusted total of good addresses was 982. Of those, 298 surveys were returned and usable as valid addresses. The overall response rate was 41 percent.

Survey Results

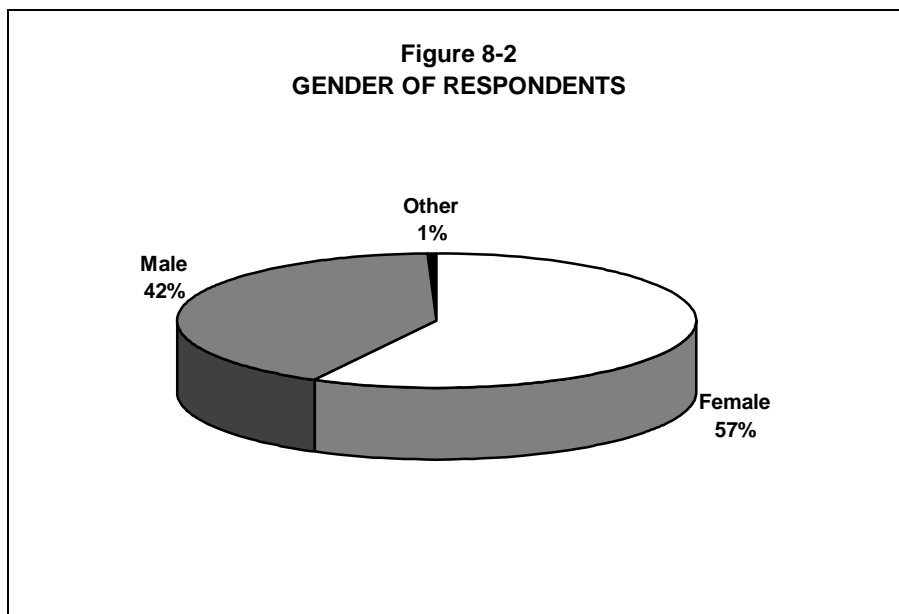
Demographics



Source: 1999 Corvallis Community Survey

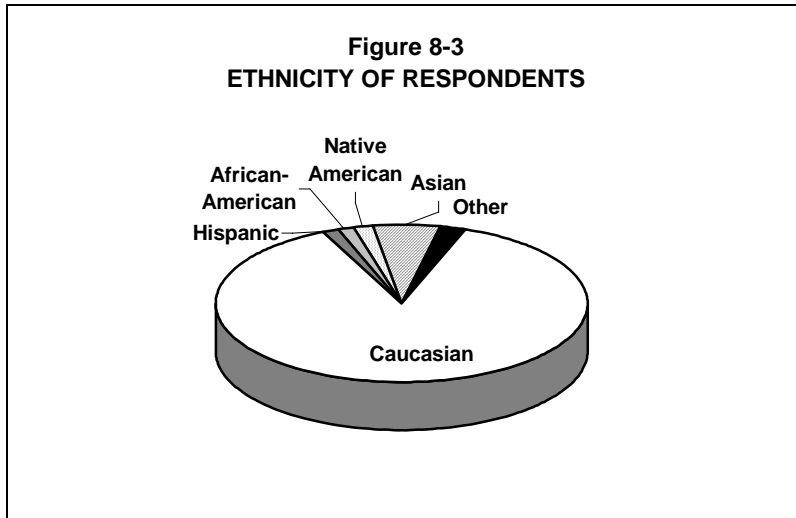
Figure 8-1 shows the age of respondents, who ranged in age from 15 to 90 years. Most (75 percent) were from 15 to 55 years; the average age was 44 years.

Figure 8-2 shows that over half (57 percent) the respondents were female, 42 percent were male, and 1 percent checked 'other.'



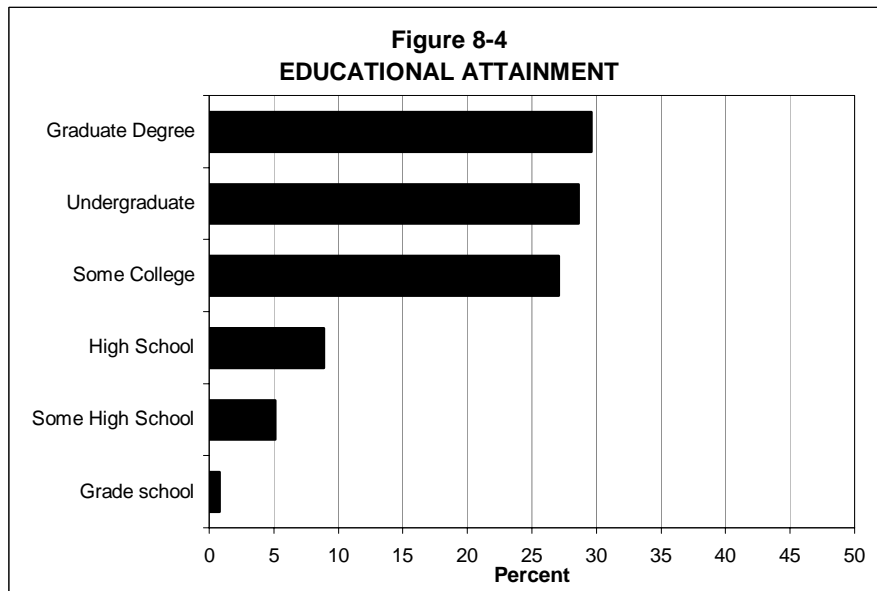
Source: 1999 Corvallis Community Survey

Figure 8-3 indicates that most respondents were Caucasian (87 percent), with the second largest group being Asian (6 percent), followed by Native Americans and Hispanics (2 percent each) and African Americans (1 percent).



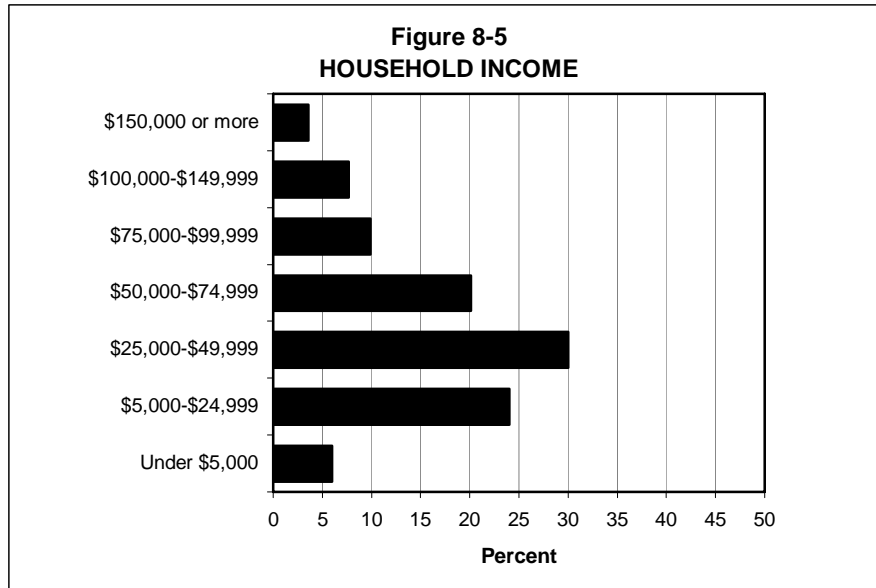
Source: 1999 Corvallis Community Survey

Figure 8-4 shows that over 80 percent of respondents had some college or a college degree (either undergraduate or graduate). Nine percent graduated from high school, 5 percent had some high school and 1 percent had a grade school education.



Source: 1999 Corvallis Community Survey

When looking at total household income (before taxes), Figure 8-5 reflects that nearly one-third (30 percent) of respondent households earned between \$25,000 and \$49,999; 40 percent earned \$50,000 or above, and the final 30 percent earned below \$25,000.



Source: 1999 Corvallis Community Survey

Table 8-1 shows that respondents lived in all parts of Corvallis. The largest portion of residents was from the Northeast (26 percent) followed by the Northwest (24 percent), the West (19 percent), the Southwest (12 percent), the Southeast (11 percent), and the East (8 percent).

**Table 8-1
Where Respondents Live**

Area in Corvallis	Count	Percent
Area 1 Northwest	94	24%
Area 2 Northeast	101	26%
Area 3 East	29	8%
Area 4 West	72	19%
Area 5 Southwest	48	12%
Area 6 Southeast	44	11%

Source: 1999 Corvallis Community Survey

The survey sampled a mix of residents in terms of length of residency in Corvallis. Table 8-2 shows that approximately one-third of respondents (29 percent) reported living in Corvallis for more than 20 years; a little more than one-third lived there for 6 to 20 years, and the final third for less than 6 years.

**Table 8-2
Years Respondents lived in Corvallis**

Years in Corvallis	Count	Percent
More than 20 Years	114	29%
16 – 20 years	40	10%
11 – 15 years	47	12%
6 – 10 years	64	16%
3 – 5 years	67	17%

Years in Corvallis	Count	Percent
1 – 2 years	46	12%
Less than 1 year	19	5%

Source: 1999 Corvallis Community Survey

Community and Neighborhood Safety

Community members were asked a series of questions about their feelings of safety in town, in their neighborhood and in various parts of Corvallis. Table 8-3 illustrates how safe people felt in different places in Corvallis both during the day and night. Generally speaking, people felt Corvallis was a very safe community. Most people felt safer during the daytime than at night in all areas. Nearly all felt most safe in their own neighborhood (98 percent safe or very safe) and in the downtown area (98 percent) during the day. During the night, residents also felt most safe in their own neighborhood (85 percent safe or very safe) and in the downtown area (79 percent). Of those respondents who felt somewhat unsafe or very unsafe, the places residents felt least comfortable at night were a park near their home (31 percent), the University area (25 percent) and the 9th Street business district (21 percent).

Table 8-3
Feelings of Safety throughout Corvallis

Area in Corvallis	Time of Day	Very Safe	Somewhat Safe	Somewhat Unsafe	Very Unsafe	No Opinion
In the Downtown Area	Day	82%	16%	1%	1%	1%
	Night	30%	50%	13%	2%	6%
In the University Area	Day	74%	18%	2%	1%	6%
	Night	22%	42%	20%	5%	11%
In a Park near your Home	Day	70%	22%	3%	1%	5%
	Night	18%	38%	21%	10%	13%
In your own Neighborhood	Day	83%	15%	1%	1%	1%
	Night	52%	33%	13%	2%	1%
In and around Public Schools	Day	67%	17%	3%	1%	13%
	Night	28%	38%	13%	2%	18%
9 th Street Business District (Harrison to Conifer)	Day	68%	27%	1%	1%	4%
	Night	23%	47%	18%	3%	10%

Source: 1999 Corvallis Community Survey

When compared to a similar community survey conducted by the Community Planning Workshop in 1993, some interesting yet subtle changes can be seen. Table 8-4 shows that while the overall feelings of safety were high in 1993, there was an increase from feelings of “somewhat safe” to “very safe” in all areas, both day and night during the past 6 years. In all cases there were fewer people with no opinion, as well. Finally, with only one exception, the percent of people who felt “somewhat unsafe” or “very unsafe” both during the day or night, decreased (in most areas of town), implying improved feelings of safety over time. The only exception was a slight increase (from 7 percent to 10 percent) of people feeling very unsafe in a park near their home at night. It should be noted that the 1993 survey did not inquire about areas in or around public schools, or about the 9th Street Business District.

**Table 8-4
Comparison of Feelings of Safety in Corvallis: 1993 and 1999**

Area in Corvallis	Time of Day	Very Safe		Somewhat Safe		Somewhat Unsafe		Very Unsafe		No Opinion	
		1993	1999	1993	1999	1993	1999	1993	1999	1993	1999
In the Downtown Area	Day	56%	82%	40%	16%	1%	1%	0%	1%	4%	1%
	Night	14%	30%	50%	50%	23%	13%	2%	2%	13%	6%
In the University Area	Day	47%	74%	40%	18%	3%	2%	1%	1%	11%	6%
	Night	12%	22%	31%	42%	31%	20%	6%	5%	21%	11%
In a Park near your Home	Day	23%	70%	44%	22%	4%	3%	1%	1%	8%	5%
	Night	10%	18%	31%	38%	33%	21%	7%	10%	20%	13%
In your own Neighborhood	Day	61%	83%	36%	15%	40%	1%	1%	1%	3%	1%
	Night	29%	52%	52%	33%	14%	13%	2%	2%	6%	1%

Source: Corvallis Public Survey – 1999 and 1993 Corvallis Community Surveys

When asked to compare their feelings of safety in Corvallis today versus one, 2 or 5 years earlier, both Table 8-5 and Table 8-6 show some inconclusive results. In both the city of Corvallis and within their own neighborhood, respondents report feeling safer today versus 1, 2 or 5 years earlier. Conversely, they also report slight increases in feeling unsafe.

**Table 8-5
Feelings Of Safety Over Time Among Long-Term Residents Of Corvallis**

Time Period	Safer Today	Same Today	Less Safe Today
1 year ago	2%	91%	7%
2 years ago	5%	83%	12%
5 years ago	8%	63%	29%

Source: 1999 Corvallis Community Survey

**Table 8-6
Feelings Of Safety Over Time: Neighborhood**

Time Period	Safer Today	Same Today	Less Safe Today
1 year ago	6%	87%	7%
2 years ago	7%	83%	10%
5 years ago	10%	73%	17%

Source: 1999 Corvallis Community Survey

**Table 8-7
Feelings of Safety in Corvallis Today
Versus 1, 2, or 5 Years Ago By Area in Town**

Area in Corvallis	Safer Today	Same Today	Less Safe Today
1 year Ago			
Area 1 (NW)	5 %	93 %	1 %
Area 2 (NE)	1 %	89 %	10 %
Area 3 (E)	-	89 %	11 %
Area 4 (W)	1 %	93 %	6 %

Area in Corvallis	Safer Today	Same Today	Less Safe Today
Area 5 (SW)	-	95 %	5 %
Area 6 (SE)	5 %	84 %	11 %
2 Years Ago			
Area 1 (NW)	5 %	90 %	6 %
Area 2 (NE)	8 %	77 %	15 %
Area 3 (E)	-	74 %	26 %
Area 4 (W)	1 %	88 %	10 %
Area 5 (SW)	5 %	84 %	12 %
Area 6 (SE)	10 %	76 %	13 %
5 Years Ago			
Area 1 (NW)	8 %	64 %	28 %
Area 2 (NE)	10 %	55 %	35 %
Area 3 (E)	5 %	57 %	38 %
Area 4 (W)	4 %	69 %	28 %
Area 5 (SW)	3 %	75%	22 %
Area 6 (SE)	16 %	59 %	25 %

Source: 1999 Corvallis Community Survey

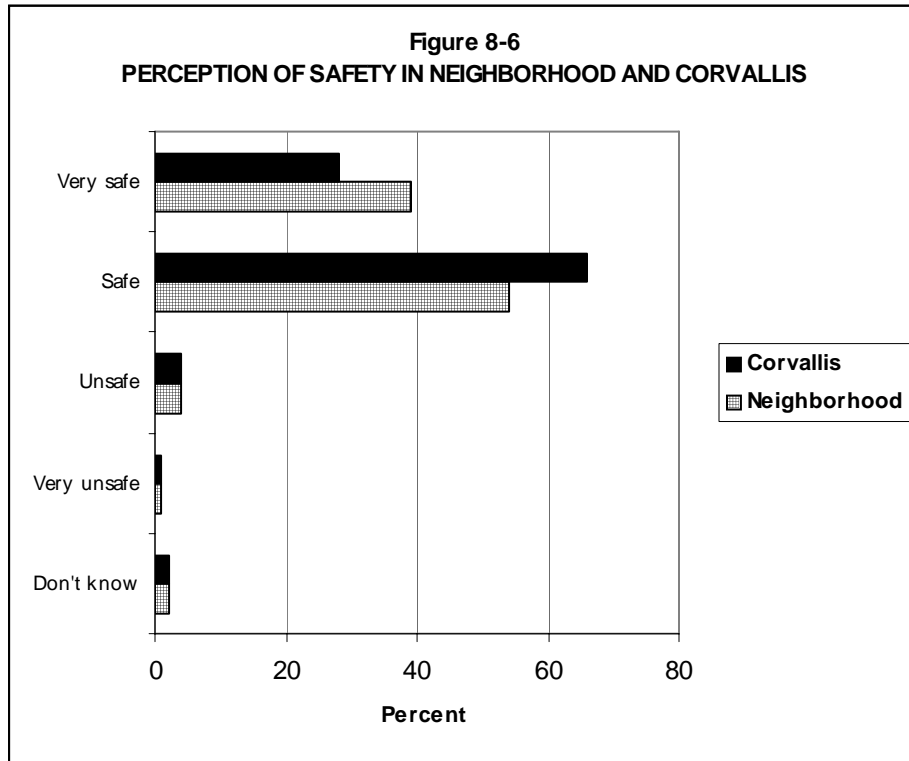
Table 8-8
Feelings of Safety in Respondents Own Neighborhood Today
Versus 1, 2, or 5 Years Ago By Area in Town

Area in Corvallis	Safer Today	Same Today	Less Safe Today
1 Year Ago			
Area 1 (NW)	2 %	94 %	4 %
Area 2 (NE)	9 %	81 %	10 %
Area 3 (E)	9 %	65 %	26 %
Area 4 (W)	3 %	89 %	8 %
Area 5 (SW)	3 %	97 %	-
Area 6 (SE)	14 %	84 %	3 %
2 Years Ago			
Area 1 (NW)	3 %	90 %	7 %
Area 2 (NE)	14 %	76 %	10 %
Area 3 (E)	-	63 %	37 %
Area 4 (W)	2 %	89 %	9 %
Area 5 (SW)	6 %	88 %	6 %
Area 6 (SE)	13 %	81 %	6 %
5 Years Ago			
Area 1 (NW)	10 %	77 %	13 %
Area 2 (NE)	7 %	70 %	23 %
Area 3 (E)	-	56 %	44 %
Area 4 (W)	5 %	80 %	15 %

Area in Corvallis	Safer Today	Same Today	Less Safe Today
Area 5 (SW)	14 %	77 %	9 %
Area 6 (SE)	26 %	70 %	4 %

Source: 1999 Corvallis Community Survey

Figure 8-6 shows how safe residents reported feeling 'overall' both in Corvallis and within their own neighborhood. As shown, less than 4 percent felt unsafe or very unsafe. There was a similar feeling of safety among residents in their own neighborhoods, with less than 5 percent feeling unsafe or very unsafe.



Source: 1999 Corvallis Community Survey

Satisfaction with Corvallis Police Department

Residents who had lived in Corvallis for at least 2 years were asked to indicate how satisfied they were with the way the CPD handled a list of 19 separate community issues. Table 8-9 indicates that the majority of respondents (greater than 50 percent) were satisfied or very satisfied with how the CPD handled crimes committed by juveniles, noise, traffic safety, and downtown parking. They were least satisfied (reported as being dissatisfied or very dissatisfied) with tobacco use by minors (25 percent), loitering youth (20 percent) and traffic safety (20 percent). More than half the respondents checked 'don't know' when evaluating how the CPD handled domestic disputes (60 percent), child abuse (56 percent), sex offenses (55 percent) and auto theft (54 percent).

**Table 8-9
Satisfaction With CPD Handling Of Issues**

Issue	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Don't Know
Crimes committed by Juveniles	6%	45%	9%	4%	36%
Child Abuse	4%	32%	5%	3%	56%
Tobacco use by Minors	3%	27%	17%	8%	47%
Loitering Youth	4%	35%	15%	5%	40%
Hate & Bias Crimes	5%	39%	8%	4%	45%
Domestic Disputes	4%	31%	4%	1%	60%
Abandoned Cars	9%	35%	10%	4%	43%
Illegal Drugs	5%	37%	9%	3%	46%
Assaults	5%	41%	4%	3%	48%
Sex Offenses	4%	34%	4%	3%	55%
Noise	9%	47%	11%	5%	28%
Burglary	5%	43%	7%	3%	42%
Auto Theft	4%	35%	4%	2%	54%
Theft from Autos	3%	37%	13%	6%	41%
Traffic Safety	9%	55%	14%	6%	16%
Vandalism	5%	42%	8%	3%	43%
Graffiti	7%	41%	7%	1%	43%
Liquor Violations	6%	38%	10%	3%	43%
Downtown Parking	10%	50%	11%	5%	24%

Source: 1999 Corvallis Community Survey

When compared with a similar survey question in 1993 the most significant change is that more people had an opinion in 1999 (selected other than “don’t know” or “no opinion”).

**Table 8-10
Comparison of Satisfaction with CPD
Handling of Offenses in Corvallis: 1993 and 1999**

Issue	Very Satisfied		Satisfied		Dissatisfied		Very Dissatisfied		No Opinion/ Don't know	
	1993	1999	1993	1999	1993	1999	1993	1999	1993	1999
Loitering Youth	5%	4%	26%	35%	13%	15%	4%	5%	52%	40%
Illegal Drugs	7%	5%	27%	37%	9%	9%	3%	3%	54%	46%
Assaults	6%	5%	30%	41%	2%	4%	2%	3%	61%	48%
Sex Offenses	6%	4%	25%	34%	5%	4%	1%	3%	63%	55%
Noise	10%	9%	35%	47%	10%	11%	4%	5%	42%	28%
Burglary	8%	5%	33%	43%	8%	7%	2%	3%	49%	42%
Auto Theft	6%	4%	23%	35%	5%	4%	2%	2%	66%	54%
Theft from Autos	6%	3%	25%	37%	15%	13%	4%	6%	50%	41%
Traffic Safety	15%	9%	40%	55%	15%	14%	5%	6%	25%	16%
Liquor Violations	6%	6%	28%	38%	8%	10%	5%	3%	54%	43%

Source: 1999 and 1993 Corvallis Community Survey

During the 1999 survey, respondents were also asked to evaluate how the rates of occurrence of the listed 19 issues had changed during the past 2 years. Table 8-11 indicates the results. The two things respondents felt had most improved were crimes committed by juveniles (11 percent) and traffic safety (11 percent), although the highest number of respondents also felt that traffic safety had gotten worse (21 percent). This was followed by theft from autos at 20 percent. The highest in the 'no change' category was noise at 52 percent. More than half the respondents checked 'don't know' when ranking child abuse (63 percent), sex offenses (59 percent), domestic disputes (58 percent), assaults (54 percent), hate & bias crimes (52 percent), illegal drugs (51 percent) and liquor violations (51 percent).

**Table 8-11
Perception Of Change In Occurrence Over Time**

Issue	Gotten Better	No Change	Gotten Worse	Don't Know
Crimes committed by Juveniles	11%	44%	16%	30%
Child Abuse	3%	31%	3%	63%
Tobacco use by Minors	5%	36%	16%	43%
Loitering Youth	7%	48%	13%	33%
Hate & Bias Crimes	6%	38%	5%	52%
Domestic Disputes	4%	35%	3%	58%
Abandoned Cars	9%	46%	7%	39%
Illegal Drugs	5%	35%	9%	51%
Assaults	3%	39%	4%	54%
Sex Offenses	2%	34%	4%	60%
Noise	9%	52%	17%	22%
Burglary	6%	46%	11%	37%
Auto Theft	3%	41%	7%	49%
Theft from Autos	6%	35%	20%	38%
Traffic Safety	11%	47%	21%	21%
Vandalism	5%	46%	11%	39%
Graffiti	6%	49%	5%	40%
Liquor Violations	4%	40%	5%	51%
Downtown Parking	5%	43%	17%	35%

Source: 1999 Corvallis Community Survey

Table 8-12 shows level of satisfaction with CPD contacts. Almost half (47 percent) of respondents reported at least one contact with a CPD employee within the previous year. Eighty-one percent of those contacts were with an officer, 16 percent were with another CPD employee, and 3 percent did not know. When asked to rate their level of satisfaction with the contact, respondents were most satisfied (reported as being satisfied or somewhat satisfied) with professional attitudes (92 percent) and friendliness (91 percent). They were most dissatisfied (reported as being somewhat dissatisfied or dissatisfied) with follow-up (19 percent), fairness (15 percent), and understanding (15 percent). A large group, 34 percent, did not know their level of satisfaction for follow-up.

**Table 8-12
Satisfaction with CPD Contact**

Conduct	Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	Don't Know
Friendliness	73%	18%	3%	5%	2%
Professional Attitude	77%	15%	4%	4%	1%
Helpfulness	66%	18%	7%	6%	3%
Understanding	69%	15%	8%	7%	1%
Fairness	66%	15%	8%	7%	4%
Listening Skills	70%	14%	6%	6%	3%
Follow-up	36%	11%	9%	10%	34%

Source: 1999 Corvallis Community Survey

Table 8-13 shows how respondents rated the CPD on eight separate policing actions. The highest ratings (rated good or excellent) were given to the categories working with the community to reduce (59 percent) and prevent crime (52 percent), providing quick response to emergency situations, and understanding the concerns of their neighborhoods (50 percent). The lowest ratings, totaling fair and poor responses, were given to the categories treating all people fairly regardless of race, ethnicity, socio-economic status, age, etc. (24 percent), working with neighborhoods to reduce nuisance problems (21 percent) and providing follow-up on incidents (20 percent). More than half of respondents checked 'don't know' in the categories of handling complaints regarding police officers, treating all people fairly (70 percent) and providing follow-up on incidents (53 percent).

**Table 8-13
Survey Respondents' Rating of Corvallis Police Department**

Police Action	Excellent	Good	Fair	Poor	Don't Know
Providing quick response to emergency situations	24%	31%	5%	2%	39%
Working with community to reduce crime	18%	41%	11%	3%	27%
Working with community to address neighborhood nuisance problems	11%	38%	13%	8%	31%
Providing advice on preventing crime	14%	38%	10%	4%	35%
Understanding the concerns of your community	13%	37%	13%	5%	32%
Treating all people fairly regardless of race, ethnicity, socio-economic status, age, etc.	11%	25%	14%	10%	41%
Handling complaints regarding police officers	5%	15%	5%	6%	70%
Providing follow-up on incidents	6%	21%	14%	6%	53%

Source: 1999 Corvallis Community Survey

Neighborhood Policing

Most residents reported they had not been contacted by the CPD either by phone (93 percent) or mail (81 percent) within the past year. When asked if they felt the CPD makes enough non-crime specific contact with residents, 21 percent said yes, 40 percent said no and 39 percent said they did not know.

Table 8-14 shows that when asked what types and levels of public safety activities the CPD should provide in their neighborhoods, residents preferred more or much more neighborhood

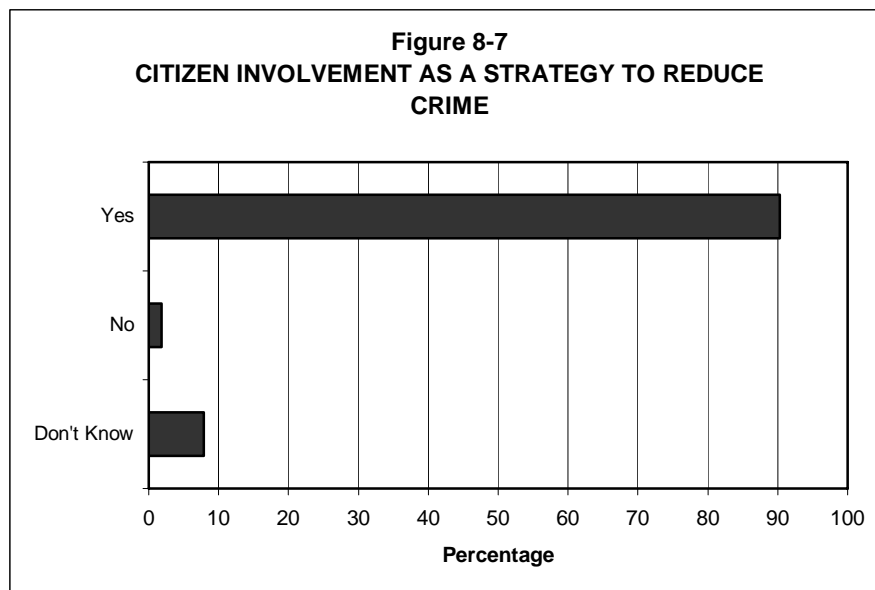
watch groups (49 percent), crime prevention education (43 percent), community partnerships (40 percent), vehicle patrol (38 percent), bike patrol (38 percent), traffic enforcement (38 percent) and foot patrol (31 percent). Similar numbers were reported for the CPD to provide the same level of activities, with a small percent (6 percent) wanting less or much less traffic enforcement.

Table 8-14
Support for Public Safety Activities of CPD

Public Safety Activity	Much More	More	Same	Less	Much Less	No Opinion
Crime Prevention Education	6%	37%	40%	0%	0%	18%
Neighborhood Watch Groups	8%	41%	36%	1%	0%	15%
Community Partnerships	6%	34%	33%	0%	0%	28%
Foot Patrol	8%	23%	38%	1%	1%	28%
Bike Patrol	10%	28%	34%	2%	0%	26%
Vehicle Patrol	9%	30%	46%	3%	1%	12%
Traffic Enforcement	12%	26%	43%	6%	2%	12%
Other? (Please specify):	20%	6%	14%	0%	1%	59%

Source: 1999 Corvallis Community Survey

Figure 8-7 shows that nearly all respondents (90 percent) rated citizen involvement as a useful strategy to reduce crime.



Source: 1999 Corvallis Community Survey

Most respondents were not aware or personally involved in a CPD community partnerships and services. The highest *personal involvement* was with Neighborhood Watch (8 percent) and Block Homes (4 percent); the remainder of personal involvement percentages was less than 2 percent. *Awareness* of community partnerships was also greatest for Neighborhood Watch (64 percent), and Block Homes (61 percent), followed by School Resource Officers at 42 percent. Seniors And Law Enforcement Together (S.A.L.T.) was rated lowest at 10 percent awareness.

Fifty percent of respondents reported they would like to see the CPD become more involved with the community through additional partnerships; 10 percent said they would not and 40 percent did not know. Thirty-eight percent said they would participate in one or more of these partnerships; 23 percent said they would not and 39 percent did not know. Interestingly most people felt strongly supportive of the community partnerships, yet less than 25 percent of those surveyed had actually been involved with any public meeting offered by the CPD. Seventy-eight percent reported community partnerships as effective for helping the CPD prevent crime; 83 percent thought they helped citizens feel safer in their neighborhoods, and 81 percent thought partnerships were effective for fostering a more positive relationship between citizens and the CPD. Twenty-three percent of respondents had attended a meeting within their neighborhood to discuss crime or other policing issues; 76 percent have never attended and 1 percent did not know.

Neighborhood Policing Offices (NPOs)

Survey respondents were asked if they were aware of the CPD's three neighborhood Policing Offices (NPOs) located throughout the city of Corvallis. Twenty-seven percent of respondents were aware of the Boys & Girls Club of Corvallis NPO; 22 percent were aware of the South Corvallis Office NPO and 16 percent were aware of the Hobart Office NPO.

Respondents were also asked if they, or a member of their family, had visited any of the NPOs over the previous year. Four percent had visited the Boys & Girls Club 1 or more times during the past year; 1 percent had visited Hobart Office and 2 percent had visited the South Corvallis Office.

Respondents were next asked if they felt NPOs were an effective means for officers to increase contact with residents. Thirty-nine percent reported NPOs as being effective for increasing contact between officers and citizens and 2 percent said they were not an effective means. The largest amount of respondents (59 percent) reported they did not know.

Respondents were asked if they would like to see an NPO located in their own neighborhood. Fifty-four percent would like to see an NPO in their neighborhood; 46 percent said they would not and 10 percent did not know.

When asked what types of services the NPO should provide, general services (42 percent) was rated the highest, followed by crime prevention info (41 percent), extra patrol (33 percent), incident reporting (32 percent) and other (5 percent).

Key Findings

- Generally speaking, people felt Corvallis was a very safe community. Most people felt safer during the daytime than at night in all areas. Nearly all felt most safe in their own neighborhood (98 percent safe or very safe) and in the downtown area (98 percent) during the day. During the night, residents also felt most safe in their own neighborhood (85 percent safe or very safe) and in the downtown area (79 percent).
- In both the city of Corvallis and within their own neighborhood, respondents report feeling safer today versus 1, 2 or 5 years earlier.
- The majority of respondents (greater than 50 percent) were satisfied or very satisfied with how the CPD handled crimes committed by juveniles, noise, traffic safety, and downtown parking

- Respondents felt areas that had most improved since 1993 were crime committed by juveniles (11 percent) and traffic safety (11 percent), although the highest number of respondents also felt that traffic safety had gotten worse (21 percent)
- Among those who had contact with a CPD employee in the past year, respondents were most satisfied (reported as being satisfied or somewhat satisfied) with professional attitudes (92 percent) and friendliness (91 percent)
- Respondents were most satisfied with CPD in working with the community to reduce (59 percent) and prevent crime (52 percent), providing quick response to emergency situations, and understanding the concerns of their neighborhoods (50 percent)
- Most respondents were not aware or personally involved in a CPD community partnerships and services
- Fifty percent of respondents reported they would like to see the CPD become more involved with the community through additional partnerships; 10 percent said they would not and 40 percent did not know

CHAPTER 6:

RESULTS OF PUBLIC MEETINGS

Chapter 6: Results of Public Meetings

Purpose

As a part of the public involvement phase of the planning process for the Strategic Plan update, the Community Planning Workshop used community focus groups to gather information about public attitudes toward the Corvallis Police Department.

Methodology

The Community Planning Workshop held two public meetings in Corvallis to gather input from community members regarding the Corvallis Police Department. The meetings were held in the Corvallis Public Library, a central location, and took place during the evening to accommodate those working during the day. The meetings were facilitated by at least 3 Community Planning Workshop members. The first part of the meeting familiarized the attendees with the entire strategic planning process, including a brief history of community policing, the information gathering process as a whole, the need for public input and the role of the community meetings. A total of six people participated in this process.

The assembled group was asked the question, "What do you think the Corvallis Police Department does well?" Using the snow card technique, attendees were given several blank cards and asked to write one answer per card. The facilitators then took the group's responses and assembled them into categories, under the direction of the participants. The facilitator then assisted the participants in naming each category of cards. Finally, participants were given three stickers to place on the cards to rank what they felt were the most important activities the CPD was doing well. Each sticker was numbered, from 1 to 3.

After this process was completed, the participants were asked another question: "What improvements do you think the Corvallis Police Department should make, including new ideas?" The same process was used for this question, resulting in another set of categorized and ranked responses.

Results

The following responses reflect the input given from seven participants from both public meetings. Although the turnout was not as expected, the input gathered from these groups gave added content to the information gathering process used by CPW and complimented the public survey.

When citizens were asked, "What do you think the Corvallis Police Department does well?" many responses revolved around visibility of police officers in the city and special programs and partnerships. The categories of responses that were generated by this question include:

- Public Face;

- Police Availability/ Presence;
- CPD Programs/ Partnerships;
- Helpful Techniques;
- Police in Neighborhoods;
- Interacting with Youth;
- Primary Mission of CPD; and
- Special Events.

When citizens were asked, "What improvements do you think the Corvallis Police Department should make, including new ideas?" several different responses were found. Interestingly, police presence was cited as both something the police department did well and also needed to work on in the future. Many responses centered on a perceived lack of training or public service skills among police employees. Respondents also sensed a lack of attention to smaller, routine crimes and traffic enforcement issues on the part of the police department. There was a marked concern for youth issues as well. The primary complaint in this area was that the CPD tended to focus their energies on younger children (grade school age), but lacked positive contact for adolescents and young adults.

Key Findings

- Citizens are pleased overall with the Corvallis Police Department
- The community values everyday interaction with, and visibility of, police officers
- Citizens are happy with the programs of which they are aware
- Citizens are especially concerned about the youth of the community
- Citizens feel that some employees need additional training
- The community places importance on traffic enforcement and small, routine crimes

CHAPTER 7:
INTERNAL SURVEY

Chapter 7: Internal Survey

Purpose

The purpose of the internal survey was to gather input from all Corvallis Police Department employees concerning various CPD programs and activities. This information allowed the Community Planning Workshop to make recommendations about specific programs during the planning process. Also, not all CPD employees were able to participate in the focus group meetings; therefore, the internal survey acted as a supplement to the focus groups, allowing all CPD employees the opportunity to have input to the strategic planning process.

Methodology

The internal survey was developed through the efforts of the Community Planning Workshop in tandem with a multidisciplinary team from within the CPD. Over the course of several meetings, the survey questions and format were developed.

The survey consisted of 50 statements described as “Programs/ Activities/ Strategies/ Resources.” For each statement, respondents were asked to choose how much they believed the department should emphasize each item over the next five years. The survey was distributed to CPD employees during shift-change/debriefing meetings. They were collected by the shift supervisors and sent the Community Planning Workshop through the mail.

Results

A total of 104 employees received surveys; 74 surveys were completed and returned, for a return rate of 71 percent. The responses were weighted as follows: “Much More” received 5 points, “More” received 4 points, “The Same” received 3 points, “Less” received 2 points, “Much Less” received 1 point, and “No Opinion” received no points.

The responses were then averaged for each item. All of the “No Opinion” or “zero” responses were not counted in the averages. The overall average of all responses was a 3.38. The highest average was 4.22; the lowest 2.68.

The following are the top ten survey responses of programs/activities/strategies/resources that employees felt the CPD should provide “much more” of:

- Coordination and resource sharing with the Benton County Sheriff’s Office;
- Use of advanced technologies;
- Coordination and resource sharing with Oregon State University (OSU) Police;
- Informal meetings to keep open communication channels between department personnel and management;

- Career development and promotional opportunities for staff;
- Programs that increase citizen crime prevention capabilities;
- Use of crime analysis in developing crime suppression strategies;
- Enhancing the capabilities of businesses to prevent crime;
- Use of periodic radio advertisements; and
- Provision of a well-publicized commendation procedure for citizens with compliments.

The following are the top ten responses employees felt the CPD should provide “much less” of:

- Neighborhood Liaison Program & Partnerships;
- Review of the City Survey each year and the implementation of new training strategies as needed;
- Citizen Academy;
- Directed traffic enforcement;
- Tavern Owners’ Partnership Agreement;
- Ensuring department diversity is representative of the community;
- Community Policing Forum;
- Customer Service Surveys;
- Involving community members in the recruitment and interview process; and
- Provision of a well-publicized grievance procedure for citizens with complaints.

In addition to ranking results by the level of support, the following responses show both the most and the fewest “No Opinion” responses. The number of “No Opinion” responses for each item ranged between 13 and 2, with an average of 5.96 “No Opinion” responses per item.

The following responses were the top five items to get a “No Opinion” rank:

- Seniors & Law Enforcement Together (S.A.L.T.) Council
- Bilingual Outreach Materials
- Use of Periodic Radio advertisements
- Department Web Page
- Collaborating with public service providers to reach individuals at risk

The five responses getting the fewest “No Opinion” rankings were:

- Use of advanced technologies
- Enhancing the capabilities of businesses to prevent crime
- Working with students and neighbors of the University to encourage responsibility and joint problem solving
- Working with community members to encourage responsibility and joint problem solving
- Work with students and neighbors of the University to encourage responsibility and joint problem solving

In addition to the above results, 25 participants chose to provide comments in the comment section of the survey. They varied in length, topic, and specificity.

General staffing issues, intra-department communications, and coordination with other law enforcement agencies each received seven comments. Training for staff and technology each received six comments. Recognition of staff received five comments, and community partnerships received four. Other issues that commonly appeared were crime analysis, recruitment & hiring, publicity, equipment, team building, advancement & promotion, and NPOs.

Length of service of respondents: 17.6 percent of respondents had served less than 18 months in the Corvallis Police Department, while 31.1 percent served between 18 months and five years, 25.7 percent had served between six and ten years, 12.2 percent served between 11 and 15 years, and 13.5 percent served longer than 15 years.

Work groups of respondents: 44.6 percent of respondents indicated that they worked in the Community Services Division, 32.4 percent in the Information & Support Services Division, and 13.5 percent in the Investigation and Prevention Division. The remaining 9.5 percent of respondents either did not indicate any response, or indicated some other answer.

Key Findings

The following are key findings from the survey rankings and comments. The most important items to emphasize, according to the staff, were:

Coordination With Other Law Enforcement Agencies

This concept includes the first and third highest ranked items, and it also one of the most frequently mentioned in the comments, as well. While the Benton County Sheriff's Office and OSU campus police are specifically mentioned in the survey, some comments also suggest connections with Linn County, Albany, and the State Police. This is also one of the better-known concepts in the department, as few "No Opinion" rankings were given to these items.

Communication Within The Department

This item includes the fourth ranked item on the survey, and is also one of the items most often mentioned within the comments. Comments suggest that both formal and informal methods of communication within the department need to be improved.

Staffing Issues In The Department

This category includes issues such as understaffing, staff allocation and staff development and advancement opportunities. This includes the fifth ranked item in the survey (career development and advancement), as well as a number of comments. Comments suggest that to alleviate some of these issues, some believe the hiring process could be expedited, sworn staff should be used in positions where they are needed, and more opportunities for advancement could be provided.

Use Of Advanced Technologies

The use of advanced technologies was the second highest ranked item in the survey. A number of comments were also directed toward technology. Most of these comments were

complimentary of the current state of the department in this regard, and simply wanted to see this trend continue. This item also ranked amongst the better-known items.

Improved Use Of Crime Analysis

Use of crime analysis ranked seventh among items that staff wanted to put more emphasis on. Comments regarding crime analysis generally asked for more of it and for the information to be communicated to the necessary divisions.

Recognition And Commendations

In addition to being among the top 10 items ranked in the survey, many comments focused on the desire to accentuate the positive within the department. While a formal commendation procedure was the item listed on the survey, respondents commented that smaller, informal, everyday reminders that they are doing a good job would be very helpful.

Training For All Department Staff

While training-related items did not rank particularly high on the survey, there were many related comments. Respondents asked for more training about the general operation of the department, as well as a variety of specialized training.

Community Partnerships

Many items related to a number of community partnerships, including both highly ranked and lower ranked items. Also, several partnerships may not have been well known within the department, as indicated by the high number of "No Opinion" responses. Comments generally were favorable toward the programs respondents were familiar with. However, many respondents stated that there wasn't any information available to them for some programs. Some also felt the CPD may be taking on too many programs and partnerships.

CHAPTER 8:
INTERNAL FOCUS GROUPS

Chapter 8: CPD Internal Focus Groups

Purpose

Seven internal focus groups were held with Corvallis Police Department employees to gather information about how the department was operating from the perspective of its employees. There were three goals for conducting the focus groups:

- To identify the activities the CPD was doing well and should continue to do, as well as identify what it could do to improve its operations.
- To gain practical insight into how departmental changes could be addressed from those who would be implementing them.
- To give employees an additional format through which to express their opinions beyond the internal survey instrument (see Chapter 7).

Methodology

Seven focus group meetings were held over a two-week period with varying times throughout the day and night to accommodate workers from different shifts. Two CPW members facilitated each meeting. Over 60 employees attended the meetings, with representatives from each division of the department. Most attendees were patrol officers.

Focus Group Process:

The CPW used the snow card technique. After responses to questions were gathered and categorized, attendees were asked to rank their top three responses. For each question, a score of 15 was assigned to each attendee's top response, 10 points to their second-highest response, and 5 to their third-highest response. Facilitators asked attendees to respond to the two following questions:

1. What activities does the CPD do well? (i.e., what should the CPD continue to do?)

Employees were asked to identify the activities of the CPD or the elements of their jobs that were working well and they would like to see continued. This included activities that were directly related to community policing aspects as well as those that were more indirect and simply a part of normal operations.

2. What activities are not working well? (i.e., what should the CPD discontinue doing and/or what can the CPD do to improve its operations?)

Employees were next asked to identify the elements of their jobs that were not working well and they would like to see either improved or discontinued, as well as activities the CPD is currently not doing, but could try in the future. Activities included aspects that were directly related to community policing as well as those that were more indirect and simply a part of normal operations. Employees were also encouraged to list activities they may have seen or heard about from policing operations in other locations.

Individual results from the seven focus groups are found in Appendix A.

Key Findings

What's working well?

- Most employees felt that the public relations, customer service and department image were working well.
- Overall, CPD employees value community policing approaches.
- Employees generally have a high level of respect and appreciation for co-workers.
- Employees value programs and partnerships. Some specifically mentioned were:
 - Citizen's Academy
 - OSU / Work Week
 - Business Watch
 - Community Policing Forum
 - Ombudsperson
 - School Resource Officer
 - Neighborhood Watch

What needs improvement?

- Definition of community policing, as it is practiced by CPD, is not well understood or consistently practiced.
- Some workgroups feel isolated.
- Vertical communication (upward – down) needs improvement.
- Empowerment and decision-making responsibilities still need to be further disseminated down to the lower levels of the department.
- Some staff feel they are becoming over-extended with new programs and are unable to maintain or improve quality of older/existing programs.
- Need to evaluate existing programs and look at the long-term resource allocation required for program maintenance.
- Potential new programs should be evaluated to determine long-term resource allocation needs before proceeding.

CHAPTER 9:
2000 – 2004 CORVALLIS STRATEGIC
ACTION PLAN

Chapter 9: 2000–2004 Corvallis Strategic Action Plan

The 2000–2004 Corvallis Police Department Strategic Action Plan provides a guide for the Corvallis Police Department to follow to ensure its mission is carried out through daily operations.

To develop the plan, an internal planning group was formed composed of representatives from all departments within the CPD, and was facilitated by the Community Planning Workshop team. The following individuals participated in the meetings and contributed valuable information to the planning process:

Sergeant Tim Brewer – Community Services Division

Officer Mike Mann – Community Services Division

Officer Jim Zessin – Community Services Division

Lieutenant Ron Noble – Community Services Division

Lieutenant Paul Miller – Investigation and Prevention Services Division

Captain Bob Deutsch – Information and Support Services Division

Carla Holzworth – Management Assistant

Adrienne Graham – Ombudsperson

Alice Derrickson – Records Specialist

Detective Dan Hendrickson – Investigation and Prevention Services Division

Captain Gary Boldizar – Community Services Division

Chief Pam Roskowski

The planning group held a total of six meetings over a two-month period to discuss in detail the direction of the department for the next five years. Input from this group was based upon personal experience and observations, combined with information provided from the public and internal surveys and focus group meetings. The outcome of the discussions led to the formation of objectives, strategies, actions and benchmarks for the CPD strategic plan that follows on the next pages.

The Strategic Action Plan is divided into four objectives:

- I. Ensure vision of department is shared by all employees
- II. Refine and enhance CPD internal operations
- III. Continue outreach and interaction with the community
- IV. Work in partnership with the community

The objectives represent broad areas the CPD will focus on to facilitate good relations within the department, and between the CPD and the public. Each objective is followed by strategies that more narrowly define how the CPD will accomplish each objective, and specific action steps follow each strategy. The benchmarks provide a measurement for the CPD to utilize to gauge whether or not each action has been accomplished, and thus determine specifically, and broadly, if the mission is being fulfilled. Other areas of the plan clarify the time frame within which each action is expected to be accomplished, whether it will have a new financial impact on CPD resources, as well as who will be responsible for ensuring it is carried out in the manner specified.

2000–2004 Corvallis Police Department Strategic Action Plan

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
<p>Objective 1: Ensure Vision Of Department Is Shared By All Employees</p> <p><i>Objective 1 includes strategies to ensure that all employees have a common understanding of the CPD's vision, so that it is reflected in all departmental operations, both within and among employees and to the public. The vision will be communicated through words, actions and within public relations mediums and materials.</i></p>					
<p>Strategy 1: Communicate vision to the department</p> <p><i>To ensure that all employees are operating under a commonly shared vision, the CPD will take action to communicate and discuss the vision with its employees. Communication will occur through prominent visual displays and be applied to existing planning, evaluation and recognition processes. Further, ongoing discussions of how the vision is/has been/will be applied will occur within existing departmental meetings.</i></p>					
Action 1: Visibility of vision Prominent posting in public and employee areas of the department	Year 1	Yes	Chief	Posting has been accomplished in employee areas of department	
Action 2: Reinforced during operations					
Conduct ongoing philosophical discussion	Year 1-5	No	Chief	Conduct 3 meetings a year with all workgroups	
During briefings	Year 1-5	No	Sergeant	Each sergeant once a week discusses notable positive action that supports/reflects the vision	
Within workgroups	Year 1-5	No	Line Supervisor	Weekly reinforcement of 1 notable positive action that supports/reflects the vision	
Action 3: Apply vision to planning and fiscal management	Year 1-5	No	Chief and Division Managers	100% of planning and budget documents addresses how they support the vision	

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
Action 4: Apply vision to evaluations and recognition	Year 1-5	No	Supervisors and Division Managers	100% of evaluations and recognition activities address how employees accomplished vision, values and mission statement	
Strategy 2: Communicate vision to the community					
<i>To ensure the public has an understanding of the department's vision, action will be taken to integrate it into new and existing public relations medium and materials.</i>					
Action 1: Increase visibility of vision to community utilizing the following mediums:					
City Newsletter	Year 1-5	No	Division Managers and Management Assistant	Vision published in City Newsletter annually	
Web site	Year 1	No	Management Assistant	Vision posted on WWW site	
Posting prominently in public areas of the department	Year 1	Yes	Chief	Vision posted in public areas of department	
Sector letters	Year 1	No	Community Services Division Manager	100% of sector letters distributed contain vision, values and mission statement	
Special event displays	Year 1	Yes	Investigation and Prevention Services Division Manager	100% of all special event displays include vision, values and mission statement	
Action 2: Application to operations in media releases	Year 1	No	Division Managers	100% of media releases incorporate some aspect of vision, values and mission statement	
Action 3: Application to presentations	Year 1	No	Division Managers	100% of presentations incorporate some aspect of vision, values and mission statement	(officer daily form)

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
Strategy 3: Continue annual review of vision, values, and mission of CPD					
<i>To ensure the CPD's vision continues to reflect the ongoing needs and goals of the department and the community, the CPD will review the vision on a periodic basis.</i>					
Action 1: Review during annual budget process	Year 1-5	No	Chief and Division Managers	Budget affirms vision, values, and mission statement	

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
<p>Objective 2: Refine And Enhance CPD Internal Operations</p> <p><i>Building a strong and responsive police department requires ongoing refinement and enhancement of its operations. Objective 2 outlines the actions the CPD will take to strengthen its internal operations and better respond to community needs.</i></p>					
<p>Strategy 1: Coordinate department's administration and implementation of strategic plan</p> <p><i>To ensure operations reflect the objectives of the strategic plan, employees will take a more active role in its implementation and integration into departmental procedures.</i></p>					
Action 1: Share strategic plan with all department employees	Year 1	No	Chief	Strategic plan will be presented to 100% of department staff and posted on intranet	
Division quarterly report distributed electronically department wide	Year 1-5	No	Chief	Posted on intranet quarterly	
Action 2: Continue existing bottom-up process for developing operation plan, with added emphasis on communication with all staff	Year 1-5	No	Chief and Division Managers	Opportunity to participate in the process available to 100% of employees	
Build annual operating plans consistent with the strategic plan and vision, values and mission statement	Year 1-5	No	Division Managers	Approved operating plan	
Action 3: Conduct annual review of strategic plan to monitor progress and share results with department	Year 1-5	No	Chief and Division Managers	Strategic plan reviewed annually and results posted on intranet	

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
Strategy 2: Improve intradepartmental communication					
<i>To improve communications within all facets of the department, the following actions will be taken to ensure CPD employees are informed about key issues and are aware of opportunities to provide feedback.</i>					
Action 1: Ensure that staff is informed on all key issues	Year 1-5	No	Chief and Division Manager	1. Intranet developed and maintained to inform staff on key issues 2. 100% of employees demonstrate they have knowledge of key issues as measured by employee performance evaluations	CPD event calendar Identify what key issues are
Action 2: Create and implement an employee suggestion process that ensures employee feedback	Year 1	No	Chief	Employee suggestion form created and implemented	Evaluate suggestion process
Action 4: Rejuvenate teambuilding committee	Year 1	Yes	Chief	Reestablishment of committee and its charge	
Action 5: Develop understanding between all work groups regarding roles and responsibilities	Year 1-5	Yes	Division Manager	Cross-training developed between all workgroups	Patrol and dispatch Records and patrol Investigations and patrol SROs and patrol Records and dispatch Supervisory responsibilities
Strategy 3: Expand training opportunities					
<i>To maintain a well-trained and responsive group of employees, current training practices will be evaluated and expanded to enhance opportunities and ensure the integration of the department's vision and goals into training curricula.</i>					
Action 1: Review & evaluate training planning processes					
Develop standards and processes for selection of instructors	Year 1	No	Professional Standards Lt.	Standards and processes developed	
Develop and implement a field training program for supervisors	Year 1	No	Professional Standards Lt.	100% of new supervisors and AICs completed a field training program	

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
Action 2: Maintain comprehensive training curriculum that integrates the department's mission, values and vision	Year 1-5	Yes	Professional Standards Lt.	Training curriculum integrated vision, values and mission statement	Specialized training based on job requirements Integrated skills training Customer service Interpersonal skills Cross cultural Problem-solving Customer referral Public speaking/presentation skills Conducting meetings Critical incidents Reserve academy FTO/RTO program Proper communication processes and mechanisms
Strategy 4: Enhance human resources					
<i>The following actions will be taken to enhance human resource practices, improve interdepartmental relations and build employee morale.</i>					
Action 1: Identify ways to enhance employee morale					
Review current recognition system and provide recommendations for enhancement	Year 1	No	Team Building Committee	System reviewed and recommended enhancements incorporated	Increase attendance at events Work on informal recognition Increase opportunities for social interaction
Action 2: Review and enhance performance appraisal and career development system	Year 1-5	No	Information Services Captain	100% of performance appraisals include meaningful personal and professional goals and objectives	
Action 3: Supervisors shall conduct quarterly performance counseling for each employee	Year 1-5	No	Supervisors	Quarterly performance counseling conducted and documented	

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
Action 4: Assure optimum utilization of department personnel	Year 1-5	Maybe	Chief & Division Managers	Appropriate staffing utilization identified during annual budget process	Sworn / non-sworn
Action 5: Encourage unified service approach with unions					
Utilize LMAT and AMAT to solve problems	Year 1-5	No	Chief	1. Department representatives participate as needed in LMAT 2. A minimum of 6 AMAT meetings held per year to provide a forum to effectively solve problems	
Provide joint labor relations training with CPOA and management	Year 1-5	Yes	Chief	Training attended by CPOA and management	
Action 6: Ensure job descriptions reflect CPD philosophy	Years 2 and 4	No	Assistant City Manager	Job descriptions reviewed biennially and modified as needed	Process initiated by City
Action 7: Evaluate sergeant responsibilities and workload to ensure effective use of resources	Year 1-5	No	Community Service Division Captain	Review is completed and remedies are implemented	
Strategy 5: Review department operations					
<i>To ensure the CPD continues to be responsive to the needs of the community, current operations will be evaluated and changes implemented to strengthen operations and enhance service provision.</i>					
Action 1: Ensure operational roles, responsibilities, and priorities are consistent with mission, values, and goals					
Review customer service philosophy and clarify expectations	Year 1-5	No	Chief and Division Managers	Discussion conducted with each workgroup on spirit and intent of each policy	
Conduct workload analysis for field operations	Year 1	Yes	Captains	Completion of workload analysis	Updated annually?
Review criteria for prioritization of calls for service	Year 1	No	Chief and Division Managers	Policy updated and staff trained	
Review dispatch procedures considering new technology and call priority	Year 1	No	Information Services Division Manager	Procedures updated and staff trained	Updated annually?

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
Action 2: Conduct biennial reviews of neighborhood patrol districts, based on calls for service, population changes and citizen input	Years 2 and 4	Yes	Community Services Captain	Biennial reviews conducted	
Action 3: Improve utilization of crime analysis information					
Distribution of crime analysis data to personnel	Year 1-5	No	Community Services and Information Services Manager	1. Crime analysis data distributed weekly 2. Analysis information is used to inform staff and develop TAPs with an 80% success rate	
Action 4: Strengthen sector operations and accountability				.	
Officers assigned to specific neighborhood sectors	Year 1-5	No	Community Services Division	1. Community policing officers are assigned annually to specific sectors/ neighborhoods 2. Officers have been assigned to their district 90% of the time	Quality aspect: To enhance interaction with the community
Strategy 6: Manage changing resource needs					
<i>The CPD will continue to manage its changing resource needs to ensure department employees have access to needed equipment and materials.</i>					
Action 1: Continue analysis of equipment needs	Year 1-5	No	Division Manager	Review of equipment needs completed annually during budget process	
Action 2: Review and update social service pocket reference manual	Years 1 and 3	Yes	Community Services Division Manager	Biennial review and update completed	
Action 3: Continue to seek and apply for grants as a viable alternative revenue resource	Year 1-5	No	Chief and Division Managers	Private and public grant opportunities applied for	

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
<p>Objective 3: Outreach And Interaction With The Community</p> <p><i>Objective 3 outlines the strategies the CPD will utilize to enhance its outreach and interaction with the community, to ensure that it provides needed educational materials and information, maintains open communication and is responsive to the changing needs of the public.</i></p>					
<p>Strategy 1: Maintain and enhance proactive public information programs and methods</p> <p><i>To ensure the public is well informed regarding CPD activities and role in the community, the CPD will maintain and enhance its public relations activities and programs.</i></p>					
Action 1: Develop strategies to keep residents current on neighborhood and community issues and activities					
Review and enhance educational materials and delivery of those to the community	Year 1-5	No	Division Managers	1. Materials reviewed and modified 2. Materials distributed through patrol officers 3. Information placed on dept. web page 4. Sector letters distributed	
Utilize surveys to educate citizens about police programs, services and issues	Year 1-5	No	Information Services Division Manager	100% of surveys will contain educational material pertaining to CPD	

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
Action 2: Utilize mass media to communicate crime prevention and educational information	Year 1-5	No	Investigation and Prevention Services Division Manager	<ol style="list-style-type: none"> 1. Of those surveyed by CPD, 50% reported hearing crime prevention and educational information about the CPD from the media 2. Of those, 80% found the information to be helpful 	<p>Examples: Crime prevention information; crime statistics; vision, values and mission statement; traffic safety tips</p> <p>Media types and ideas: Radio, TV, Crimestoppers, KBVR TV, Newspaper, Neighborhood crime statistics page in newspaper, Consider budget allocation for newspaper, Reference to CPD web site in brochures and media releases, alternative materials (on the record section), Consider all newspapers (Gazette-Times, Daily Barometer, Statesman-Journal, The Oregonian)</p>
Action 5: Utilize Internet to communicate crime prevention and educational information	Year 1-5	No	Investigation and Prevention Services Division Manager	<ol style="list-style-type: none"> 1. Of those surveyed by CPD, 30% reported learning about crime prevention and educational information through the CPD website. 2. Of those, 80% found the information to be helpful 	
Utilize community organizations and events	Year 1-5	Yes	Investigation and Prevention Services Division Manager	<ol style="list-style-type: none"> 1. Informational displays presented at Fall Festival, Da Vinci, Benton County Fair, Red, White & Blues 2. Officers have contacted 100% of identified churches, service and civic organizations to offer educational presentations 3. 100% of presentation requests completed 	Examples: Schools, churches, service and civic organizations, neighborhood & ward meetings

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
Explore more possibilities to work with OSU	Year 1-5	Yes	Chief	CPD/ASOSU advisory board implemented as a sub-board of Community Policing Forum	Work Week et al Explore possibilities for more educational partnerships Host panel discussions Cultural centers/ ASOSU New student orientation programs OSU marketing services
Action 6: Enhance Citizen Academy	Year 1-5	Yes	Investigation and Prevention Services Division Manager	Class size increased by 25% and youth participation by 50%	Advertise in Park and Recreation bulletin
Action 7: Continue outreach to non-English speaking population	Year 1-5	Yes	Investigation and Prevention Services Division Manager	100% of CPD produced brochures are multi-lingual	Language based on audience
<p>Strategy 2: Continue programs to measure citizen satisfaction</p> <p><i>To ensure the CPD continues to serve the needs of the community, current evaluation programs will continue to provide needed feedback to the department for program adjustments.</i></p>					
Action 1: Continue existing programs that measure citizen satisfaction	Year 1-5	No	Chief and Division Managers	1. Annual survey conducted 2. Quarterly police dept. customer satisfaction survey conducted 3. Sector letters distributed 4. Ten community policing forums held per year	Review results from citizen comment process; Supervisor contact Evaluate school satisfaction with SRO performance Community policing forum
<p>Strategy 3: Identify opportunities to expand outreach and build positive relationships with adolescents and young adults</p> <p><i>To improve relationships between the CPD and local adolescents and young adults, the CPD will identify opportunities to expand its outreach and build positive relationships.</i></p>					
Action 1: Utilize SRO position to expand educational opportunities and foster positive relationships with young adults					

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
Create an education program that meets students' needs and concerns	Year 1-5	No	Investigation and Prevention Services Manager and SROs	1. 100% of returned surveys evaluated to determine student interests 2. Ideas incorporated in program development	Provide driver's education classes
Strategy 4: Encourage employees to attend/volunteer at community activities					
<i>The CPD will continue to encourage its employees to volunteer at community activities and events to maintain and improve relations with the public.</i>					
Action 1: Encourage volunteerism in employees	Year 1-5	No	Managers and Supervisors	1. Discussions held at divisional and departmental meetings to include known volunteer opportunities 2. Known opportunities posted on department intranet	
Strategy 5: Expand NPO concept					
<i>To foster positive relations between the community and CPD, the department will enhance its publicity of existing NPOs and work with local neighborhoods to enhance NPO services.</i>					
Action 1: Publicize existing NPOs	Year 1-5	Yes	Community Services Division Captain	1. NPOs publicized through city newsletter and media 2. NPOs easily identified with prominent signage 3. Flyers distributed to 100% of surrounding neighbors to publicize NPO	
Action 2: Work with community to identify suitable placement of additional and/or replacement NPOs	Year 1-5	Yes	Chief and Community Services Division Manager	Two new locations identified and NPOs established	Storefront location
Action 3: Work with community to identify appropriate services	Year 1-5	No	Community Services Division	Incorporated into existing citizen surveys	

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
<p>Strategy 6: Increase citizen involvement/participation in crime reduction strategies</p> <p><i>To emphasize the public's role in community safety, the CPD will strive to increase citizen involvement and participation in crime reduction strategies.</i></p>					
Action 1: Support neighborhood functions that create a sense of community	Year 1-5	No	Investigation and Prevention Services Division	1. 100% participation in organized Night Out Against Crime and other neighborhood events 2. Neighborhood Watch programs expanded by 10% each year	Spanish-speaking officers at neighborhood events
Action 2: Pursue opportunities for citizen assistance in operating NPOs	Year 1-5	No	Community Services Division Captain	1. Annual city-wide recruitment for volunteers to staff NPOs conducted 2. NPOs incorporated into Citizens' Academy curriculum	CA tour of NPOs; provide meaningful work for volunteers; establish appropriate supervisor/coordinator

	Time Frame	New Financial Impact?	Responsibility	Benchmark	Comments
Objective 4: Work In Partnership With The Community					
<i>To ensure the CPD is working in partnership with the community, Objective 4 outlines the strategies the department will follow to establish procedures to evaluate, refine, and enhance existing and new partnerships, and continue to work with the community to identify and solve problems.</i>					
Strategy 1: Enhance and evaluate existing partnerships					
Action 1: Establish a mechanism to evaluate new partnerships	Year 1-5	No	Chief	Performance measures are established and evaluated for each new partnership agreement	
Action 2: Provide ongoing support of Neighborhood Watch groups	Year 1-5	Yes	Investigation and Prevention Services Division	Annual neighborhood watch forum is held to discuss crime prevention strategies	
Action 3: Refine programs that increase citizen crime prevention capabilities	Year 1	Yes	Investigation and Prevention Services Division	Full assessment of crime prevention services conducted and 5-year plan developed	Decentralize crime prevention services
Action 4: Continue to work with community leaders, businesses and service providers to identify and solve problems	Year 1-5	No	Chief	Ten community policing forum sessions are held each year	
Action 5: Enhance partnerships with other public, private and non-profit agencies	Year 1-5	Yes	Chief and Division Managers	Strategic partnerships are developed and maintained	

APPENDIX A:

FOCUS GROUP RESULTS

Appendix A - Focus Group Results

The following tables represent groupings of individual responses at each of the seven focus group sessions. Category headings are indicated above the tables. The first column displays the response from each card. The second column is reserved for additional comments added in discussion. The third column indicates the number of points received by an individual item during the ranking phase. In some cases participants allocated their ranking points to the entire category rather than an individual response. In these cases, the points appear to the right of the category headings. The tables are organized chronologically.

Question 1: To identify the elements of their job that are working well and that they would like to see continue. This included things that were directly related to community policing as well as those that were more indirect and simply a part of normal operations.

Question 2: To identify the elements of their job that are not working and that they would like to see improved or discontinued as well as those things that the CPD currently isn't doing but could try. Again, this included things that were directly related to community policing as well as those that were more indirect and simply a part of normal operations as well as things employees had seen in other cities or read about.

July 6th - First focus group

Question 1

Things to help us do our job better in the field

MCT's	Laptops in cars	40
Warm weather uniforms		5
NPO's	Place to work and meet people	25

Special expertise

DRE	Drug recognition training. More officers need.	
Canine program	Expanded	5
Motorcycles	Need more	

Customer Service issues

Address citizen concerns		10
Customer service		5
Emergency response	Timely and adequate	10

Community Policing Programs

Explorer Program		
Citizen's academy		5
Community policing forum		
Business watch & other prevention programs		10

Tavern owner's liaison		
Major events	Coordination and partnerships	5
Work week	Planning, operation, overall-all year	10
School programs	SRO, safety town, old DARE	10

Question 2

Operational issues

Hiring process lag time		
Lack of training for patrol		
More sworn officers now than ever – yet 1 Sergeant & 3 officers on a shift still the norm	Same as it was 10-15 years ago	
Lack of patrol staff		55

Technology

Radio problems	Air traffic, range	
Too slow to adopt new technologies		
Key all patrol cars the same	Used to, now it's an option. Should be mandatory	
RAIN Group		
Equipment for report writing	Software (RAIN), redundancy, hardware	

Leadership supervisory

No "leadership" in the department		10
Teamwork	Sometimes it works well – most times not	
Supervisory training for new supervisors is non-existent	If any, its inadequate	
Needs request from line level employees takes back seat to large and small projects.	Takes too long to get what we need to do our job	
Focus is on big picture issues at expense of day to day staffing needs and issues		10
We have all this community policing "stuff" – why not do some of the same within the org. – especially downward		
Information sharing	Communication, upward-downward-lateral	30
No visible accountability of supervisor, yet they hold us accountable	Double standard	

Staffing/workload

Sworn officers in positions that don't require one		5
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Too much time spent doing meetings and emails – instead of getting work done	Take away some computers	
Line supervisors bogged down with administrative work & unavailable to supervise		
Evaluations of employees based primarily on final work products	Day to day performance not monitored – just reports and stats – not CP philosophy	
Doing too much all at once		
Street staffing close to what it was 20 years ago but number of sworn staff has doubled		
Crime analysis	More analysis & data sharing & use	
CALEA	Waste of money & people power & resources. What is benefit for investment of time and \$ - not evident	20
Sometimes too quick to add new programs	Need to let ones we have work	10

July 6th - 9:15 pm - Second focus group

Question 1

Community Relations

Emphasis on customer satisfaction		10
Public Relations		5
Excellent PR		
Citizen's Academy		
Attend to citizen concerns		25
Problem Solving		
Community programs and partnerships		5
CPD has lots of specialty programs	Bikes, motors, K-9, DARE, SRO, Ombudsman, etc.	
T.A.P.	Partnerships to get public to take action. Deals with less traditional police problems, such as parking/noise/ nuisances/traffic	
Good use of tactical action plans to address problems affecting quality of life		
CPD promotes partnerships		

Internal Administrative

Budget	Is a thought-out process; CPD budgets well	15
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Have meetings	Neighborhood, business, team, commission, shifts. Is an opportunity to get together, brainstorm and vent.	5
Training		
Lots of paperwork	Good paper trail for finding things	
Willing to try new things		

Enforcement

Solve Problems		
Respond to just about <u>any</u> call for service, police-related or not.	"No call too small"	35
Traffic Enforcement		
Investigations	Dept. will investigate complaints on officers. Good internal and external investigations. Good investigative skills. Investigations solve crimes.	
Emergency response		15
Tactical Action Plans	TAPS identify problems and come up with a plan of action. They are creative and take risks.	60
Take risks	Willing to take on new/tough/old issues	10

July 6th - 9:15 pm

Question 2

Equipment & Technology 30 points

Start a SERT team		
Network computers, eliminate need for diskettes		
Slow to take advantage of technology		
Equipment upkeep/maintenance	Radios, computers, printers, cars	
Equipment purchases		
A report printer that works more than 50percent of the time		
Unmarked patrol cars	We have none	

What administration can do better (administrative support)

Be more responsive to officers' wants/needs/concerns		
Budgeting	Reduce last minute purchases: spread them out through year to get patrol essential equipment.	
Reduce paperwork		

Reduce number of non-police-related calls	Currently they must respond to every call - as a matter of policy & practice.	
Improved communication	Up/down/lateral: from the top, to others and back to top. What management says is often not happening	35
Trust between upper and lower levels		
Promote more trust during "officer complaint" process	No follow-up (communication). Investigation can drag on; officers left hanging	
Show more support for employees during injury, illness, family emergencies, etc.		
Better relationships between union and management		
Don't sacrifice staff over politics		
Get rid of CALEA	Waste of money; no function for it; takes a lot of time, money and paperwork. Needs improvements.	10
Build incentives to apply for specialty positions		
Ensure position selections are fair	Best person should be selected, not what is convenient and popular	
Less emphasis on stimulus-response and more on prevention/proactive		
Reduce P/P manual (policies & procedures)	Too big for everyday use. Nobody uses it. It's too specialized and very prohibitive.	

Interagency Cooperation

Cooperation with other/outside agencies	Benton County Sheriff's Office, OSP, etc.	
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Staffing and Allocation 55 points

Investigations	Property crime, paper crimes, dope	
More detectives		
More staff on patrol and investigations		
More thorough background checks of prospective employees		
TAPS	More patrol enforcement related	
Follow through with special programs	Bikes, K-9, SERT, Valiant, etc. New programs get started, but not followed-through (not staffed).	
Too many programs	Need to let us get good at what we do. This impacts our ability to give support. It's scatters our resources.	

Reduce number of admin. positions, and get more patrols		
Staffing allocation - crime analyst	This position has become an administrative function	25
Plan for long-term staffing needs		
Need long-range staffing levels for events		
Better scheduling for patrol, training and special events		
Ordinance officer needed	For barking dogs, abandoned autos, etc.	
Employee assignments and positions	SROs should be doing enforcement. Civilians should be hired for SRO, crime analysis and training officer positions.	

Training Issues 5 points

Training	More of it and offered more frequently. Training should be more focused on essential police-related training ('crucial skills') than PR focused. Less diversity/sensitivity training.	20
Skills training refresher courses offered		

July 8th - First focus group

Question 1

Programs 10 points

Ombudsperson	Good for community relations	
Bike patrol (downtown), NPO's		20
Existing CP programs		20
We love volunteers	Need more	10
Personality & diversity training	More, more, more	35
Customer service	Could always improve	25
NPO's		
Evidence intake training	OFC & BCSO	
CALEA	Is working	

Relationships 65 points

Quality of reports for OUCR 2		
Rotation to different assignments		
Records people are willing to help each other with work loads		
Having evidence in support services	Rather than investigations	
Employees	Entire CPD & records workgroup	25

Relationship of records and JUSTA's		
Goodie days / potlucks		
MDT's in officers cars	Best way to communicate – big improvement – no need for radio	

Question 2

Inter-department communications 70 points

Better communication and understanding with dispatch		
We're not always informed of what's going on		
Different levels of CP buy in between officers within department – officers in different agencies and the different agencies	Sheriff's office	
In house communication		
Records not informed when their number is given in newspaper articles	Makes them look stupid and inefficient, reflects poorly on department	
Communication between divisions		20
Records not informed when meetings are taking place	People come to counter and records needs to spend time investigating what guests are talking about	
Communication between administration and other departments needs to improve		
Better understanding and communication between the courts and district attorney's office and evidence		
Availability of sergeant		

Solutions 20 points

More SRO's		
Be informed of what SRO, neighborhood watch, etc. is doing	What their jobs entail	
Officers need to experience records		
Customer service approach needs to apply inter-departmentally	Especially dispatch	
Need radio in records to know if/when something is going on	When emergency situations take place they know not to bother other departments and can be informed	
Desk officer in records	Provides safety presence. Can provide important information that records can't	60

Training**5 points**

Be informed of what the different groups do		
Officers need to be informed about records procedures	I.e. towing. Giving misinformation – “officer said _x_” but its not correct	
Cross training in other areas	Attending meetings, dispatch, and patrol. Rotation schedule	25

Morale**5 points**

Lack of personal familiarity		
Workgroups are isolated	More now than last 10 years	5
Efficiency at cost of morale		

Safety

Personal safety	Feeling safe on job – at counter	
Immunizations	Hepatitis shots	5

July 8th - Second focus group

Question 1

Support staff**40 points**

JUSTA's		5
Administrative team		
Support staff		

Public relations**30 points**

Better public relations	Greatly improved in recent years	
Citizen's academy		10
Business watch		5

Operations**135 points**

Patrol assignments to neighborhoods		
Patrol OPN's admin staff (lieutenants)	Effective use of small staff. Good leader. Getting better	15
Crime prevention unit and investigation unit combined under one supervisor		
Directed patrol		
Parking enforcement		
Reserve academy		
Assistance from records		
Civilian crime prevention staff		
Detectives unit	Even though understaffed	25
Evidence room management	Huge improvement	

Partnerships 75 points

Partnership with OSU		
Relations with school district		
Partnership with schools	509J	
SRO program		
Increased emphasis on problem solving with community		
Relations with large/significant employers – HP, GSH, OSU		
Business watch	Good for intelligence gathering too	
Safety town		
Neighborhood watch		

Question 2

Process 60 points

Response to trivial calls by patrol – should be non-sworn	Found bikes, dogs, abandoned autos	
Prioritization or a lack of it	Priorities are not clear or consistent or sometimes appropriate	
Job assignments		
Non permanent detective(s)	Currently none. Need them to function efficiently. Some permanent – some rotational	
Re-evaluate amount of documentation for certain reports	Should be less. More efficient	
Promotional process	Most competent not always promoted. Constant change in promotional requirements to allow chosen to be eligible. Need consistency	10
Chief leadership		60
Hiring	Failure to hire lateral officers causes increased costs to department which is better spent elsewhere	
Communication		15
Inter-agency cooperation	BCSO, Albany PD, LCSO	
Knee jerk discipline	Politically tied	
Lack of multi-agency tactical team = decreased response ability		

Financial

Re-evaluate resources	Citizens should be getting more bang for their buck	
Promotional process		
Budget and priority for spending		
Better equipment	Computers, modems, faxes, etc	

Resource limitations (\$)	Future reduction potential	
Lack of ballistic shields for patrol and detectives		

Operations 30 points

Empowerment preached but not practiced		20
Citizen complaint process	Taking anonymous complaints is not right. Whole process is not efficient or effective	
Not a full service agency	No ability to respond to large emergency. No plan for responding to large emergency.	
Need to embrace the philosophy that numbers go down when officers practice community policing	Department is still statistics driven. Promotions and evaluations too	
Re-evaluate what calls officers need to respond to		
Division between work units	Poor communication. Too busy	
Information sharing between divisions		
Lack of secure communications	Not enough radio channels	
More phone lines		
CPD bows to political pressure or perceived political issue		

Staffing levels 15 points

Not enough staff in patrol and investigation		55
Staffing shortages	All areas	
Too much administration (Lieutenants) and non-operational		
Too top heavy	Too many managers	
Large scale non-law enforcement projects	Parking commission	
Lack of permanent detective(s)	Lack of experience and continuity in investigations division	5

Miscellaneous

Consultant process gets revised prior to publication		
Too many meetings covering overlapping issues		
Public relations oriented (window dressing) yet, we don't provide best service to public	Talk the talk but don't walk the walk	
Special interests groups	Complaints given priority over basic services	

Too many meetings talking about problems in community without putting plans into action to solve them		
Lack of respect given within the CPD		
Lack of internal trust		
Internal relations		
Color scheme of department		
Lack of training	Unless its free	

July 8th - Third focus group

Question 1

People 65 points

Camaraderie amongst patrol officers		
Very good people – officers		15
Professional - high standards		15
How secretaries work together		25

Communication 30 points

Current relations/access to BCSD		
Monthly meeting's of Lieutenants and Sergeants – communications		

Equipment 40 points

New uniforms		
Good technology	Continue to build upon it	
MCT's and cars		10
Rain gear		
K-9		

Programs 5 points

External

Neighborhood watch		
Business watch		
Parking commission		

Internal 20 points

FTO program / shift rotation		
High liability protocols	Use of force. Pursuit reviews, etc	5
Bike patrol		
Reserve program		
Sting operations	Alcohol, tobacco, thefts, C.A.I.D, ID's	

Used merchandise data base		10
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Question 2

Communication 50 points

Separation of work groups		
Communication		
Relationship and communication with BCSO	Should improve	
Internal communication		
Lack of information dissemination		
Event planning	Those who will carry out the plan are not consulted in the planning	
Managers often treat secretaries as an afterthought		
Efficiency		
Lack of response	Difficult getting answers/action	
Scheduling for FTO's		

Equipment

Report writing printer		
Portable radios	Old, don't work often	
Equipment shortcomings		

Management

Major micro-management	By highest management	
Over complication	No effort to simplify	
Decisions made in a vacuum		

Training 15 points

Concentration on negatives		
Training		
Training for non-patrol		

Staffing 75 points

Investigations	Understaffed. Not proactive due to resources	5
Overextended		10
Hire people quicker		
Timing of hiring process		
Better utilization of current resources		
More detectives		
Staffing shortages		

Programs 5 points

Crime analysis		
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CALEA		
NBR/OUCR	Reporting requirements	

Miscellaneous

Dependency on statistics		
Budget constraints		
Too much paperwork		
Improve teamwork	"Me" attitude dominates	
Information sharing		
Take on too much	Programs without staff or resources to follow through	
Complaint process	It's ambiguous. What is? What isn't? anonymous. Time consuming	

July 12th - First focus group

Question 1

Technology and equipment 20 points

Cell phones		
Web page concept	Works well, need to use it more	
MCT's		
Equipment	Should continue to improve	5
Office technology		
Shorts and rain pants		
Use of technology	Good replacement plan	35
Rain gear		

Programs 10 points

Limited animal control program works well	But what resources will be allocated in the future	
Animal control program	Need to make full time	5
CP Forum		
K-9		
Bike patrols		
Partnerships	OSU, FTC, workweek, business	
Neighborhood watch		

Working conditions

10 hour work shifts for patrol		5
The sun		
Good people to work with		15
Long term district assignments		

People stuff **15 points**

Teamwork at officer level		20
Line personnel communication is alive and well		30
Openness with public	Call back old cases	
Quality of officers		10
Recruit good people		
Officer <u>contact</u> with citizenry	Need to maintain – don't lose. Not just crime related	
Community satisfaction is high		
Professionalism		35

Miscellaneous

Availability of outside resources	Outside agencies. More now than before	
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Question 2

Miscellaneous

Equipment	Police officer equipment is in awful condition and often of poor quality. Camera and printer	
Forgive and forget		
CALEA	What is cost/benefit? Is it still necessary	
Quality of radios		15
Budget constraints	Budget instability	
Sometimes too much customer service		
Resources to enforce dog licensing	Potential revenue source – little cost	10

Training

Training – frequency	When given – is often of good quality, however, is infrequent and not substantial enough in critical areas	
More money needed for training	Also better allocation of existing funds	20

Staffing

Not given enough resources (usually time) to do quality work for all projects/responsibilities given to, expected of, officers of all levels		15
Management of staff	Staffing levels, career development, evaluations, and on and on	
Longer term detective assignments		
Hiring: timing	Timing / procedures are counter productive	10

911 center staffing	Short handed. Overtime is not cost effective	20
Need more detectives		
Too few available officers		
Need more line officers		
Staffing levels		40

Value for employees

Respect for the jobs others do		
Limited input from line level	Solicited but not used – check the box	
Employee – management relationship		15
Too many programs	No thought to maintenance. Long term. How much time?	
Meaningless projects wasting resources		5
Micro management		15
Appreciation for effort put into assignments	Begin with criticism	10
Empowerment does not live here		
Need to value employees more		10
Labor/management relationship	Different unions – different relationships	

Communication

Community policing explained	No communicated big picture – goals - objectives. Given piecemeal. What is given can't be discerned, window dressing from reality	
Truthfulness	Policies, etc. party line vs. real scoop	15
Communication from the top		
Failure to ask those who do the job what they think – how something may or may not work		35
Separation of work groups		5
Should get input from line staff and use it		
Communication between mgmt and employees (line staff) about changes, direction, policy, at the front and back end		
Vertical communication		

July 12th - 9:15 pm - Second focus group

Question 1

Scheduling

Shifts: 10 hour schedule for 1 year	Same shift is better on the body and have more choice (can bid on different position -- or stay -- after 1 year)	
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Patrol Support 15 points

Patrol level	Good working relationships	
Supervisory support		15
Sergeant and Lieutenant support	They are trusting, responsible and knowledgeable. They answer questions and provide support. Officers feel free to be independent thinkers	5

Equipment

Parking permits for officers attending court		
K-9	Good tool for enforcement. Glad CPD is hiring another one.	
Mobile Computer Terminals	Good law enforcement tool for gathering information. Don't have to rely on dispatch or compete for airtime.	
Technology and Equipment	Equipment is good: MCTs, cell phones, night vision, and thermal imaging cameras.	35

Staff Quality

Good quality of individuals		
New hires	Good influx of new people and good screening process.	10
Continual hiring		

Programs

Interaction with the community	More interaction with the community: businesses, university, etc. Interactions are in a positive setting rather than adversarial. This has helped foster a better understanding of what the CPD does and why.	
External programs	Neighborhood watch, Business watch, community policing forum	

Bike Patrol	Good program when people are available for it. Allows officers to have more public contact. Makes officers more approachable.	
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Policy

High liability protocols	Use of force reports. Ensures the use of force is appropriate. This is a good form of internal checks; diminishes lawsuits.	10
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Question 2

Equipment **10 points**

Capability to scan other channels	Quality of radios varies for officers. Need MT2000 for all patrol officers.	
Division of radio traffic	Benton County, CPD and Philomath are all on the same frequency. There's too much radio traffic. Public Works doesn't tune into Benton County calls.	
Carbines and body armor	Need carbines and body armor. Shotguns are not precise; have to get too close to a situation to use them. Other agencies are going to carbines; we need to do the same. We're not ready for an emergency, such as that in Colorado.	
Different badge	Current badge looks like a mall security badge ('phallic-looking' was another description). Would like a police badge, such as a star or shield.	
Desks for officer work stations	Need more space for officers to work, do paperwork. More resources for over-lapping shifts.	
BDUs	Want BDUs. They're more comfortable, lightweight, and easier to clean.	
More computer terminals, a new printer and a report room.	Too many people using the same printer will wear it out sooner and cause more breakdowns.	
Updated computers (RAIN - LEDS)	These are always down. RAIN has a lot of problems. Have to call other agencies for information sometimes. No access on Sundays. This can be dangerous (don't know who you have in the car), and sometimes criminals are let go.	10
Pink paint and carpet	Input has asked for, and then not used.	

Staffing and programs

Too many programs	CPD is too quick to say 'yes' to new programs in response to community issues. Too many irons in the fire cause officers to go in different directions (scattered resources). Need to maintain and build on what they have and get good at it.	
Crime analysis	This is not doing what it should. Don't just want to know where a crime is, but how to address it. Officers end up doing this analysis.	
More patrol officers		5
More bike officers	Not enough staffing to do bike patrol very often. Officers would like to do this more often.	
Senior officer and Corporals	Sergeants are overburdened with paperwork; Corporals could lighten their load.	
Permanent detective positions	Some rotation is okay, but need some people doing this job permanently. There are currently not enough people with investigative skills and knowledge. City has grown and thus number of calls have grown. We need specialists with special training. It's a waste of resources for officers to go from investigations back to patrol. For some this is a step back and affects job satisfaction.	

Training

More training	In-service and opportunities to go abroad. Some officers are not sure why some training requests are approved, while others are not. Need more critical specialized training (critical incident).	
CALEA	CPD is already at standard; don't need to keep throwing resources at this. CPD should be able to adhere to these standards without outside approval. Takes a lot of time and paperwork; it becomes monotonous. Time could be better spent in more efficient/effective activities.	

Budget

Budget constraints	Specialized training is often cut.	10
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Hiring timing	Need to start the hiring process sooner, so not left with a 6-month labor shortage gap. This also causes more overtime costs.	
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SWAT

Need a SWAT team	CPD is largest agency in area, but has a small group from which to draw during emergencies. Could join with Benton County to accomplish this.	35
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Communication 20 points

More communication between detectives and patrol	Need to have detectives at briefings. Officers don't know what detectives are doing. This could lead to patrol officers blowing an investigation. Also, officers don't know what detectives do with information from officers. No follow-up.	
Fake processes	Input is gathered from employees when decisions have already been made. Perception is that input is not very important. This hurts morale.	