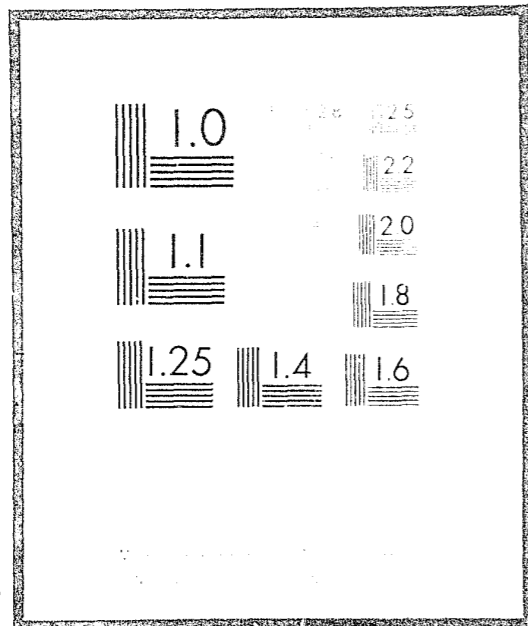


NCJRS

This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U.S. Department of Justice.

U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

11/30/76

34190
filmed

the future is now:

multnomah county division of public safety
1974-75 annual report

34190

On December 22, 1854, William McMillian was named Sheriff when the territorial legislature established Multnomah County. Subsequently elected Sheriffs served as jailors, tax collectors, process servers and law enforcement heads for the county.

Since 1966 all new deputies have been required to have a baccalaureate degree providing the Division with a pool of well educated members. This was a national first and occurred under the direction of the last elected Sheriff, now Chairman of the Board of Commissioners of Multnomah County, Donald E. Clark.

In 1967, a new Home Rule Charter changed the Sheriff's Department to the Division of Public Safety with an appointed Director reporting to the Chairman of the Board of Commissioners.

During 1974-75 team policing and participatory management were established in the Division. Multnomah County is one of the first county sheriff's offices in the United States to implement these advanced management techniques.

(OR) -
Multnomah County, Oregon
222 S.W. Pine Street
Portland, Oregon 97204



A new philosophy of public service was introduced into the Multnomah County Division of Public Safety in 1975.

This new philosophy brought about the implementation of team policing to the Division and the county residents it serves. Though the concept of team policing is new to the County, it is based on a very sound belief: The best kind of law enforcement agency is one which encourages broad citizen participation.

Basically, team policing is an advanced version of the once common policeman-on-the-beat system. Because of the vast areas patrolled by the Division and the availability of modern communications, naturally there are some differences. Instead of one man assigned to a single neighborhood or beat, now an entire team of deputy sheriffs is permanently assigned to a common geographical area containing a number of neighborhoods. This

THE FUTURE IS NOW

system allows the citizen to enjoy the personal service relationship with the neighborhood police officer while at the same time, it gives the teams the capability to identify and solve area-wide problems.

To adequately patrol the 376 square miles of the county which lie outside incorporated cities, five geographical areas have been drawn. Each of these areas has a permanent team of uniformed deputy sheriffs assigned to it. Each team is responsible for all law enforcement activities in its area. Under the direction of a team leader, each team member is responsible for the safety and welfare of citizens within the area. Clearly, team policing brings law enforcement closer to those it serves.

As you will read later on in this booklet, all five teams will be backed up by the Division's various support groups. Yet there is still another advantage to the adoption of a team policing system. It is the opportunity it affords to both citizen and deputy to work together to identify local problems and find their solutions. Your help is needed and wanted in this effort. If we are to build a better future, let us all adopt the belief that the future is now.

A handwritten signature in cursive script that reads "Lee Brown".

Lee Brown
Director of Public Safety

A HUMAN ORGANIZATION

Because of the way police work is often portrayed in the media, people forget that a law enforcement agency is basically a human organization, composed of many individuals.

The management of individual police officers toward a common goal, public safety, brought forth a major reorganization in the Multnomah County Division of Public Safety during 1975. That change was the adoption of team policing.

Under team policing, the traditional military model for a police agency was dropped. In its place, the Division, known to most citizens as the Sheriff's Office, adopted a participatory management model. A participatory management system allows for more "flow through" in communications from top to bottom and, significantly, from the bottom up.

Instead of holding to the rigid lines of traditional Division authority, with its tightly defined sections and specialist units, team policing cuts across ranks and specialties. Its strength lies in having many officers working as a close-knit unit in a specified section of the county.

According to Sheriff Lee P. Brown, the goal of Team Policing is to give the neighborhood police officer the responsibility to participate in management decisions. In addition, it makes each police officer responsible for implementing and making successful team goals.

Five teams are now operating in the county. Each team is made up of permanently assigned deputy sheriffs directed by a team manager. Before assignment to their section of the county, all team members received intensive training in the concepts of delivering neighborhood police services.

The planning behind the adoption of team policing was not accomplished overnight, according to Sheriff Brown. Groundwork for the change was done under the direction of former Sheriff Louis P. Rinehart.



Sheriff Lee Brown

To support the team concept, a number of other changes were made under the direction of Sheriff Rinehart during 1974. One change was the transition of record keeping from an outmoded manual paper method to a modern computer system capable of tracking all of the reports and individuals that become a part of the Sheriff's business.

Crimes Reported In 1974

Criminal Homicide	17
Negligent Homicide	40
Forcible Rape	82
Robbery	265
Assault	737
Burglary	3,341
Larceny	5,561
Motor Vehicle Theft	1,165



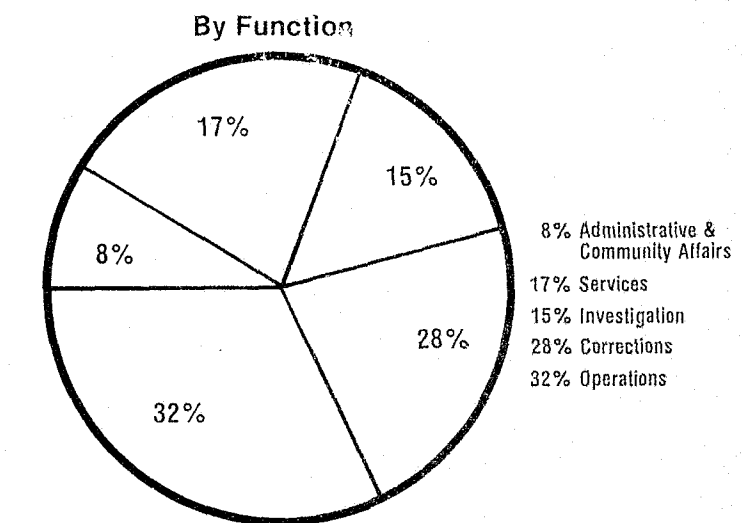
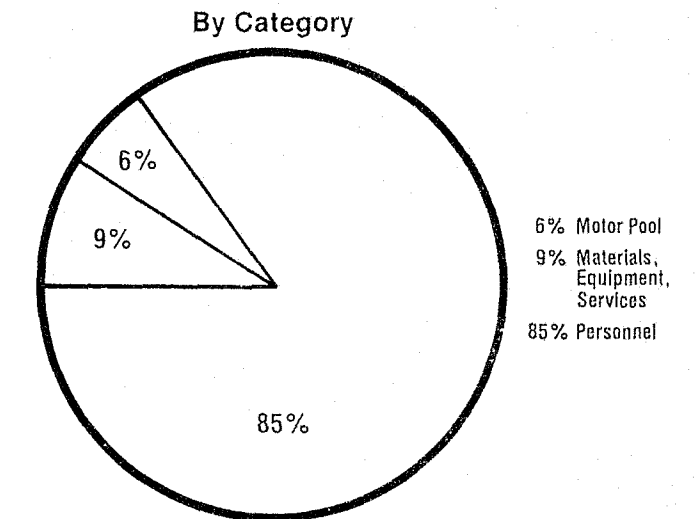
Capt. Louis Rinehart

A burglary tactical unit, which concentrates its efforts on known and suspected burglars with trained deputies and electronic equipment, was launched into action with the help of federal funding. Similarly, federal funds and Division and county support brought the Crime Prevention/Community Affairs Unit into existence.

As former Sheriff Rinehart sums it up: "In 1974 the Division began a transformation from a traditional law enforcement agency to a police service agency."

Many dollars are required to operate a far-flung police organization of 394 budgeted positions. The Sheriff had \$8.4 million

dollars in the 1974-75 budget to provide 24-hour police service to 180,000 citizens. This money was expended in the following manner:





PUBLIC EDUCATION TO REDUCE CRIMINAL OPPORTUNITY

Headlines often report rising crime rates, yet in Multnomah County in 1974 the number of residential burglaries reported was down by 10 percent over the previous year. Total number of burglaries, residential and commercial, was down .5 percent. The decline was the first in almost a decade.

The reduction in reported burglaries was especially gratifying to members of the Crime Prevention component of the Community Affairs Unit. It is the Crime Prevention Unit's job to create awareness that every county resident can play a role in fighting the criminal.

It takes more than a criminal to make a crime. There must be an opportunity for the criminal to act. To reduce those opportunities, Unit members are actively engaged in a year-round educational program showing citizens how they can pro-

tect themselves against crime, especially the number one crime of opportunity: burglary.

According to Crime Prevention Unit member, Sgt. Bill Goss: "In about a third of all residential burglaries, entrance is gained through an unlocked door or window. Just using locks that are already installed is one way to reduce an opportunity to commit a crime."

The basic educational tool of the Crime Prevention Unit is the block meeting. These are informal gatherings held by one neighbor on the block and are open to all who live in the neighborhood. At a block meeting, a deputy sheriff offers suggestions on ways the ordinary citizen can minimize criminal opportunities. The deputy's information is presented in a way which allows for many questions and answers.

Participants in block meetings learn the three lines of defense against burglary, and when the meeting is over, leave with a real sense of confidence that they can do something to "Bar the Burglar." A score of other programs designed to reduce criminal opportunity are offered. These include:

- Public display center at Mall 205
- Premise survey for residence and commercial interests.
- Consulting on reduction of criminal opportunity through design of struc-

ture and space for architects, builders and planners.

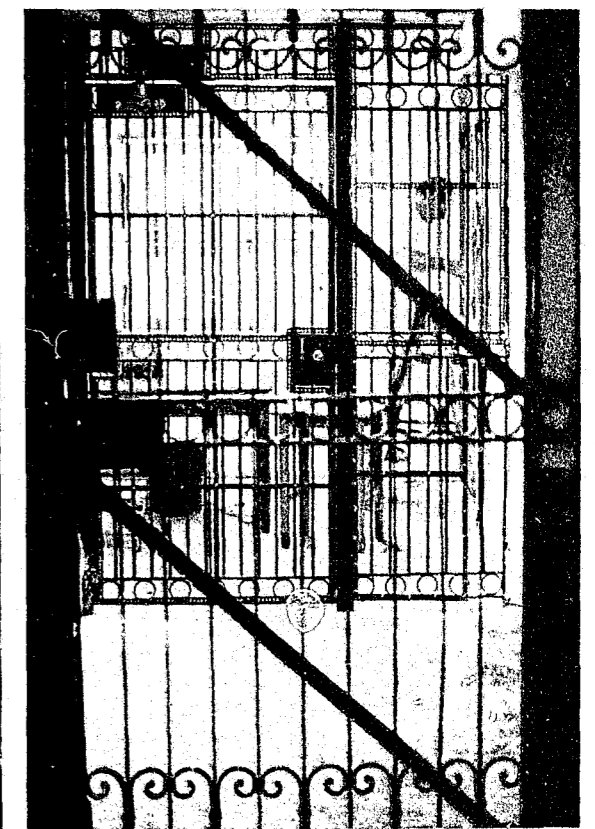
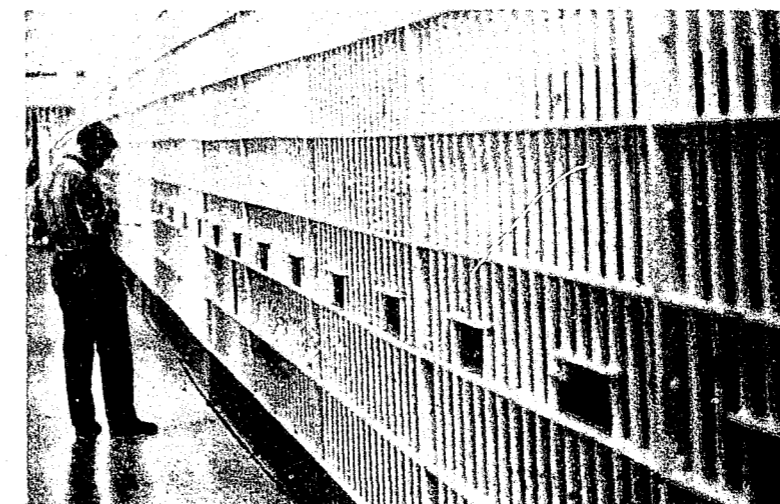
- Property identification program
- Monitoring lock and alarm industries
- Study of crime against older persons
- Efforts to promote a state-wide building security code and crime prevention public education activities throughout the State and region through the Unit's membership in the Crime Prevention Association of Oregon.

THE INS AND OUTS OF JAIL

Nineteen thousand people entered jails operated by the Sheriff's Office during 1974. These men and women were arrested or taken into custody by all police agencies which operate in Multnomah County, including the Portland and Gresham Police Departments and state and federal agencies. The Sheriff's Office operates two facilities and staffs two others in order to provide the necessary level of security to the public, the primary mandate for the Corrections Division and its 86 officers.

As of January, 1976, the Corrections Division will be transferred to the Department of Human Services.

The largest facility is Rocky Butte Jail, a maximum security, 40-year-old structure scheduled to be replaced due to the construction of a freeway in its place. The jail at the Courthouse is a 24-hour facility. Its primary purpose is to provide a secure place for those in custody who are scheduled for a court appearance.



CORRECTIONS CONTINUED

Women prisoners are housed at the Claire Argow Center for Women which is a wing of the Juvenile Home. The Correctional Institution at Troutdale is a minimum security facility for convicted persons in the custody of Multnomah County, operated by the County Human Services Department.

Of the approximately 19,000 persons lodged in Multnomah County jails each year, about one-quarter are charged with felonies such as burglary and robbery, one-half are charged with crimes of a less serious nature (misdemeanors) and one-quarter are charged with traffic offenses such as driving while intoxicated or hit and run.

The first concern of people entering jail is getting out. One way of getting out of jail is posting bail. On many charges, the Corrections personnel can release an individual for a posting of ten percent of the established bail schedule. Many people are released without bail by special officers of the court (Recognizance Officers) who routinely work within the confines of these institutions. People who are not released must go to court (be arraigned) on the first court date after they are arrested.

For most people, their stay in any of the county correctional facilities is of short duration. Only those men and women who are sentenced to a term of one year or less "do their time" in Multnomah County.

Whether awaiting court or serving time, residents are afforded humane treatment and opportunities not found in many county jails. Prisoners are regularly allowed to exercise outside the dormitories and can always utilize the exercise equipment in some of the dorms. All residents have full access to the Multnomah County library and the county offers GED tutoring to those who wish to work toward their high school diploma.



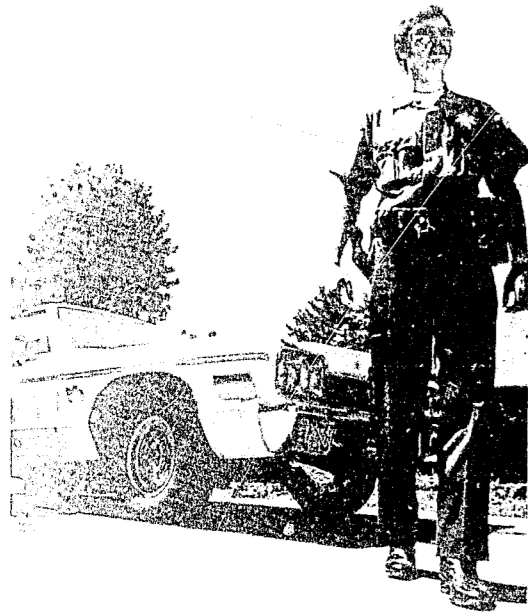
RADIO CALLING FOR HELP

Deputy Sheriffs answered 73,760 calls for police service in 1974. People needed help for many different reasons. They called to report 1100 accidents and 5600 thefts. They wanted 1000 disturbances stopped, including 600 family fights. Deputies were called to 120 armed robberies, they assisted 240 people in need of emergency aid. Many calls requested ambulances or reported fires.

To answer calls for assistance more effectively, a new radio facility, merged with the City of Portland Police, was opened on Kelly Butte in 1974. New equipment is designed to provide the most modern police dispatching facility possible. Total completion of the facility will come in 1976. When completed, computers will help dispatch deputies as quickly and as effectively as possible.

"There are two things that people calling can do to help us provide better emergency service," said Lt. Jim Thacker, Sheriff's Radio Unit Commander. "Be sure to give us all the necessary information. People often forget to give us the address where we are needed. To answer calls most effectively we also need to know why we are wanted. We want to know if a gun or other weapon is involved so that we can warn the deputy to be especially careful if necessary. The main thing is stay on the line, don't hang up until the operator is finished," Thacker said. He added that people should use the same number for emergencies and routine calls for police service, 760-6911. In order to contact a deputy about a case under investigation, call 655-1141. For other information see the directory in the back of this book or call 248-3265.





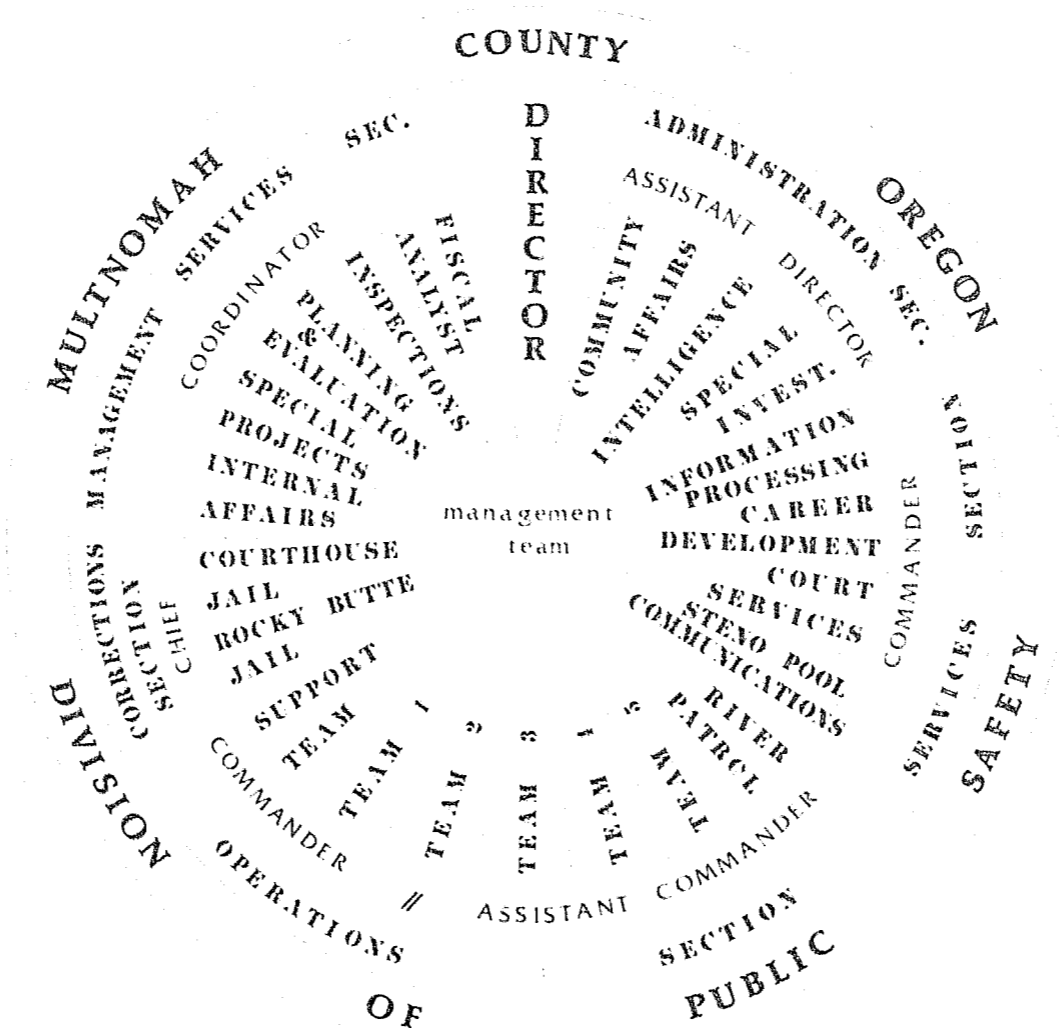
Capt. Louis Rinehart
Appointed Sheriff 3-74-1-75



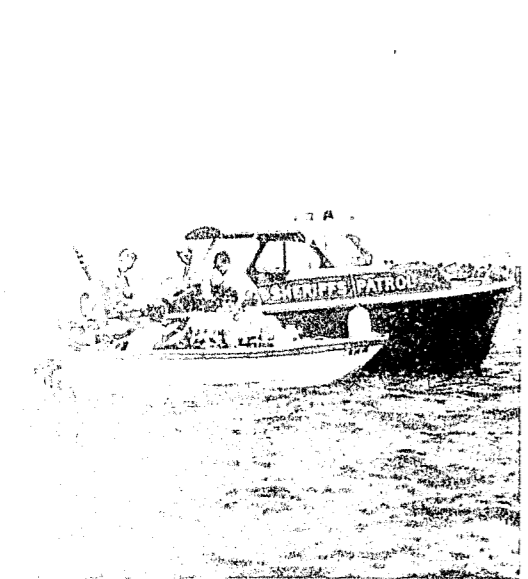
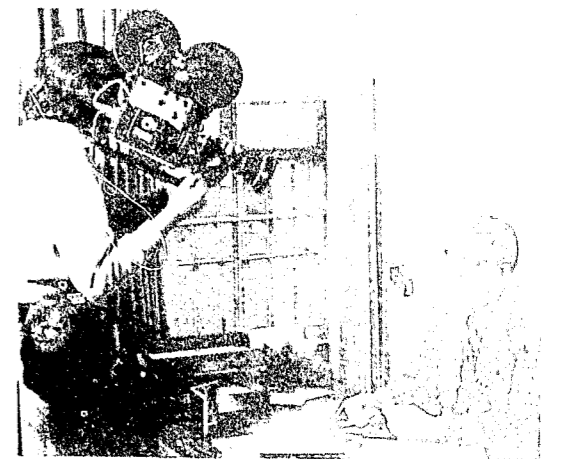
Capt. Edgar Martin
Appointed Ass't. Dir. 1-75-Present



Capt. John Dow



Capt. Fred Pearce



Capt. Paul Nagy



Capt. James Sims

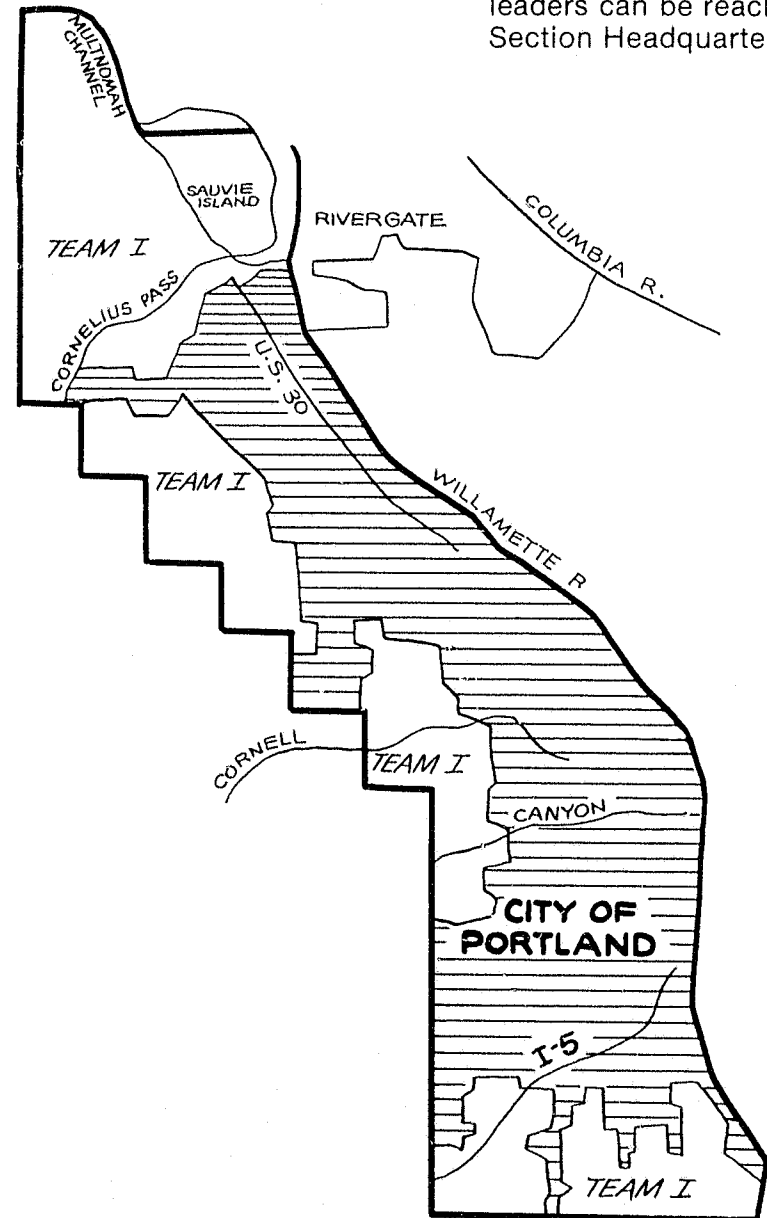




Team 1

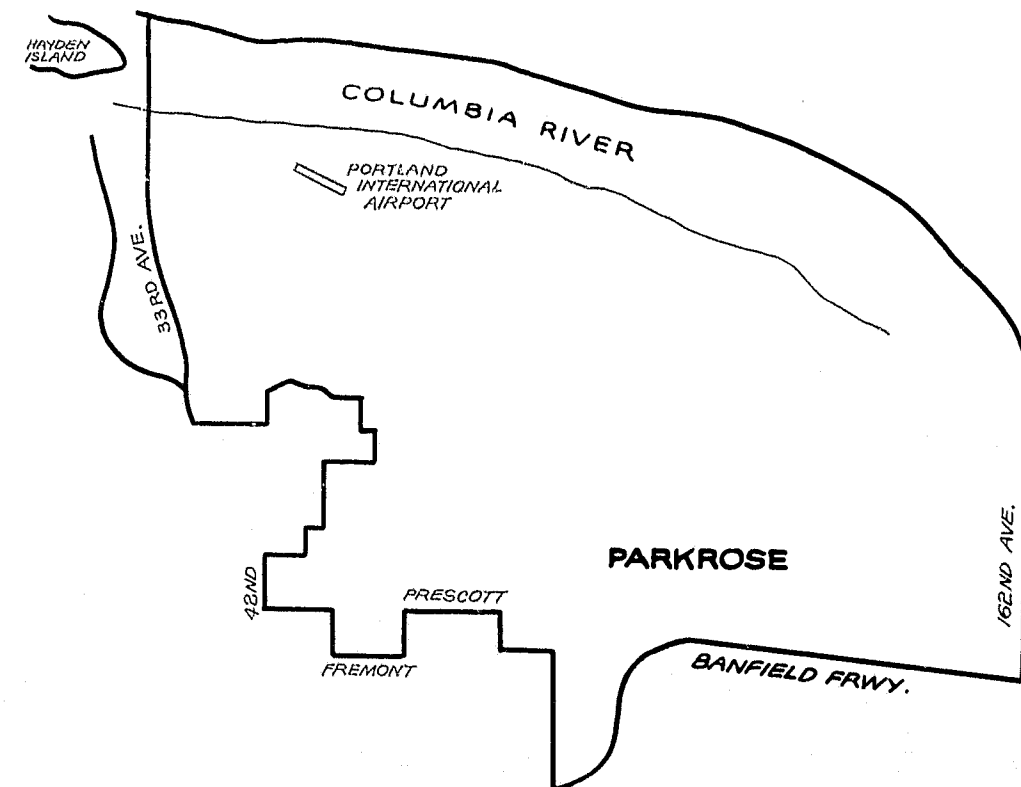
Lt. Steve Tillinghast believes that team policing brings management attention to a manageably sized geographic area. Team One's area is very large, reaching from Lake Oswego in the south to Scappoose in the north. Team One is currently attempting to solve the problem of serving a large diverse area with a small team geographically isolated from other teams. One of Team One's major strengths is that some members of the team have served for several years in the area and already know many of its residents.

Lt. Tillinghast as well as all other team leaders can be reached at Operations Section Headquarters, 665-1141.



Team 2

"Team policing will return the police to the people through increasing citizen contact with policemen and by increasing citizen input in setting goals and priorities," according to Lt. R.W. Miller, manager of Team Two. Returning the police to the people will result in greater trust of deputies by citizens and increase deputies' efficiency. Increasing contact with area residents is a current goal of Team Two. They are beginning an effort to contact all businessmen in the area to inform them of team policing and to update emergency numbers on store windows and doors. Deputies have begun walking through neighborhoods when time allows. Team Two has opened a storefront office for all citizens to contact them. It is located at 11349 N.E. Sandy and is staffed from 1-9 p.m. every Wednesday and when the sign outside designates that someone is in the office. Team Two wants citizens to increase their input to help them set goals and priorities for their area. Several community projects are planned to be implemented when staffing is available.

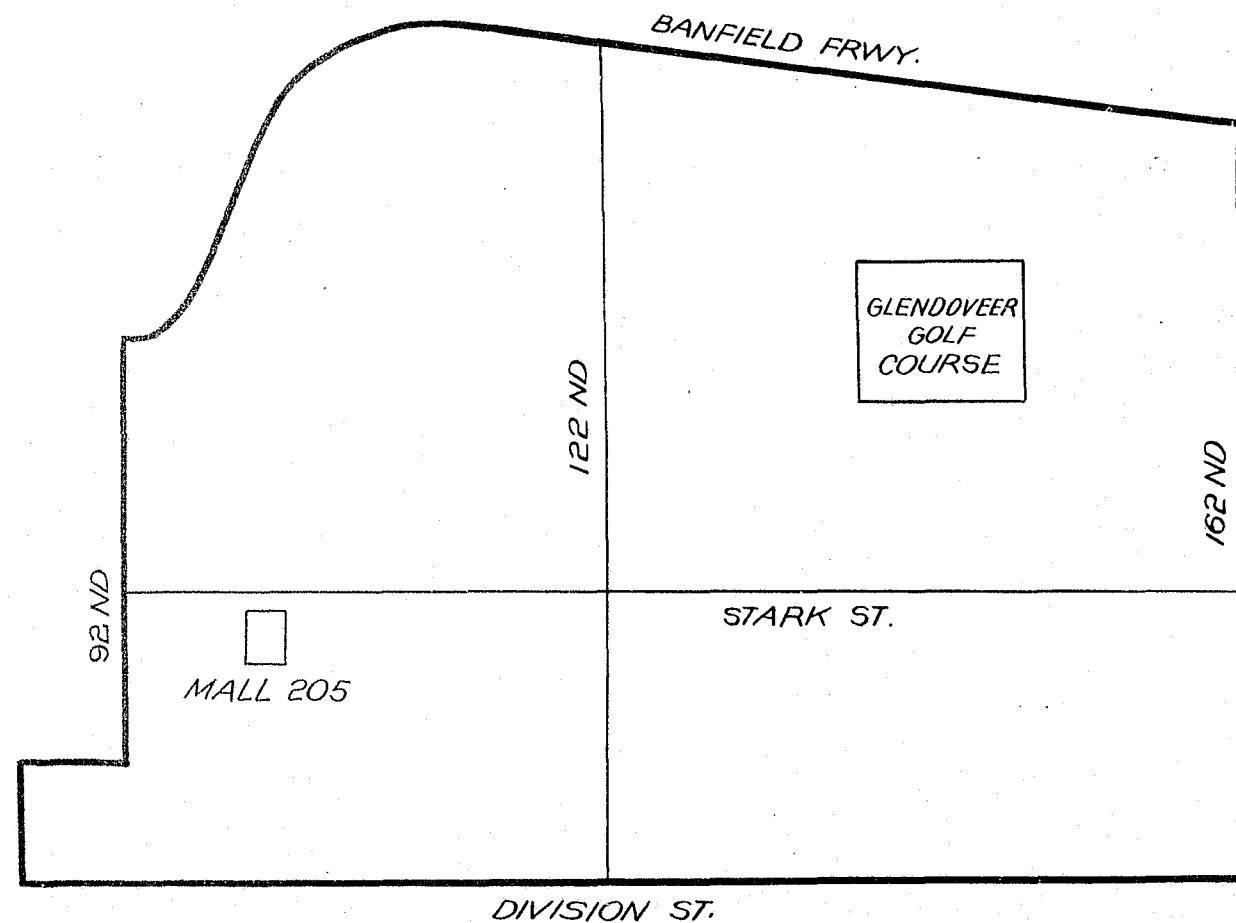


Team 3

To Lt. Dennis Brand the immediate goal of the team in Area 3 is for him and other team members to become more familiar with their area. Team members wish to expand their present knowledge of streets, trouble spots and people who live in the area. They wish to identify organizations in the area, strengths and problems of the community and social agencies that provide services to residents. In this way, team members will be more able to function as a part of the community, using their composite knowledge to participate in the solution of problems faced by area residents in the cause of Crime Prevention. A community office is now open at 220 S.E. 102nd, Wednesday through Friday from 7-11 p.m.



Dennis Brand sees the role of a policeman as a community activist seeking long term solutions to community problems while providing short term answers through crisis intervention.

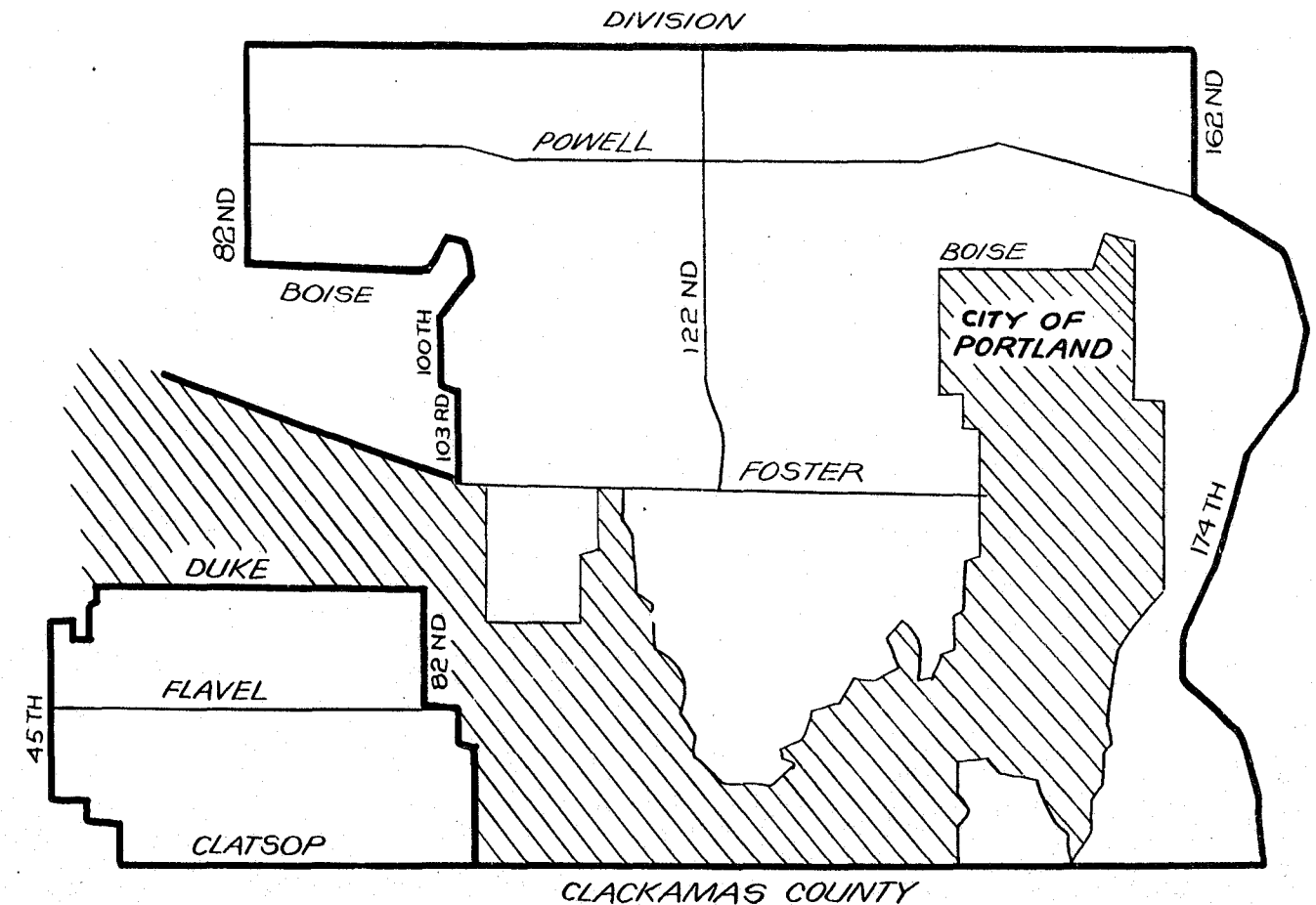


Team 4



Lt. James Dillard is manager of the team that opened the first storefront office in Multnomah County. The Team hopes that the storefronts can become an important contact point between the Team and residents of the area. The storefronts are located at 2900 S.E. 122nd in space provided by David Douglas School District and in the basement of the Methodist Church at 7414 S.E. 52nd. They are manned by team members and volunteers from 3-10 p.m. every Wednesday.

It is a place where people can come to obtain information, offer advice or report minor crimes (saving valuable time of officers on patrol). Team Four believes that its first goal is one of providing information to residents. The Team wants to inform residents about the changes being made in the Division of Public Safety and about ways people can protect themselves against crime.

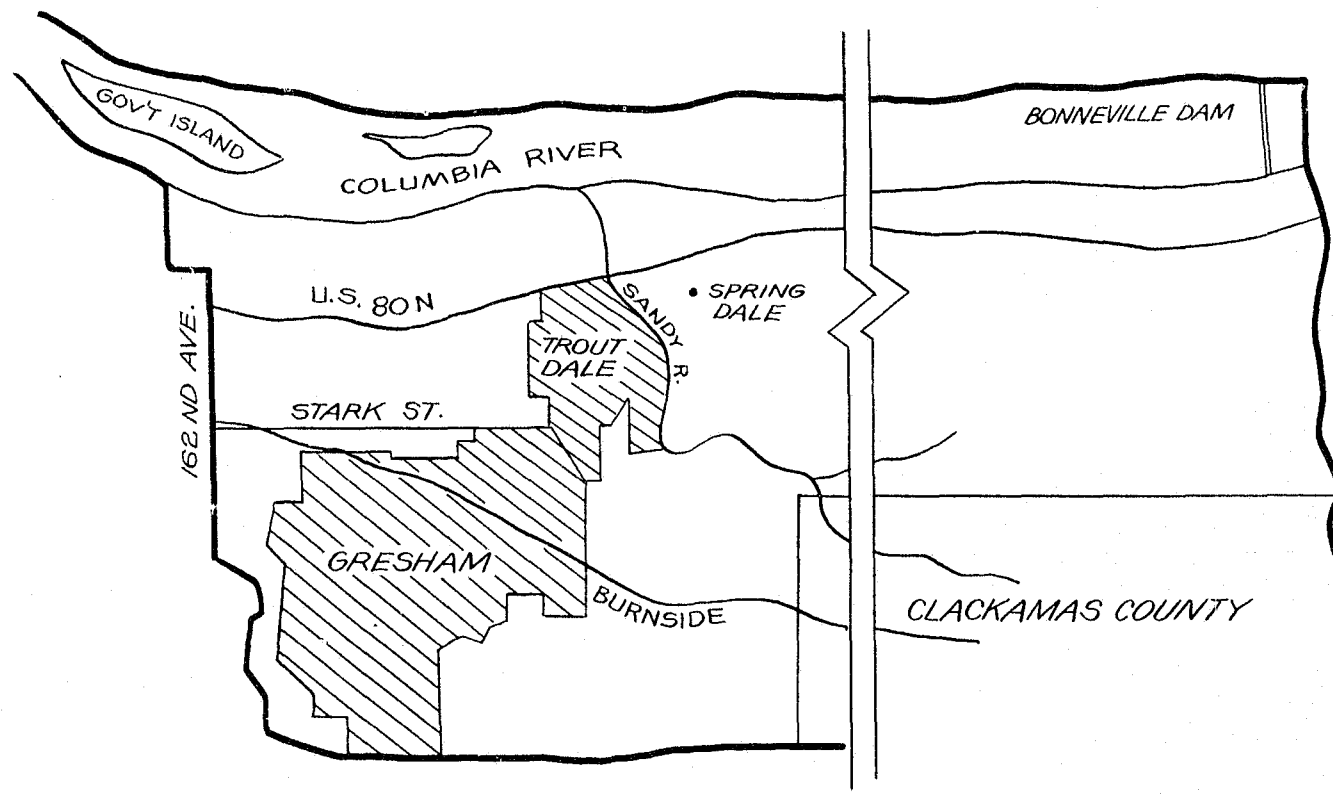




Team 5

One-half of the Team Five members, including the Team Manager, Lt. Robert Skipper, live within the Team area. The Team members' community involvements vary greatly, from coaching Little League to serving as school board members. A strong point of the Team Five area has been the longtime support of the Sheriff's Office by the citizens of East Multnomah County. Potential problem areas are the extreme weather conditions in the Gorge area during the winter months and the heavy influx of traffic to the State and County parks during the summer months.

A Community Office is staffed by deputies from 6-10 p.m. every Wednesday at the Corbett Fire District 14 Station located on Scenic Highway 30.



DETECTIVE TEAM

The Detective Team, commanded by Lt. Thomas Sawyer, is one of the six teams formed under the change to the Neighborhood Team Policing concept. The Detective Team was formerly known as the Investigative Division. Under the Neighborhood Team Policing concept, the Detective Team continues to function as an inter-cooperative, crime-fighting, investigative entity having primary responsibility for the follow-up investigation of Homicides, Robberies, Rapes, Child Abuse, Fraudulent Checks, Organized Auto Theft, and Arsons. These functions are accomplished by the following sub-teams or units:

- General Assignment
- Special Services
- Scientific Investigation
- Burglary Tactical
- Fraud
- Auto Theft
- Clerical Staff

MANAGEMENT, SUPPORT AND OTHER UNITS

Other more specialized public safety functions in support of the five teams require division of effort into the following:

SUPPORT SERVICES

ADMINISTRATION SECTION: Provides executive assistance to the Sheriff;

Community Affairs (Crime Prevention Unit) provides information about the Division to the public and news media, reduces crime through public education and provides legislative coordination.

Intelligence Unit provides the Division with advance information on criminal activity in Multnomah County with emphasis on organized crime and civil disruption and processes applications for many types of licenses.

Special Investigations Unit enforces laws on gambling, prostitution, bookmaking and drugs.

Fiscal Analyst prepares the budget and financial reports.

SERVICES SECTION supports the activities of the Division by providing information processing and training.

Information Processing Unit maintains files on paper of written accounts of law enforcement activities. Some files are maintained in computers.

Personnel and Training Unit provides in-service training for all employees, monitors the affirmative action plan and processes new applications.

Court Services Unit maintains security in the courts and escorts prisoners to court, serves all criminal warrants and returns suspects extradited from other jurisdictions.

Communications Unit provides radio communications in the Division.

MANAGEMENT SERVICES SECTION provides management assistance to the Sheriff.

Internal Affairs Unit investigates all complaints against the Division and its members.

Special Projects Unit administers, maintains and evaluates all grants received by the Division.

Planning and Evaluations Unit prepares and distributes Divisional directives and revises the Procedures and Emergency Manual.

Inspection Unit evaluates the personal, material and operational performance of the Division.

CHANGE THROUGH PARTICIPATION

Recently, an arson and vandalism case in a Multnomah County School was apparently concluded with the arrest of one of the school's students. The deputy, instead of simply giving the juvenile over to the courts, contacted the parents of the perpetrator, school officials and the school's Athletic Director. A contract was agreed upon by all parties that, in lieu of an arrest, the offender would assist the athletic director in the summer recreation program, a responsible job under close supervision. The result was gratifying; a possible habitual offender was afforded a chance to redeem himself in a program that was respectable and beneficial to the community.

This example dramatizes the concept of police-community involvement. Citizen participation in local law enforcement is the key to a safe community.

Striving to maximize citizen participation and dialogue, Sheriff Lee Brown maintains an open-office policy. For those people who work weekdays, "Sheriff's People Day" is held one Saturday each month. On these occasions citizens may drop in to discuss with the Sheriff any mutually shared concern.

Two crucial areas of citizen participation are policy recommendations and problem solving. Citizens are routinely invited to participate on planning task forces which tap the expertise and perspective of the citizen. These task forces confront a wide variety of issues from recommending the type of ammunition to be issued to identifying issues and problems involved in high crime areas.

Thousands of citizens have already worked hand-in-hand with us. Educators throughout the metro area have conducted seminars, acted as consultants and provided classroom training for Division personnel. Many citizens have participated in the Civilian Observer program, riding with a deputy during a regular tour of duty. Nearly half a dozen citizen crime prevention groups are flourishing because citizens are willing to get involved in order to have a safer neighborhood.

Finally, one of the hallmarks of the citizen participation is the invaluable activity of the Reserve deputies. These full-time citizens, part-time reservists, have devoted hundreds of thousands of hours to assignments ranging from vacation house checks to back up patrols to security at large gatherings. These men and women perform in an arena where the danger is real but the rewards are great: community service to those who need it.

There is not space enough to give adequate mention to the other activities and groups that contribute so much to community safety. Some others include the Sheriff's sponsored Explorer Post and Search and Rescue Unit that has completed more than 160 rescue missions and the Mounted Posse that performs as a drill team. The mounted patrol also operates in almost inaccessible areas of county parks.

If you have a desire to help your community and want to stand up and serve with pride, then be a citizen activist in the fight against crime!

TO CALL THE SHERIFF

EMERGENCY & ROUTINE POLICE CALLS 760-6911

Court Services	248-3271
Crime Prevention/Community Affairs Unit	255-7422
Detective Team	248-3210
Information & Other Business	248-3265
Information Processing	248-3265
Intelligence	248-3253
Operations Section	665-1141
Personnel	248-3259
Property Control	248-5250
River Patrol	288-6788
Scientific Investigation	248-3245
Services Section	248-3259
Sheriff Brown	248-3256
Special Investigations	248-3275
Teletype	248-3264
Training	665-9186

IN CASE OF FIRE OR NEED FOR FIRST AID

District 10	761-7311
District 12 (Errol Heights)	659-5444
District 20 (Skyline)	286-5030

INFORMATION NUMBERS

City/County Phone Information	248-3511
Federal Information	221-2222
State Information	229-5700



COUNTY COMMISSIONERS
DONALD E. CLARK, Chairman
DAN MOSEE
ALICE CORBETT
DENNIS BUCHANAN
MEL GORDON

Multnomah County Oregon

SHERIFF'S OFFICE • DEPARTMENT OF PUBLIC SAFETY

(503) 248-3256 • 222 S. W. PINE • PORTLAND, OREGON • 97204

From: Sheriff Lee P. Brown
Director of Public Safety

Subject: 1974-75 Annual Report of
The Division of Public Safety

I am pleased to enclose for you a copy of the Division's 1974-75 Annual Report. In this report I hope you will discover not only an explanation of our new philosophy and organization of Neighborhood Team Policing, but you will also discover a sense of purpose and a willingness to do all that we can as individuals in creating a sense of teamwork between the Sheriff's Office and the citizens of Multnomah County.

I hope you will want to share the information in this report with others. The document was designed expressly for all of the people whom we serve, that out of the sharing of information, mutual understanding and concern may be fostered. If you desire additional copies, please contact me at 248-3258.

If you have any questions or concerns about the operation of your Sheriff's Office, I invite you to call upon me or any member of the Division at any time.

With personal regard,

Lee P. Brown

LPB: BG: SW
Enc.

END

7. 10. 1952 / 11. 11. 1952