

EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: Downtown Public Safety Issues

Meeting Date: January 27, 2010
Department: Police and PDD
www.eugene-or.gov

Agenda Item Number: A
Staff Contacts: Chief Pete Kerns, EPD; Susan Muir, PDD
Contact Telephone Number: 541-682-5102

ISSUE STATEMENT

This is a work session to review recommendations for public safety policies and solutions in the downtown core.

BACKGROUND

This is a follow-up work session to discuss current public safety policies and recommended solutions to issues occurring in downtown Eugene. Concerns regarding Eugene's downtown remain an area of continual focus for the Mayor and City Council, as well as staff, and many efforts have taken place. Examples of previous policy work include the council's goals addressing homelessness in Eugene, the Blue Ribbon Committee to Finance Homelessness and Housing Program's report, downtown revitalization efforts and the current series of work sessions exploring several key downtown projects. On January 11, 2010, the council discussed downtown projects and funding options related to jobs and redevelopment, parking, attractions and amenities and public safety.

The Downtown Safety Task Team co-chaired by Police Chief Pete Kerns and Planning and Development (PDD) Executive Director Susan Muir concluded its November – December 2009 series of six meetings; submitting their recommendations to the City's executive team in December as planned. The task team determined that while there is no quick-fix solution, most members agree these problems can be viewed in new ways and that the recommendations if implemented, would serve to reduce crime in the downtown core, improve the feeling of safety, and establish an environment that would make the downtown a safe and welcome place for everyone. This group included downtown business owners, youth agency representatives, members of the Human Rights Commission, arts resources and other involved parties. City staff from all departments provided support to the task team and provided research on all strategies that were included in the task team's report (attachment A).

The Downtown Safety Task Team identified four main themes that contribute to problems in the downtown area:

1. **Lack of accountability/consequences** – size of police staffing for downtown and hours of police presence in the downtown area, community expectations and misconceptions about criminal behaviors, youth behaviors, regional issue of lack of jail beds as a sanction for criminal activity.

2. **Illegal and unpleasant behavior** – illegal, predatory, aggressive or simply unpleasant behaviors to be around. Mental illness, alcohol and drug dependency and use and misbehavior by young adults and youth combined with too few people downtown who exhibit positive and lawful behaviors.
3. **Lack of a cohesive/coordinated plan** – including resources such as staff, facilities, treatment and funds to provide resources. Incomplete communication between agencies and unwillingness to step outside immediate assignments plus the sharing of information, scheduling, and joint projects.
4. **Aspects of the physical space/environment** – the size of downtown, empty store fronts, poor lighting in some areas combined with dark doorways for hiding and illegal activities. The cluster of services and resources for people who are homeless or wish to identify with a homeless- lawless culture.

The task team's final recommendations were informed by an overview of Portland's successful program that combines a security workforce of retired police officers with Portland Police Bureau officers in a seamless downtown presence. Additional follow-up with Portland contributed to some of the recommendations that can be adapted to Eugene's current resources and problems in the downtown core.

Chief Pete Kerns and PDD Executive Manager Susan Muir presented the findings of the Downtown Safety Task Team to the City's executive team in January. The City Manager and the executive team then used the report to make short- and long-term recommendations for Mayor and City Council consideration that will address safety and improve the livability and vitality of our downtown core. The recommendations include a mix of strategies, some that the City Manager recommends implementing immediately. (See attachment B for the complete list of recommendations.) The short-term projects that could be implemented immediately include:

1. Coordinating various law enforcement efforts with private security and social service resources
2. Developing an ordinance or mechanism to address sale and consumption of fortified wine and malt liquor
3. Automating behavior crime reporting
4. Proposing modification of business improvement district fees
5. Reviewing the Downtown Public Safety Zone ordinance to assess effectiveness and consider amendments

The long-term strategies are essential components of any significant change to the downtown core issues. Simply addressing Eugene's downtown by implementing only the short-term strategies will not meet the recommendations of the Downtown Safety Task Team or the executive team and will not be capable of achieving a meaningful and comprehensive approach to downtown's complex and persistent social and public safety issues. Funding resources are needed for the long-term strategies. At the center of the recommendations is the creation of an "umbrella strategy" to develop and coordinate a clearing house for non-emergency downtown issues and centralize public safety personnel. The remaining key strategies include: the addition of jail beds, beds (housing) for people who cannot stop abusing substances and are currently living on the streets, the addition of police officers to provide a downtown police team, downtown work crews to clean the downtown and provide employment opportunities, seasonal and more consistent lighting and enhancement to the City's Cahoots contract to provide additional services for people experiencing mental health issues.

RELATED CITY POLICIES

The City Council's Safe Community vision statements directly relates to this discussion: Safe Community – a community where people feel safe, valued and welcome.

COUNCIL OPTIONS

1. Direct the City Manager to implement the short-term strategies as recommended and pursue the long-term options, including a recommendation for funding options in the FY11 budget.
2. Amend the strategies and direct the City Manager to provide further information to the Mayor and City Council before proceeding with implementation.
3. Take no action on the recommended strategies at this time.

CITY MANAGER'S RECOMMENDATION

The City Manager recommends implementing the short-term strategies and to include funding options for the long-term strategies in the manager's proposed FY11 budget.

SUGGESTED MOTION

Move to direct the City Manager to implement the short-term strategies and to include funding options for the long-term strategies in the manager's proposed FY11 budget.

ATTACHMENTS

- A. Downtown Safety - City Manager Recommendation
- B. Downtown Safety Task Team Report
- C. Map showing Downtown Urban Renewal District, Downtown Service District and Downtown Public Safety Zone

FOR MORE INFORMATION

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**Downtown Safety
City Manager Recommendation
January 2010**

	Project	Description	Cost*	Page #
Short Term				
1.	Immediate implementation	Coordinating: <ul style="list-style-type: none"> • Public/private administrative resources with Downtown Eugene, Inc. (DEI) • Law enforcement efforts with Parole and Probation • Public safety resources, including private security, in the downtown core. • Existing Closed Circuit Television (CCTV) assets • Social Services • Assign Eugene Police Dept. Crime Prevention Specialist to downtown bicycle team 	Redistribution and realignment of existing resources	33
2.	Develop ordinance to address sale and consumption of fortified wine and malt liquor	<ul style="list-style-type: none"> • Study city ordinances from other Northwest communities • Determine authority to enact regulations on sales 	Existing legal and law enforcement resources	38
3.	Automated behavior crime reporting and cameras	<ul style="list-style-type: none"> • Purchase of hardware and software • Analysis of data to direct enforcement, clean-up, and graffiti abatement efforts 	\$100,000 (one-time funds)	50
4.	Modify business improvement district fees	<ul style="list-style-type: none"> • Assess fees to vacant building owners • Look at increasing the footprint of the district • Work with DEI to enhance DEI funded services to the district 	Existing city and business improvement resources \$20,000-30,000	29 20
5.	Review of Downtown Public Safety Zone Ordinance	<ul style="list-style-type: none"> • Process analysis • Propose necessary amendments 	Existing legal, municipal court and police resources	13

Long Term				
6.	Umbrella Development	<ul style="list-style-type: none"> Review/Amend District Create inventory of public safety related resources Meet w/ stakeholders to develop unified approach Regular info sharing meetings Bar owners task team Training for private security Develop single clearing house for non-emergency downtown issues Centralized office for all public safety personnel Create reporting mechanism tied to outcomes 	\$100,000	33
7.	Add Jail Beds	<ul style="list-style-type: none"> Add 10 jail beds 	\$420,000	17
8.	Develop/fund 'wet' beds	<ul style="list-style-type: none"> Currently there are no beds available to people who cannot stop abusing substances. This would be a facility that would allow people to be inside and off the streets but still drink/use 	TBD	16
9.	Create Downtown work crews/probation	<ul style="list-style-type: none"> Facilitate work crews to clean downtown/judge involvement 	\$28,000	45
10.	Lighting	<ul style="list-style-type: none"> Add seasonal and more consistent lighting throughout downtown 	\$100,000 (one-time funds)	25
11.	Add 9 FTE to EPD	<ul style="list-style-type: none"> Add 7 patrol officers Add 1 Sergeant Add Police Coordinator/Station Manager Build on 2 current (already funded) downtown officers 	\$1,245,673	59
12.	Enhance Cahoots Services	<ul style="list-style-type: none"> Dedicate Cahoots responders to downtown One time start up equipment 	\$325,000	48
			Total On-going Cost \$2,148,673	Total One-time Cost \$200,000
*Not all of these items will be exclusively City funded and will include some partnerships with DEI as well as other partners.				



2009

Downtown Safety Task Team



Final Recommendations

DOWNTOWN SAFETY TASK TEAM

Final Recommendation

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DOWNTOWN SAFETY TASK TEAM

Introduction

The Downtown Safety Task Team was formed in November 2009 to assess the current situation in downtown Eugene and make recommendations to the City of Eugene's executive team that if implemented, would serve to reduce crime in the downtown core, improve the feeling of safety and establish an environment that would make the downtown a safe and welcome place for everyone. The task team included downtown business owners, youth agency representatives, members of the City's Human Rights Commission, arts organizations and other involved parties. City staff from all departments provided support to the task team and assisted with the development of the recommendations contained in this report.

While forming a group to review the status of Eugene's downtown is certainly not new, the rapid pace of the Downtown Safety Task Team and the composition of the group brought both creativity and a sharp look at the reality of the current situation in our downtown. The task team met six times in November and December of 2009 to identify the specific problems occurring downtown, to acknowledge their own vision of a vibrant and safe downtown and to establish a set of strategies to address the problems and create a welcoming and safe downtown Eugene.

Although Eugene's downtown problems are similar to those of other northwest cities, few other communities face the disintegrated criminal justice issues Eugene and Lane County currently experience. Many of the problems identified by the task team relate directly to a lack of sanctions or as the task team labeled these problems: a lack of accountability. Without the ability to see offenders sentenced to time in jail for violations and crimes, the number of repeat and chronic offenders has exploded in our community. With this in mind, the task team had to look at strategies that emphasized creative and collaborative solutions to chronic behavioral issues. Four categories of problems were identified:

- Lack of accountability and/or consequences for actions
- Illegal and unpleasant behaviors occurring in the area
- Lack of a cohesive and coordinated planning, and
- Aspects of the physical space and environment

The Downtown Safety Task Team received updated statistics illustrating the scope of reported crimes in the area and the offenses and problems occurring at the Eugene Library and the LTD station. Guests from Portland provided a view of the effective community-based model that Portland has developed to approach the myriad of issues involved in their downtown safety programs. Their information was so compelling that a group of task team members and City staff spent a day in Portland visiting key programs and learning more about the effectiveness of a collaborative and coordinated approach to key issues through a safety 'umbrella' of organizations to address homelessness, jobs, cleaning the downtown, safety, arts and culture, etc. Lessons learned from Oregon's largest city can be seen in some of the strategies developed by Eugene's task team.

The task team prioritized the top strategies that they felt would address the most urgent concerns of Eugene's downtown. Other strategies are also very important and will contribute to making our downtown a more vibrant and enticing place to live, work, or visit. Members of the team have identified some strategies that can be implemented within the resources we currently have available. For example, coordinating meetings between the various private and public security providers in the downtown area can begin soon and won't require additional resources to establish. Whenever possible, these types of changes or programs will be put into place. Other strategies are more complex and will require additional resources, policy changes, and modifications to current services. City staff have provided rough cost estimates for strategies that require additional resources.

The Downtown Safety Task Team has worked hard to provide a prompt and efficient look at critical issues facing Eugene's downtown. The team believes that this is a crucial time for downtown Eugene. We hope that the results of the task team's work will provide the impetus necessary to move all of the stakeholders in Eugene's downtown core toward action to recreate a downtown that is safe, attractive and welcoming to all.

DOWNTOWN SAFETY TASK TEAM

Membership & Mission Statement

MEMBERS:

Public Safety

Scott Fellman
Amy Hill

Arts

Craig Willis
Mary Ann Hanson

BID Representatiave

Dave Hauser

Youth Advocate

Eric Van Houten

Homeless Advocate

Josie McCarthy

Human Rights Commission

Linda Hamilton

Downtown Resident

Kimberly Gladen

Lane Community College Representative

*Dennis Carr (invited)

Downtown Business Owners

Stacy Bierma
Tom Kamis
Scott Seigmund
David Turner
*Tamara Underwood (invited)

* notes individuals that were invited to be members but were unable to attend meetings.

TASK TEAM MISSION:

The purpose of the Downtown Safety Task Team is to make recommendations to the City's executive team that, if implemented, would serve to reduce crime in the downtown core, improve the feeling of safety, and establish an environment that would make the downtown a safe and welcome place for everyone.

CITY STAFF:

Pete Kerns, Chief of Police
Susan Muir, Planning & Development Department Executive Director

DOWNTOWN SAFETY TASK TEAM

Visions for Downtown Eugene

At the first meeting task team members were asked to define what they wanted downtown to be. These were their responses:

My future vision of Eugene Downtown is a place where people can walk, bike, take public transportation or drive their cars to cultural or public events, restaurants, grocery stores, and public places, feeling safe and not being harassed. Create social interaction by creating interesting places for people to live, work, learn and interact with each other every day and have a sense of neighborhood/community security. A vital piece of sustainability is social equity. Downtown will be a welcoming place for all, with a presence of community safety. The community would work together to build a safe environment.

Eugene's downtown area should be a vibrant, clean, friendly place to go. It should have a wide range of businesses and housing as well as a broad range of publicly or privately supported community events. It should be a place that feels safe and is safe for people to park, walk, bike, or ride the bus. All properties should be occupied and well maintained.

Downtown should have an active community of residents, employees, and civil servants who communicate regularly to quickly address any issues and to stay on top of chronic concerns.

Criminals should know downtown as a place to avoid for committing crimes because the entire community is watching out for each other.

When other cities talk about improving their downtown areas, they should think of Eugene as the role model for what a downtown should be.

My vision for downtown includes a lot of people!!! A good mix of retailers, hopefully one or two anchor stores and a lot of specialty shops, art galleries and entertainment, wide sidewalks for cafes and foot traffic, a healthy mix of low income and market rate residential. Existing businesses, art galleries, Lord Leebrick, LCC and the library are all a good foundation. More occupied space would allow the guide program to flourish an expand lease incentives on empty spaces.

Flowers, trees and public art would be present on streets and buildings.

Street performers – musicians, jugglers, magicians, etc. scattered throughout the downtown.

One act plays, poetry, storytelling and events in Kesey Square; more movies, daytime entertainment as well as nights and evenings.

Empty storefronts filled with shops, pits filled with mixed use housing and business. All buildings maintained, blanket vendors up on tables, sidewalks clean, more middle income residents.

I would like the residents of Eugene to take a greater pride in what makes Eugene so wonderfully unique by drawing on local talent instead of outside of Eugene – what we have here is special.

Everyone would be working together for the good of the community, doing the right thing just because it feels so good. Police would work with the community, not against it.

Sidewalks crowded with pedestrians (tourists and townies) enjoying the wonder of Eugene.

Downtown is a place of civic pride, filled with a healthy mixture of retail, restaurants, arts and culture, government services, private business, and housing. Sidewalks bustle with a blend of shoppers, downtown employees and area residents. There is more foot traffic on downtown streets than there is car traffic in the strip malls along Coburg Road or in Southtowne. Buildings are fully occupied and vagrancy is imperceptible to all but a very few visitors. Businesses find it profitable to be open into the evening hours Monday-Friday as well as daytime hours on Saturday and Sunday. Cultural attractions make downtown a first stop destination for both locals out of town guests. When storefronts experience temporary vacancies, there are programs in place to support attractive well maintained window displays that enhance downtown's vibrancy. Rental rates for building owners are competitive with other prime commercial real estate and justify the maintenance and development that have made downtown thrive. A healthy balance of green space has been maintained as downtown has been revitalized.

My image of downtown is one where all of our residents are welcome, active and visible. The downtown core expands upon existing key cornerstones (the library, E. Broadway shopping district, the Downtown Athletic Club, the future Lord Leebrick Theater location and the Hult Center). The expansion does not run our less attractive community members (homeless adults, the mentally ill, youth, and other street people) off the streets, but creates a community where aggressive pan-handling, blatant violence, drug dealing, and out of control behaviors are not accepted. I have an image that the downtown looks like First Friday Art walk and celebrations everyday, where people of many backgrounds venture into the area for shopping, dining, work, living and community events. Where security and police presence are accepted, but not required; where there are incentives for people who live on the north side of town want to come downtown; and where social service providers work along-side police and parole & probation to find solutions to the most extreme people and situations.

My vision for downtown is *simple*.

Until public safety/criminal justice system are restored to average or slightly below State/National averages visions are just dreams.

Developers won't invest due to the now long-term reputation of downtown and they should not be responsible for enacting the change, nor do they have the authority.

DOWNTOWN SAFETY TASK TEAM

Summary of Strategies for Improving Downtown Eugene

ILLEGAL AND UNPLEASANT BEHAVIOR

Problem Descriptions

- More parole and probation officers downtown – have a downtown office. More exclusions (Downtown Public Safety Zone).
- Find Housing Answers for the homeless who are chronic offenders (especially people with mental illness/alcoholism).
- Enforcement must have teeth behind it. Clear options must be presented (jail, wet housing, other programs, etc.). Need more jail space! Removing people from the street – especially chronic offenders and leaders sends a message to others and will have an impact on those who remain.
- Reduce number of people supporting panhandlers.
- Security issues must be funded by a broader base – including owners of vacant buildings.
- Encourage and train people on the street to respect their own community to change their negative behaviors.
- Legislative Agenda. Additional laws could be created, similar to other states that could focus on the downtown/urban area.
- Create more incentives and programs for the homeless and individuals loitering downtown. “Coupons” to encourage people to go other places, information/outreach/public service announcement about how to deal with homeless, helpful tips/workshop for homeless.
- More assistance for the mentally ill, jail beds are not effective.

PHYSICAL SPACE/ENVIRONMENT

Problem Descriptions

- Improve lighting downtown. Holiday lights on all of Broadway year round (all the time or only during activities?).
- Agency buy-in to solutions for the people they draw to downtown.
- Increase positive activities to decrease negative activity/behavior.
- Can lease incentives be utilized for the City's vacant buildings and storefronts?
- Improve cleanliness of downtown (power washing, increase number of garbage cans.
- Street vendors – work on making their operations more professional (loan out card tables, etc.)

COORDINATED PLAN

Problem Descriptions

- Develop a cohesive, collaborative approach to providing a security umbrella for downtown Eugene. Get security into problem solving, not only reporting. Rewrite contracts with security firms to include sidewalks and include some measurable outcomes. Overlay of police officers on downtown map; identify services of each security provider. Extend authority for citation to security and/or guides. Security providers should perhaps be housed together in one accessible storefront.
- Follow-up on rules from OLCC re: alcohol impact rules.
- Replicate model used in University District for salary of EPD officer.
- Use of electronic mailing/Yahoo to create a real-time communication system to identify who has been excluded from a bar/restaurant.
- Better coordinate programming in the downtown.
- Direct human service funds and/or put people sentenced in Muni Court to work in the downtown area.
- Can social services contribution from the city be directed toward downtown problems?
- Increased CAHOOTS services.

- Develop a community court through Eugene Municipal Court to “sentence” people to work downtown.
- Coordinating cameras (LTD has access to federal money for cameras).
- Develop designs and agree on problem solving mechanism/strategies for furniture in the downtown public spaces.
- Set outcomes desired and then measure what we accomplish. (Crime rates, rents, parking meter revenues, more families downtown.)
- Be open to working with new public, private partners and support their efforts.
- Have a dedicated coordinator for all interagency contracts/issues, etc.
- Provide opportunity for youth to be part of the solution.
- Set up ‘good neighbor agreements’ as a start.
- Look at successful examples to reduce or eliminate panhandling (Chico, CA – “give a hand, not a handout” bud tokens/ticketed distributed; Nashville, TN – “Block to Block”).

LACK OF ACCOUNTABILITY/CONSEQUENCES

Problem Descriptions

- Rotating patrol with more EPD officers assigned to downtown, especially during night time.
- Hold property owners of vacant building accountable requiring them to contribute to a fund (DSD) and have them provide lighting.
- Create downtown work crews through court sentences. Give option of volunteering to work in lieu of fines. Use Sherriff work crews downtown.
- Create one unified security force downtown that communicates with each other (DePaul, Wackenhut, Guides, etc.).
- Encourage property owners of vacant building to fill their spaces – even with temporary uses.
- Require broken windows to be repaired quickly – with glass.
- Place parole and probation office in prominent location (10th & Olive/Atrium Bldg.).

- Hold bars responsible for communicating with each other about “over served” customers.
- Create a “community court” like Portland.

DOWNTOWN SAFETY TASK TEAM

Recommended Priority Strategies

The following strategies were recommended to the executive management team by the Downtown Safety Task Team.

Task Team Priority Strategies	
ILLEGAL AND UNPLEASANT BEHAVIOR	
1.	More parole and probation officer downtown –have a downtown office. More exclusions (Downtown Police Safety Zone).
2.	Find housing answers for the homeless who are chronic offenders (especially people with mental illness/alcoholism).
3.	Enforcement must have teeth behind it. Clearn options must be presented (jail, wet housing, other programs, etc.). Need more jail space! Removing people from the street especially chronic offenders and leaders sends a message to others and will have an impact on those who remain.
5.	Security issues must be funded by a broader base – including owners of vacant buildings.
6.	Encourage and train people on the street to respect their own community to change their negative behaviors.
9.	More assistance for the mentally ill, jail beds are not effective
PHYSICAL SPACE/ENVIRONMENT	
1.	Improve lighting downtown. Holiday lights on all of Broadway year round (all the time or only during activities?).
5.	Improve cleanliness of downtown (power washing, increase # of garbage cans).
COORDINATED PLAN	
1.	Develop a cohesive, collaborative approach to providing a security umbrella for downtown Eugene. Get security into problem solving, not only reporting. Rewrite contracts with security firms to include sidewalks and include some measurable outcomes. Overlay of police officers on downtown map; identify services of each security provider. Extend authority for citation to security and/or guides. Security providers should perhaps be housed together in one accessible storefront.
4.	Use of electronic mailing/Yahoo to create a real-time communication system to identify who has been excluded from a bar/restaurant.
6.	Direct human service funds and/or put people sentenced in Muni Court to work in the downtown area.
8.	Increase CAHOOTS hours/van.
15.	Provide opportunity for youth to be part of the solution.
LACK OF ACCOUNTABILITY/CONSEQUENCES	
1.	Rotating patrol with more EPD officers assigned to downtown, especially during night time.
3.	Create downtown work crews through court sentences. Give option of volunteering to work in lieu of fines. Use Sherriff work crews downtown.

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ILLEGAL AND UNPLEASANT BEHAVIOR

Strategy Number 1

PROBLEM DESCRIPTION:

More parole and probation officers downtown – have a downtown office. More exclusions (Downtown Public Safety Zone).

The Downtown area has become a gathering place for many people who commit criminal acts or are engaged in other anti-social behavior. Due to the geographical complexity of the area, and a scarcity of existing resources, patrol and enforcement efforts have had mixed results in providing a safe and secure environment for the general public who frequent the area for business or social purposes. Providing an additional law enforcement presence, and increasing sanctions on those who commit criminal acts, would help create a safer atmosphere for those persons who utilize the Downtown area.

SPECIFIC ACTIONS TO BE TAKEN:

- (1) More Parole and Probation Officers Downtown: The City of Eugene does not have parole or probation officers as part of its Court system. However the Lane County Parole & Probation has expressed a desire to place some of its officers in a downtown branch of their local office. They have a large number of their clients who frequent downtown, and placing parole & probation officers in close proximity to this group of persons has had good supervisory success in other areas of the City. Up to seven additional officers are in the process of being hired by the department, and locating some of them in the downtown area is a realistic goal. This action could also produce a uniformed presence in the area.
- (2) More Exclusions from the Downtown Public Safety Zone (DPSZ): Pre-conviction exclusions from the DPSZ for 90 days are limited by the finite number of ordinances authorized by the City Council for which an exclusion could be issued before a conviction is obtained. The list of offenses authorizing exclusion from the DPSZ after a conviction is larger, and a request to exclude could be made to the Court for every ordinance violation committed in the DPSZ.

RELATED ISSUES/GOALS:

Related issues to this topic include creating downtown work crews, increased police patrols in the downtown area, and a coordinated clean and safe program similar to the City of Portland Model. An additional issue is funding for additional jail space and/or supervisory costs for a downtown work crew.

ESTIMATED COST:

Item	Funded	Unfunded Estimate
Parole & Probation Officers Downtown: This cost is already in place by P & P. Some minor costs for info tech assistance and possible office space costs exist.	Already funded	
Expansion of DPSZ: Estimated cost is for jail space, court and attorney time.	Already funded in part	\$30,000
TOTAL	\$	\$30,000

POSSIBLE TOOLS FOR IMPLEMENTATION:

(Are there revenues, grants, available programs, partnerships, etc. that can be tapped to accomplish this strategy.) To implement P & P Officers Downtown two primary issues are presented (1) Coordination of computer services that allow county and city computers to be connected (2) Providing office space and other related functions for a branch office of P & P. Existing space in the LTD station is one option. Another option is a regional type office located in one building for all partners in the downtown enforcement effort.

MEASUREMENTS OF OUTCOME:

Possible measures include measuring the time taken to remove graffiti from downtown locations, measuring the time needed to clean up trash or other types of refuse from the downtown area. The Portland project has achieved quick turnaround times for maintaining a clean and safe environment. Additional measures could include the numbers of P & P clients contacted on a weekly or monthly basis, and determining how often offenders reappear in the DPSZ after exclusions have been issued.

OTHER INFORMATION:

(Supplemental information from Scott Siegmund)

I would like to supplement this proposal to be more specific about EPD Officers in the downtown core.

Five to six officers minimum, dedicated to downtown core Mon - Sat 7 a.m. until 3 a.m. (one hour after alcohol is sold). On bikes until temperatures eliminate the majority of issues, as typical with Dec - Feb local climate.

Scheduling should not be altered until behaviors have been reduced to an acceptable level determined by the FBI statistics for the State/City.

Officer presence has proven to be successful in reducing undesirable behavior. Reinforcing the officers who work on the streets and the judge's work in the court room with jail beds should be priority number two.

Submitted by: Daniel J. Barkovic

Contact Info: 682-8414/dan.j.barkovic@ci.eugene.or.us

ILLEGAL AND UNPLEASANT BEHAVIOR

Strategy Number 2

PROBLEM DESCRIPTION:

Find Housing Answers for the homeless who are chronic offenders (especially people with mental illness/alcoholism).

Housing first” is a considered to be a best practice. People must have the stability of housing before they are able to address their other problems, such as alcohol or drug addiction and mental illness. A transitional housing facility would provide these services in the most flexible and cost effective manner.

SPECIFIC ACTIONS TO BE TAKEN:

(All actions to be undertaken by an appropriate service agency such as Sheltercare)

- Identify available and appropriate location for a transitional housing facility
- Purchase/lease/rehabilitate facility
- Operate facility

RELATED ISSUES/GOALS:

- Mayor’s Blue ribbon Committee on Homelessness
- Council 2009 vision and goals
- HUD Consolidated Plan
- HSC Continuum of Care

ESTIMATED COST:

Item	Funded	Unfunded Estimate
Facility Development	\$	\$600,000
25 people@\$1,200/monthx12	\$	\$360,000
TOTAL	\$	\$960,000

POSSIBLE TOOLS FOR IMPLEMENTATION:

In the long term state and federal funds may be identified to support facility development. Existing funding is currently targeted to operating programs.

MEASUREMENTS OF OUTCOME:

- Number of monthly, quarterly, annual nights of transitional shelter provided.
- Number of unduplicated persons served in transitional shelter.

Submitted by: Richie Weinman

Contact Info: 682-5333/richie.d.weinman@ci.eugene.or.us

ILLEGAL AND UNPLEASANT BEHAVIOR

Strategy Number 3 – Option A

PROBLEM DESCRIPTION:

Enforcement must have teeth behind it. Clear options must be presented (jail, wet housing, other programs, etc.). Need more jail space! Removing people from the street – especially chronic offenders and leaders sends a message to others and will have an impact on those who remain.

There must be more sanctions and accountability for downtown crimes. Many chronic downtown offenders serve very little jail time after being arrested and often return to the same location as soon as they are released. Eugene currently funds 15 jail beds for all ordinance misdemeanors, which are simply not enough beds to ensure offenders are accountable for their actions. Additional jail beds would communicate a message to criminals that crime isn't tolerated downtown and that court sanctions will be carried out.

SPECIFIC ACTIONS TO BE TAKEN:

Jail beds cannot be dedicated to only downtown offenders. However, a higher jail bed prioritization of downtown exclusionary zone violations could reduce the number of criminals being released early or “matrixed” from jail due to limited capacity. In addition to reprioritizing jail beds for violations of the exclusionary zone, three additional jail beds would need to be leased to help maintain the current level of accountability and avoid releasing other criminals from jail early.

ESTIMATED COST:

Item	Funded	Unfunded Estimate
3 Jail Beds (annually)	\$128,739	\$128,739
TOTAL	\$128,739	\$128,739

MEASUREMENTS OF OUTCOME:

Specific crimes that frequently occur downtown can be measured. Examples include criminal trespass, disorderly conduct and park rules violations.

Submitted by: Jeff Perry

Contact Info: 682-5019/jeff.j.perry@ci.eugene.or.us

ILLEGAL AND UNPLEASANT BEHAVIOR

Strategy Number 3 – Option B

PROBLEM DESCRIPTION:

Enforcement must have teeth behind it. Clear options must be presented (jail, wet housing, other programs, etc.). Need more jail space! Removing people from the street – especially chronic offenders and leaders sends a message to others and will have an impact on those who remain.

There must be more sanctions and accountability for downtown crimes. Many chronic downtown offenders serve very little jail time after being arrested and often return to the same location as soon as they are released from jail. Having greater sanctions for downtown offenders will help keep criminals off the streets for a longer period of time and ultimately discourage them from committing crimes in the downtown area.

Additional beds will need to be leased in order to ensure more downtown offenders will serve appropriate jail time for their offenses.

SPECIFIC ACTIONS TO BE TAKEN: Jail beds cannot be dedicated to only downtown offenders. Therefore more jail beds in general need to be leased for Eugene Municipal Court’s use. To effectively deal with crime in Eugene, including the downtown area, ten additional jail beds would need to be purchased (total of 25 beds for Eugene use).

ESTIMATED COST:

Item	Funded	Unfunded Estimate
10 Jail Beds (annually)	\$42,913	\$42,913
TOTAL	\$420,913	\$420,913

MEASUREMENTS OF OUTCOME:

Specific crimes that frequently occur downtown can be measured. Examples include, criminal trespass, disorderly conduct and park rules violations.

Submitted by: Jeff Perry

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ILLEGAL AND UNPLEASANT BEHAVIOR

Strategy Number 4

PROBLEM DESCRIPTION:

Reduce number of people supporting panhandlers.

What's the best way to discourage people from giving money to panhandlers on street-corners or sidewalks? Giving panhandlers money doesn't really meet comprehensive, long-term needs, at least not in the way social service agencies can assist with shelter, food, clothing, job training, counseling, medications, etc. Seeing the increase in the numbers of panhandlers, homeless people, and struggling families daylights the problems our community is facing in terms of economic hardship, alcoholism, drug use, unemployment, domestic violence and gaps in the social service network structure. Aggressive panhandlers downtown also reinforce the perception the downtown area is unsafe or unmanaged if panhandling is occurring. Panhandling is a constitutionally protected activity in most cases, so banning it is not an option. However, discouraging the general public from giving panhandlers money is probably the best mechanism to address the widespread increase of street-corner panhandling.

SPECIFIC ACTIONS TO BE TAKEN:

Duplicate "Spare Change for Real Change" morph-models of Chapel Hill, Portland, Billings:

- Spare change collected at designated, decommissioned parking meters;
- Public education and information campaign about not giving to panhandlers, and HOW to say no, and instead give to identified organizations or the meters ---and why this is better. Educate people about how agencies most effectively provide services when adequate funding is available.
- 'Voucher' book option: allows people to give vouchers, which have no cash value, for a meal, shower, clothes, etc. at local participating agencies/businesses (generates revenue?);

Portland Business Alliance: www.portlandalliance.com/downtown_services/real-change.html

Real Change from Spare Change: www.realchangefromsparechange.org

Spare change for real change: www.downtownbillings.net/4realchange/how_can_i_help.html

Things to do:

- Assign staff to lead project. Interview and survey panhandlers about what information and resources they need, what do they use the money for, why are they panhandling (circumstances), what are the conditions like – basically, *involve them* in the needs assessment and find out some critical information that could be useful to us and when deterring other panhandlers (cold, degrading, dangerous, minimal results, etc.). Inform panhandlers of new public project, directing them to agencies.
- Invite agencies, businesses to participate. Clearly coordinate and communicate how collected change and voucher funds will be allocated.
- Identify decommissioned meters and locations for meters (Library, City Hall, Community Centers, grocery stores, etc).

- Research and prepare campaign information materials. Create radio, bus placard public service announcements.

RELATED ISSUES/GOALS:

- Mayor’s Blue Ribbon Committee on Homelessness
- 2009 City Council Goals
- Addresses a chronic, community issue in a creative way:
- Stay focused on the positive, proactive goals of this project. Steer messages from hostility, judgment and frustration. Try not to let messages or dialogue judge the panhandlers, criticize police, or criminalize poverty, but focus instead on how we, as a community, can best support our agencies working very hard and persistently on chronic poverty issues, and empower individuals who care to take effective action – even with simple, spare change.

ESTIMATED COST:

These are relatively simple, quick solutions, not requiring a lot of intensive resources or staff time. Community partners could take over many aspects.

Item	Funded	Unfunded Estimate
Install dedicated parking meters	\$	\$
Lead staff (possibly with ngo/cbo/intern?)	\$	\$
Printing materials (shared or grant?)	\$	\$
Periodic \$ collection	\$	\$
Periodic funds distribution	\$	\$
TOTAL	\$	\$

POSSIBLE TOOLS FOR IMPLEMENTATION:

Use models above. Initial formulation and planning, possibly even implementation, could be achieved by a dedicated, long-term intern, with an appropriate staff mentor, to reduce required FTE. Possibly AmeriCorps volunteer--our community partners have access to this? Educate police and provide them with information and vouchers to give to people.

Submitted by: Holly LeMasurier

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ILLEGAL AND UNPLEASANT BEHAVIOR

Strategy Number 5

PROBLEM DESCRIPTION:

Security issues must be funded by a broader base – including owners of vacant buildings.

Currently, property owners within the Downtown Service District (DSD) are assessed fees based only on occupied square footage. Also, tax exempt property owners are not required to pay the DSD fees.

SPECIFIC ACTIONS TO BE TAKEN:

- Research legal issues regarding assessing DSD fees on vacant space. PDD - 12/09
- Re-consider various aspects of DSD including boundary, fee schedule, assessed properties, and use of funds. PDD – 1/09-6/09
- Council consideration of DSD changes. PDD-6/09
- Identify other potential revenue sources for downtown security. PDD- 1/09
- Consider incentives for filling vacant spaces (i.e. matching grant program). PDD- 3/09

RELATED ISSUES/GOALS:

Several vacancies are located on “Great Streets” (Broadway/Willamette) identified in the Downtown Plan. Need to make sure that policies support filling vacant spaces with active uses that help improve the economic opportunity for property owners in the area so that they will invest in improving their properties.

ESTIMATED COST:

Item	Funded	Unfunded Estimate
	\$	\$
	\$	\$
	\$	\$
TOTAL	\$	\$

POSSIBLE TOOLS FOR IMPLEMENTATION:

- DSD fees
- Urban Renewal funds
- Downtown Revitalization Loan Program

Submitted by: Denny Braud

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ILLEGAL AND UNPLEASANT BEHAVIOR

Strategy Number 6

PROBLEM DESCRIPTION:

Encourage and train people on the street to respect their own community to change their negative behaviors.

A detailed strategy was not prepared for this item. This item is closely related to Illegal and Unpleasant Behavior strategies 1 and 3 found on pages 13 and 16.

ILLEGAL AND UNPLEASANT BEHAVIOR

Strategy Number 7

PROBLEM DESCRIPTION:

Legislative Agenda. Additional laws could be created, similar to other states that could focus on the downtown/urban area.

This item was added at a later meeting and was not assigned to staff; therefore, no detailed strategy was prepared.

ILLEGAL AND UNPLEASANT BEHAVIOR

Strategy Number 8

PROBLEM DESCRIPTION:

Create more incentives and programs for the homeless and individuals loitering downtown. "Coupons" to encourage people to go other places, information/outreach/public service announcement about how to deal with homeless, helpful tips/workshop for homeless.

A detailed strategy was not prepared for this item. This item is closely related to Illegal and Unpleasant Behavior strategies 2 and 4 found on pages 15 and 18.

ILLEGAL AND UNPLEASANT BEHAVIOR

Strategy Number 9

PROBLEM DESCRIPTION:

More assistance for the mentally ill, jail beds are not effective.

A detailed strategy was not prepared for this item. This item is closely related to Illegal and Unpleasant Behavior strategy number 2 found on page 15.

PHYSICAL SPACE/ENVIRONMENT

Strategy Number 1

PROBLEM DESCRIPTION:

Improve lighting downtown. Holiday lights on all of Broadway year round (all the time or only during activities?).

Appropriate lights and lighting levels are a contributing factor for a safe, active, inviting and welcoming downtown. As a part of a coordinated safety strategy, our downtown needs an environmental assessment to identify and prioritize locations where additional or different types of lighting could be used to support an active urban center. Strategies could include building, landscaping, and walkway lighting improvements in addition to lighting systems that support downtown way finding.

SPECIFIC ACTIONS TO BE TAKEN:

Planning and Development staff will partner with the City's Crime Prevention Through Environmental Design (CPTED)-trained police specialist to complete a survey of the downtown environment, beginning with Broadway, Willamette, Fifth and Eighth, and moving out to other streets and alleys in the downtown core. The team will prioritize those locations which have been reported as key problem areas. Based on the survey results, staff will develop a matrix indicating sites, problems and suggested solutions. Project implementation will commence after project scoping is complete, and will include strategies for purchasing and installing appropriate lighting solutions.

RELATED ISSUES/GOALS:

In addition to scoping out possible safety solutions, downtown lighting must address downtown aesthetic improvement issues as well as business improvement and coordination. While many of the locations needing lighting improvements are in streets, sidewalks or other public areas, private buildings and landscaping areas also need to be included. The overall goal is to coordinate efforts to improve the safety of the downtown environment.

ESTIMATED COST:

Item	Funded	Unfunded Estimate
Project Scoping and Implementation	\$	\$ 100,000
TOTAL	\$	\$100,000

Submitted by: Nan Laurence

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PHYSICAL SPACE/ENVIRONMENT

Strategy Number 2

PROBLEM DESCRIPTION:

Agency buy-in to solutions for the people they draw to downtown.

Service agencies located in and around the Downtown attract significant numbers of patrons to the downtown core. The clients of these agencies may contribute to the downtown safety issues or to perceived downtown safety problems. Service agencies need to work with community safety partners to forge collaborative safety strategies. Agencies and partners could formalize agreements around these strategies providing for mutual support and enforcement.

SPECIFIC ACTIONS TO BE TAKEN:

(All actions taken by EPD/DT Safety Council)

- Identify all service agencies located within the greater downtown.
- Convene meetings to share Info and develop strategies.
- Develop and ratify agreements between agencies and community safety partners.

ESTIMATED COST:

Item	Funded	Unfunded Estimate
Unknown	\$	\$
	\$	\$
TOTAL	\$	\$

POSSIBLE TOOLS FOR IMPLEMENTATION:

This work would provide new focus to existing meetings, groups and staff work. New resources may not be required

MEASUREMENTS OF OUTCOME:

Number of agencies/entities brought in as collaborators on agreements of mutual support and enforcement.

Submitted by: Richie Weinman

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PHYSICAL SPACE/ENVIRONMENT

Strategy Number 3

PROBLEM DESCRIPTION:

Increase positive activities to decrease negative activity/behavior.

SPECIFIC ACTIONS TO BE TAKEN:

1. Downtown murals
Lead: Billie Moser, COE-Community Events
Timeline: 12/31/09 – Meet with Lane Arts Council, the contractor, to discuss guidelines for arts granting. Make request for inclusion of specific request for downtown mural art proposals.
2/1/10 – Identify sites in downtown
Spring 2010 – Lane Arts Council receives proposals
6/30/10 – Selection of proposal and mural work begins
2. Bring activities to empty storefronts with artists' studios **and** their art products in a "Pop Up Store" model.
Lead: Billie Moser, COE-Community Events
Timeline: 12/31/09 - Proposal completed, including partners and sites
4/1/10 – Open first Pop Up Store
3. In Pop Up Stores, organize *Art in Motion* events with visual artists creating art to live music. Make art available in temporary art installations around downtown, if possible.
Lead: Billie Moser, COE-Community Events
Timeline: 1/31/10 – Artists for the Pop Up Store chosen
Proposal for *Art in Motion* completed
mid April - First *Art in Motion* event takes place, preferably on the same day of the week as SITC will start taking place to strengthen a "First Friday effect" of new downtown events.
4. Give incentives (including financial) to event planners to bring daytime events downtown: "Downtown is open for your event."
Lead: Billie Moser, COE-Community Events and ESET (Eugene Special Events Team)
Timeline: 12/31/09 - Identify major barriers (e.g.: traffic flows, LTD routes, etc)
1/31/10 - Detailed proposal completed
2/1-15/10 – Complete personal appointments with approx. 5 known event planners to introduce incentives and "Downtown is open for your event."
5. Coordinate Summer in the City (SITC) 2010: see Coordinated Plan Strategy Description
Lead: Billie Moser, COE-Community Events

6. Assist coordinating Downtown Holiday season in December 2010: see Coordinated Plan Strategy Description

Lead: Billie Moser, COE-Community Events

RELATED ISSUES/GOALS:

Pop Up Stores: Willingness of building owners to work with Pop Up model.

Identify City-owned store fronts for best potentials.

Public Safety

ESTIMATED COST

Item	Funded	Unfunded Estimate
Murals, some funds could come from grants	\$	\$4,000
Pop Up Stores, estimate \$10,000/store	\$	\$30,000
<i>Art in Motion</i> & temp. art install. \$2K/event	\$	\$6,000
Incentives for event planners	\$	\$10,000
TOTAL	\$	\$50,000

POSSIBLE TOOLS FOR IMPLEMENTATION:

Possible partnerships with Lane County Cultural Coalition, DIVA, LCC and UO Art Programs, North Eugene Art High School.

MEASUREMENTS OF OUTCOME:

Murals: Funding of 1-2 murals from Lane Arts Council grants

Pop Up Stores: 1-3 Pop Up Stores by June 14, 2010 (the week SITC begins)

Art in Motion: 1-3 weekly events

Event planner incentives: pull 3 events to downtown in 2010.

Submitted by: Billie Moser

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PHYSICAL SPACE/ENVIRONMENT

Strategy Number 4

PROBLEM DESCRIPTION:

Can lease incentives be utilized for the City's vacant buildings and storefronts?

Empty storefronts/buildings contribute to the perception of “unsafeness.” Occupied buildings and storefronts contribute to positive street level activity. The City owns and occupies or leases buildings downtown. Currently, two city owned storefronts are vacant, both are located within the overpark garage (former Tiffany drugstore and the former Samurai Duck). The City currently provides lease incentives to secure interested tenants, such as reduced rates, periods of free rent and tenant improvements. The property manager has an asking rate and makes it clear that negotiations are welcome.

SPECIFIC ACTIONS TO BE TAKEN:

(This work is ongoing in the Planning & Development Department)

- Pursue all possible projects to enhance downtown activity (Beam, LCC, building improvement grants, steam conversion, arts and entertainment district, etc.).
- Continue to aggressively market vacant space.
- Continue to offer lease incentives.

RELATED ISSUES/GOALS:

Downtown Plan

ESTIMATED COST:

Item	Funded	Unfunded Estimate
Unknown	\$	\$
	\$	\$
TOTAL	\$	\$

MEASUREMENTS OF OUTCOME:

Number of lease agreements that include one or more City provided incentives

Submitted by: Mike Sullivan

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PHYSICAL SPACE/ENVIRONMENT

Strategy Number 5

PROBLEM DESCRIPTION:

Improve cleanliness of downtown (power washing, increase number of garbage cans).

Maintaining a clean downtown is a high priority for promoting a safe and inviting environment. Eugene’s downtown is cleaned and maintained inconsistently leaving many areas chronically dirty and smelly from the accumulation of trash and even human waste in some areas. The many empty buildings and storefronts downtown exacerbate the problem by leaving no one responsible for cleaning and maintaining the sidewalks adjacent to the empty building spaces. Even in areas adjacent to occupied spaces, building occupants are not equipped to clean the types of hazardous and human wastes often occurring in the downtown core.

SPECIFIC ACTIONS TO BE TAKEN:

There are two options that could be implemented to address cleanliness downtown:

1. Increasing the number of trash receptacles in the downtown core could be implemented immediately by the City’s Facility Management Division if additional funding is identified. This represents a relatively minor expansion of existing custodial maintenance of public spaces downtown by Facility Management.

2. The custodial maintenance program for public buildings in the downtown core could be implemented once the non-profit umbrella organization has been formed to coordinate and manage various services downtown.

RELATED ISSUES/GOALS:

Coordinated Plan Strategy #6 and Lack of Accountability/Consequences Strategy #9.

ESTIMATED COST:

Item	Funded	Unfunded Estimate
Increase no. of trash receptacles (one-time)	\$	\$ 6,000
Increase no. of trash receptacles (ongoing)	\$	\$ 6,000/yr.
Custodial maintenance program for sidewalks	\$	\$50,000/yr.
Non-profit	\$	\$
TOTAL	\$	\$62,000 for first year

POSSIBLE TOOLS FOR IMPLEMENTATION:

It may be possible to develop sponsorship opportunities for businesses and individuals to offset all or part of the costs associated with this strategy. This could be combined with the “umbrella of services” option.

MEASUREMENTS OF OUTCOME:

Linear feet (or square feet) of sidewalks and alleys cleaned (monthly or annually).

Rating of quality of City maintenance by the public and businesses within the service area.

OTHER INFORMATION:

This strategy is scalable and could be expanded incrementally as funding is available.

Submitted by: Mike Penwell

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PHYSICAL SPACE/ENVIRONMENT

Strategy Number 6

PROBLEM DESCRIPTION:

Street vendors – work on making their operations more professional (loan out card tables, etc.)

A detailed strategy was not prepared for this item. This item is closely related to Physical Space/Environment strategy number 4 found on page 29.

COORDINATED PLAN

Strategy Number 1 – Option A

PROBLEM DESCRIPTION:

Develop a cohesive, collaborative approach to providing a security umbrella for downtown Eugene. Get security into problem solving, not only reporting. Rewrite contracts with security firms to include sidewalks and include some measurable outcomes. Overlay of police officers on downtown map; identify services of each security provider. Extend authority for citation to security and/or guides. Security providers should perhaps be housed together in one accessible storefront.

There are currently many different organizations and businesses employing various forms of security staff in the downtown area (downtown area should be taken to include the adjacent areas such as Midtown and adjacent residential areas). These personnel do not all currently work to support each other or share information. As a result, this expensive resource is not being as effective as it could be. Law breakers who frequent downtown don't see private security as legitimate authority. Police and private security are not sharing information in support of each other's missions that would allow them to be as effective as possible in curbing inappropriate behavior downtown.

SPECIFIC ACTIONS TO BE TAKEN:

1. Create a current inventory of public safety related resources: Police Downtown Coordinator – CSO C, program coordinator being assigned .5 FTE, already started. Working with Lt. Fellman - Complete below by February 2010 or sooner if possible.
 - a. Develop a list of all current security assets in the Downtown and adjacent areas including money spent, hours staffed, and details of contractual responsibilities for each.
 - b. Identify all public law enforcement or regulatory resources that could be helpful downtown. (e.g. Parole and Probation, code enforcement)
 - c. Identify all private and public non-security resources that may have opportunities to influence inappropriate behavior. (E.g. teachers at charter school, library staff.)
 - d. Develop a list of all property owners/managers in the downtown and adjacent areas.
 - e. Develop list of other employees who work downtown in or in view of public spaces.
 - f. Develop list of current video surveillance assets in downtown and adjacent areas.
 - g. Identify all current social service providers who can help at risk persons transition out of downtown and into successful individual supported living.
 - h. Develop truancy enforcement process with area schools.
 - i. Identify resident groups to allow for resident input/info share and training.

2. Meet with all stakeholders to develop and unified approach and implement.
 - a. Identify areas of overlap –
 - b. Look for opportunities to change contracts to ensure cooperation and mutual support.
 - c. Agree on how to handle various issues.
3. Establish regular information sharing meeting to share crime issues and solutions.
 - a. Create and maintain electronic information sharing systems.
4. Establish bar owners task team to coordinate on bar security issues as a specific and unique side issue.
5. Develop and provide training for private security:
 - a. Intervention skills to help ensure security take action on problems beyond “observe and report” and do so safely
 - b. Report writing skills and submission process so private security observations can be used to support criminal prosecutions (see A/Capt. Stronach’s strategy description for additional detail).
 - c. Information gathering and sharing rules and processes
6. Identify and implement single central clearing house for non-emergency downtown issues:
 - a. One phone number that can be well advertised.
 - b. Central routing for all non-emergency services such as graffiti cleanup.
 - c. Central routing for social service referrals.
 - d. Clean up services so that downtown is always clean.
7. Create centralized office for all public security personnel. – timeline is difficult on this one
 - a. House Police, P&P, Station manager, program coordinator, Fire Marshal, OLCC etc.
 - b. Include meeting space for larger group (private security etc.)
 - c. Visible to and from public.
 - d. Adequate parking for staff and visitors.
 - e. Secure space for CJIS requirements.
8. Develop and publish periodic reports documenting activities of the various work groups (police, security, clean up service, etc.).

RELATED ISSUES/GOALS:

There are a lot of stakeholders who need to be included and coordinating them all will require significant permanent staff time. EPD can currently commit only one half FTE and that commitment is only possible at the cost of a reduction of street CSO support by transferring a CSO A to fill in for the CSO C who we’re already transitioning into the role of coordinator. The result is our ability to handle desk reports, cold call investigations, evidence transport, traffic crash safety response, and some property collection will be reduced from 6 CSO As, to 5 FTE. The coordinator resource is not sustainable in our current staffing.

In reviewing the Portland model, the primary coordinating duties are shared public and private. DEI is the logical current partner best suited to share coordination efforts and coordinate non-security support services as well as security.

It would be easier to coordinate a smaller number of security providers, but the difficulties can probably be overcome through strong communication systems and commitment of all partners. Since we lack jail capacity to hold offenders, repeat offenders must be more strongly influenced by the authority of security and public safety staff who are available to watch them. In order to make this happen, security staff will need to have reliable, rapid access to police back up when necessary. This runs into our long term staffing issues. See related strategy on downtown police staff.

Goals:

1. Coordinated public order effort between private security, public safety, and all other stake holders.
2. Make downtown a place where you can't break the law without getting caught.
3. Share information from all sources to lead to identification and prosecution of downtown offenders.
4. Law abiding persons downtown should feel safe.
5. Clean private and public space.
6. Identify long term coordination staff.
7. Identify, fund, and staff Downtown Safety station.
8. Establish a zero tolerance policy for illegal or unpleasant behavior downtown.

ESTIMATED COST:

Item	Funded	Unfunded Estimate
Police Coordinator .5 FTE	\$	\$54,000/yr
Office space and accessories	\$	\$60,000/yr
TOTAL	\$	\$110,000/yr

POSSIBLE TOOLS FOR IMPLEMENTATION:

Short term, we have identified .5 FTE to get us started. During the next year we'll need to identify and fund continuing resources private and public. The partnership and shared responsibility of the large and diverse stakeholder group is key to successful implementation.

MEASUREMENTS OF OUTCOME:

1. Regular coordination meetings and communication.
2. Enthusiastic participation by stakeholders.
3. Reduction in crime.
4. Strong partnership with service agencies helping people get off the street.
5. Clean and safe downtown.
6. Crime is reduced.
7. Criminals don't feel they should go downtown to commit crimes.

Submitted by: Lt. Scott Fellman

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COORDINATED PLAN

Strategy Number 1 – Option B

PROBLEM DESCRIPTION:

Develop a cohesive, collaborative approach to providing a security umbrella for downtown Eugene. Get security into problem solving, not only reporting. Rewrite contracts with security firms to include sidewalks and include some measurable outcomes. Overlay of police officers on downtown map; identify services of each security provider. Extend authority for citation to security and/or guides. Security providers should perhaps be housed together in one accessible storefront.

As private security officers and Downtown Guides (“Red Hats”) encounter behavior that constitutes a violation of the Eugene City Code (EC), they are required to summon a police officer to take any enforcement actions, such as issuing citations. The trouble with this is there are too few officers working in the Downtown area at any given time, and when security staff calls police dispatch, they are often required to wait for long periods of time due to high call levels involving higher priority calls. Frequently this requires the security staff to simply let the behavior go.

SPECIFIC ACTIONS TO BE TAKEN:

It was suggested that similar to granting U of O Department of Public Safety Officers the authority to issue citation into Eugene Municipal Court for violations of the EC. Upon researching the subject it has been learned that the Oregon Revised Statutes provide DPS officers the authority to stop and frisk subjects, as well as the ability to make probable cause arrests. No such statute authority exists for security officers. As a result, it is not feasible to enable security personnel to cite into Eugene Municipal Court.

HOWEVER, There are alternatives which can achieve the same results. That is, the person engaging in the criminal behavior can be charged with the appropriate offense. By employing a modified version of the procedures utilized by Portland Police Bureau, security staff, as well as business owners and employees could document the observed offenses, and then forward the information to the City Prosecutor’s Office and the Downtown officers. If the officers can locate the offender, they can be cited at that time. If the subject is not located immediately, the cases can be compiled by the Prosecutor’s Office and added to other incoming charges on that same subject.

RELATED ISSUES/GOALS:

The goals are to hold offenders accountable for criminal behavior, and to provide more weight to the authority security personnel hold in the Downtown area.

ESTIMATED COST:

Item	Funded	Unfunded Estimate
	\$	\$
	\$	\$
TOTAL	\$	\$

POSSIBLE TOOLS FOR IMPLEMENTATION:

Reporting forms can be drafted between EPD and the City Prosecutor to ensure the necessary information is captured with the least amount of training. Training guides can be produced to ensure essential steps are met by the security staff that will enable the successful prosecution of the cases. The cost for this will consist mainly of staff time.

MEASUREMENTS OF OUTCOME:

The cases initiated by security staff can be tracked. A secondary outcome would be an increase of compliance with security personnel. This would need to be measured simply by staff perception.

Submitted by: A/Capt. Rich Stronach

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COORDINATED PLAN

Strategy Number 2

PROBLEM DESCRIPTION:

Follow-up on rules from OLCC re: alcohol impact rules.

Would downtown Eugene benefit from additional rules regarding the sale of fortified wines and malt beverages? Are there other restrictions regarding alcohol consumption that could be utilized to lessen the negative effects of alcohol consumption in the downtown area?

A high volume of calls for service in the area of Washington/Jefferson bridge was identified with alcohol- fueled behavioral problems and criminal offenses committed by individuals who were consuming alcohol. Chronic alcohol consumption by individuals, some of whom are homeless, is often associated with fortified wines and malt liquor that is sold by grocery and convenience stores. This alcohol is preferred because of its higher alcohol content and relatively low prices. Neighborhood outlets for this product agreed this fall to voluntarily stop sales for a period of time to see if lack of the products would result in any measurable change in the number of calls for service and public complaints about the behavior of homeless and transient people in the immediate area of the stores.

SPECIFIC ACTIONS TO BE TAKEN:

EPD is currently researching the feasibility of an ordinance to address the sale of fortified wines and malt beverages. If the research identifies some possibilities for Eugene, the department will discuss the possibility of such an ordinance with the City’s executive team.

One of the early questions that must be considered if this strategy is undertaken is: If enacted, should this restriction be applied to outlets in the Eugene city limits or only to the downtown area or other specific areas?

RELATED ISSUES/GOALS:

1. Reduction of the consumption of bottled fortified wines and malt beverages in public.
2. Reduction of crimes in the downtown area that are conducted by people who are drunk and/or disorderly.
3. Community commitment to
4. Equal rules/regulations for all stores.

ESTIMATED COST:

Unknown at this time.

Item	Funded	Unfunded Estimate
City Attorney Fees for ordinance	\$	\$
Public Announcements, flyers, etc.	\$	\$
TOTAL	\$	\$

POSSIBLE TOOLS FOR IMPLEMENTATION:

Possibility of some private grant funds could exist, this has not yet been researched. Partnerships with OLCC, Lane County Mental Health, Veteran's Admin programs, Buckley House and other non-profits are strong possibilities.

OTHER INFORMATION:

In the NW similar ordinances have been applied in Seattle and Tacoma. Part of the research includes checking with counterparts in these cities to better understand the strategy used in their communities.

Submitted by: Linda Phelps

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COORDINATED PLAN

Strategy Number 3

PROBLEM DESCRIPTION:

Replicate model used in University District for salary of EPD officer.

SPECIFIC ACTIONS TO BE TAKEN:

Sample model shown below.

RELATED ISSUES/GOALS:

Thoughts/issues/questions brought up by DeAnne Enyart-EPD Financial Analyst

- Are we planning to “bill” someone or is this 100% city funded? If city funded, we should add in more realistic costs to train and maintain certifications.
- The UO was a negotiated cost from years ago and has paid far less than what it should. Also factor in higher costs of specialized training that may be needed on a focused area such as perhaps gangs, homeless, mental health, etc. Not that our other officers don’t need this training, but they might need more.
- Would the ‘scope of work’ be the same with respect to the ‘spin-off’ work it could add to other staff? For example, more reports, more court time/costs, more seized property, etc? If so, we’d need to address those costs.
- Where would they operate out of? Would it be City hall? If so, what happens to their offices/workspace when the Police move to the new building? Then we’d need to factor in new “office maintenance/operation” costs in future years. (I don’t believe there is room in the LTD station??)
- Would they be using a vehicle (or vehicles) or be on foot/bikes (UO has a car but I’m not sure if Downtown staffing is envisioning driving a car or being a ‘foot’ patrol)?
- UO contract currently doesn’t allow for any “backfill/OT” anymore and we need to have to factor that in.
- UO contract currently doesn’t allow for any “supervision” costs so I don’t know if this plan includes adding a sergeant and officers or just a few officers, but regardless, someone has to “supervise” them so there likely could be additional costs to consider.
- If this is a “new team and adds FTE” there are additional “start-up” or one-time costs such as if we have to buy a new car, computers, radios, get cell phones, etc. If we ‘shift’ FTE then the start-up costs shouldn’t be an issue, but we may still have some costs (e.g., office space?).

ESTIMATED COST:

Item Annual Projected Expenses	Funded	Unfunded Estimate
Estimated officer salary w/fringe	\$	\$120,000
Training	\$	\$ 1,000
Uniform Allowance	\$	\$ 800
DP Equipment (assuming it is a computer we already have and not the purchase of a new one-this is just maintenance fees)		\$ 1,000
Vehicle (assuming we use the fleet we already have—if it is to purchase a new vehicle the capital outlay would need to be estimated)	\$	\$ 10,000
General M & S		\$ 1,500
Overtime?	\$	\$
TOTAL	\$	\$134,300

POSSIBLE TOOLS FOR IMPLEMENTATION:

There is a possibility, should research on this area be conducted, to pay for this with a grant. At this time, the research has not been done to see if a grant exists to fund a new service.

MEASUREMENTS OF OUTCOME:

Presently, only one officer added to the area will likely not make any sort of impact. That is, assuming the measurable goal is to reduce crime.

Submitted by: Lori Davis

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COORDINATED PLAN

Strategy Number 4

PROBLEM DESCRIPTION:

Use of electronic mailing/Yahoo to create a real-time communication system to identify who has been excluded from a bar/restaurant.

SPECIFIC ACTIONS TO BE TAKEN:

Portland fosters communication between owners/managers by sponsoring an annual bar summit. The summit provides an opportunity to discuss trends, debrief high-profile incidents and identify strategies to address problems associated with unruly patrons. This forum generated an idea of establishing an "86 list" that would identify problem patrons that would be circulated to a network of bars, clubs, etc. via email, texting or twitter. This tool is currently just a concept and has yet to be implemented.

RELATED ISSUES/GOALS:

A system like this is best managed by a network of businesses as opposed to local government. Some businesses have not fully embraced the concept and are resistant to targeting specific individuals.

ESTIMATED COST

There are no significant costs to implement.

POSSIBLE TOOLS FOR IMPLEMENTATION:

Existing technologies (email, texting, twitter, etc.) could be utilized. Chamber/DEI, Downtown Neighborhood Association and any other network associated with downtown businesses could be tapped to promote.

Submitted by: Michael Kinnison

Contact Info: To learn more about this concept contact Michael Boyer with the Portland's Office of Neighborhood Involvement, Crime Prevention Center at 503-823-5852 or michael.boyer@ci.portland.or.us

COORDINATED PLAN

Strategy Number 5

PROBLEM DESCRIPTION:

Better coordinate programming in the downtown.

SPECIFIC ACTIONS TO BE TAKEN:

Coordinate Summer in the City (SITC) 2010

Lead: Billie Moser, COE-Community Events

Timeline:	12/9/09	Final SITC Partners Meeting, approval of SITC frame work
	mid-Dec	Start programming
	Jan/Feb	Outreach to: merchants, residents, professionals, restaurants
	March 1	Marketing plan completed; distribute to partner orgs & depts.
	Early June	press conference w/all partner orgs & depts.

Work with existing and new partners within CEO and downtown to meet (draft) goals:

1. 2010 Goals (*DRAFT, not approved as of 11/30/09; Partners Meeting on 12/9/09*)
 - a. Ensure safe and secure environment for patrons from parking to event and return.
 - b. Provide opportunity for local and community groups and organizations to participate as artists, volunteers, or part of infrastructure.
 - c. Develop/encourage ancillary opportunities for activities and fringe events; local musicians, performers, vendors, etc.
 - d. Deliver strong and consistent marketing and PR messaging.
 - e. Be strategic and pro-active in targeting and reaching out to specific audiences.
 - f. Involve and include COE Recreation programs and staff in all or most events.
 - g. Create strong connections:
 - among all SITC events to each other;
 - among SITC events and businesses (see 2009 goals);
 - among SITC events and downtown employment base, employers, and residents;
 - among SITC events and the two Concerts in the Parks series and Movie Night at the Park series (also COE) to complement and maximize COE's investment in all events.

Assist coordinating Downtown Holiday season events/activities in December 2010: COE-Community Events.

RELATED ISSUES/GOALS:

- Public Safety
- Beautify downtown: continue with flower baskets, temporary public art
- Cleanliness

ESTIMATED COST:

Item	Funded	Unfunded Estimate
Summer in the City 2010: 10-12 days	\$15,000	\$
Beautification: temporary art	\$	\$10,000
Downtown Holiday 2010	\$	\$15,000
TOTAL	\$15,000	\$25,000

POSSIBLE TOOLS FOR IMPLEMENTATION:

Summer in the City will be implemented. Community Events will maximize partnership opportunities and work to secure sponsorships.

MEASUREMENTS OF OUTCOME:

Measurements of success (*DRAFT, not approved as of 11/30/09; Partners' Meeting on 12/9/09*)

- a. Total number of events and activities
 - Offer 16 activities/events (+4 over 2009) in 12 days (same as 2009)
- b. Community organization involvement
 - Track the number of volunteers and volunteer organizations and service clubs
- c. Audience participation:
 - Increase audience participation by 25% (2,615 in 2009)
- d. Ownership within COE organization:
 - monitor the number of City employees attending events
- e. Reaching the targeted audiences:
 - Each event is programmed to reach specified target audience (age demographic) to meet set goals.
 - count target audience within overall audience count. Achieve a minimum of 50% target audience.
- f. Restaurants/merchants report increase in business and foot traffic downtown:
 - Community Events program will work with 5 merchants/restaurants to develop baseline to establish a "before, during and after" SITC numbers (# that business owners are willing to share.)
- g. Summer in the City gains traction:
 - residents, performing groups, downtown business "demand" its return in 2011.
 - a "First Friday" effect takes place; residents flock downtown, fringe events take place, etc, as we see on First Fridays
- h. Perception of safety and security:
 - perception cannot be measured, however, staff may report at the end of the season.

Submitted by: Billie Moser

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COORDINATED PLAN

Strategy Number 6

PROBLEM DESCRIPTION:

Direct human service funds and/or put people sentenced in Muni Court to work in the downtown area.

Portland’s Downtown Security Network indentified a clean downtown as a high priority to help create a safe and inviting downtown environment. Eugene’s downtown is unclean and doesn’t encourage citizens to visit area or promote businesses to invest. The unclean environment also contributes to downtown crime, loitering and the homeless population issue. Cleaning up downtown is one key element to a sustainable urban location.

- Multiple strategies were identified that focused on cleaning up downtown including:
 - ✓ Develop a community court through Eugene Municipal Court to ‘sentence’ people to work downtown.
 - ✓ Improve cleanliness of downtown.
 - ✓ Direct human service funds and/or put people sentenced in Muni Court to work in the downtown area.
 - ✓ Develop a community court through Eugene Municipal Court to ‘sentence’ people to work downtown.

SPECIFIC ACTIONS TO BE TAKEN:

- Develop a new program through Eugene Municipal Court and Lane County Adult Corrections that will redirect work crews or community service workers assigned by the court to work on a downtown clean-up crew.
- Work could include sidewalk clean-up, trash removal, minor graffiti removal, minor painting and other routine downtown maintenance as assigned.
- One city supervisor will be necessary to manage the work crew and assign tasks and delegate work.
- Program could be implemented within three months after a notice to proceed has been authorized.
-

RELATED ISSUES/GOALS:

Physical Space/Environment strategy 5 & 10 and Coordinated Plan strategy 10 & 13.

Although initial conversations with Lane County are positive and it is very likely a program could be created, the concept of a community service cleanup crew will be dependent upon further discussions with the county. Additional county costs could be a factor as well.

ESTIMATED COST:

Item	Funded	Unfunded Estimate
Approximately ¼ supervisor	\$20,000	\$20,000
TOTAL	\$20,000	\$20,000

POSSIBLE TOOLS FOR IMPLEMENTATION:

Community Service program requires court defendant to pay a nominal fee to recover costs. No funding will be necessary to support Lane County operations.

MEASUREMENTS OF OUTCOME:

Quantifiable measurements may be difficult to achieve. Possible solution could be to issue local survey to citizens and business owners.

Submitted by: Jeff Perry

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