



**City of Portland
Independent Police Review Division
and Citizen Review Committee**

Community Outreach Plan

January 2009

Background

The City of Portland's Independent Police Review Division (IPR) is an impartial oversight agency, independent of the Portland Police Bureau, under the authority of the elected City Auditor. IPR and the nine-member Citizen Review Committee (CRC) were created in 2001 to help improve police accountability, promote higher standards of police services, and increase public confidence. One of the primary methods to accomplish its mission is by receiving and investigating complaints of police misconduct.

In 2007, Mayor Tom Potter hired Eileen Luna-Firebaugh to assess the effectiveness of IPR and determine if it is meeting the needs of the community for resolution of complaints against police. The *Performance Review of the Independent Police Review Division*, known as the Luna-Firebaugh report, was released in January 2008. While it was not the report's main purpose to assess IPR's and CRC's communications with the public, Luna-Firebaugh did make recommendations in this area.

In May 2008, Mary-Beth Baptista was hired as the new IPR director. One of her primary goals is to improve communications and outreach with Portland's diverse population. She plans to hire a community outreach coordinator in 2009 to implement new communications strategies and strengthen IPR's public outreach efforts.

In October 2008, a consultant was hired by IPR to create a communications plan that supports IPR's and CRC's efforts to clearly communicate its role, priorities, goals, and accomplishments to its stakeholders and the public at large.

The communications environment

Portlanders perceive that crime is a problem and want public safety to be improved. Yet crime is down, according to City data.

Also down is the number of complaints filed against the Portland Police Bureau for misconduct. In 2007, 660 complaints were filed compared to 781 in 2004. In addition, the number of complaints per 1,000 police contacts also dropped to 1.6 in 2007, compared to 1.8 in 2004. At this time, it is unknown whether fewer people see the need to complain or people are simply unaware that a process exists to address concerns..

Any effort to improve communication with the community must recognize that people have little time to focus on issues that are not directly affecting them or of little interest to them. Lack of knowledge of IPR and the complaint process does not necessarily mean the public is dissatisfied. It may mean the public is more interested in something else right now.

Purpose of this plan

This communications plan is intended to describe the goals, activities, and methodology that will be used to improve IPR's outreach to the Portland community and assess the success of those efforts. This plan also describes specific elements and strategies to identify and prioritize the CRC's outreach needs, including commonalities with IPR's outreach goals. The plan also will serve as a work plan of sorts for the new community outreach coordinator to be hired in 2009.

The key to meeting the plan's communications goals is not the development of this plan, but rather the implementation and continual evaluation of the effectiveness of the strategies. The plan is merely the first step toward achieving the goals.

Communications Goals

- Increase awareness of the Independent Police Review Division, as an agency that receives complaints against the Portland Police Bureau and ensures that appropriate action is taken.
- Increase awareness of the Citizen Review Committee, as a **citizen** body that listens to concerns about police services, hears appeals of misconduct investigations, and monitors the Portland Police Bureau, IPR and law enforcement-related issues in the community.
- Increase knowledge among all stakeholder categories that complaints against the Portland Police are taken seriously and a process exists to evaluate each one.
- Increase awareness that commendable work by a Portland police officer may be reported to IPR.
- Ensure success for people who need to use the complaint or commendation process to enter and move through the system efficiently – even if they don't know of IPR – and can easily find forms and the phone number to call.

Communications Objectives

- The public views IPR as a professional, efficient agency that oversees a credible and transparent process that acknowledges and appreciates Portland's diversity.
- The process to investigate complaints is viewed as fair and thorough and will result in corrective action when misconduct is found.
- The public views CRC as a trust-worthy body that looks out for the interest of the public, listens to community concerns, provides a fair hearing of appeals, and works to improve the law-enforcement system for all members of the community.
- The public believes the City, through the efforts of several agencies, is doing a good job at addressing police misconduct.

Communications Risks and Opportunities

Risks

Without a successful outreach effort, IPR and CRC may have a reduced ability to effectively address issues surrounding police misconduct. People may choose not to file a complaint because they do not believe it will result in any action, they do not trust the system, or because they are unaware of the process to file a complaint. This, in turn, will lead to fewer complaints being filed and increased difficulty to identify trends and contribute to meaningful change.

Another risk of ineffective outreach is that recruitment to open positions on the Citizen Review Committee will be stymied. City residents will be less likely to volunteer to help improve the system if they are unconvinced, or unaware, that the process works to reduce police misconduct.

Opportunities

At this time, several opportunities exist for IPR and CRC to educate the community about their roles, successes and ongoing commitment to improve police services and accountability to the public.

- A new Portland mayor and two recently-elected city commissioners create an opportunity for new relationships between City Council and IPR / CRC.
- Commissioner Dan Saltzman has recently been appointed to oversee the Portland Police Bureau beginning in January 2009. This appointment also allows for the development of new connections with City Council and attention to the issues surrounding police misconduct.
- The appointment of new CRC members provides opportunities for their education during CRC meetings and, in turn, for the larger community. In addition, the new members may bring fresh ideas and connections to additional segments of the city.

- The release of upcoming reports gives IPR and CRC the option of highlighting successes and ongoing challenges in a public, cost-effective way through media coverage. Upcoming reports include the Auditor's annual city government performance report, the Police Assessment and Resource Center (PARC) report, and IPR's 2008 Annual Report. Whether reports contain good news or highlight needed improvements, they are a key opportunity to engage the public and demonstrate transparency. New IPR Director Baptista is committed to improving the timeliness and predictability of the annual report's release as well as all monthly and quarterly reports.

Key Messages

Messages are the concepts or ideas that an organization wants people to remember several days after hearing them. Successful messages are limited in number and length and are used in informational materials, reports, outreach efforts and media relations. The following key messages will be used:

- Police misconduct is not acceptable and people who witness or experience inappropriate behavior can file a complaint with the Independent Police Review Division.
- All complaints are tracked and considered.
- Over the long-term, IPR is working to improve police services and accountability to the public by overseeing and actively participating in complaint investigations to help resolve complaints.
- The Citizen Review Committee listens to concerns with police misconduct in an effort to promote system improvements.
- Recent actions by IPR and CRC have resulted in officers being disciplined and development of new policies to improve investigations and police bureau policy.
- The IPR and CRC also welcome reports of commendable service provided by Portland police officers so their efforts are recognized.

Target Audiences

IPR and CRC communicate with many stakeholders, agencies and organizations. Below are the audiences for which this plan targets outreach and dialogue, in alphabetical order.

- Advocacy groups working to reduce police misconduct
- City Council
- Community and business organizations
- Ethnic and immigrant support groups
- Lesbian / gay / bisexual / transgender communities
- Media
- Neighborhood associations
- Neighborhood crime prevention specialists
- Portland residents
- Portland Police Bureau
- Professional organizations, including the judicial system and victims' advocates
- Social service providers to the developmentally disabled, homeless, mentally ill and youth

Communication Strategies and Activities

Guiding principles

The following principles should be followed in outreach efforts to ensure effective communications with the public.

- *Be mindful of first impressions:* Understand that conveying IPR’s openness and transparency begins with a person’s first contact with the agency – via a phone call, the web site, a brochure, or a presentation.
- *Be accessible and welcoming:* Make information easy to find and minimize the amount of effort and time needed for a an individual to tap into IPR’s services or CRC’s efforts. Listen carefully to individual and community concerns.
- *Be clear:* Use language easily understood by the public and minimize acronyms and technical jargon.
- *Be inclusive:* Reach Portland’s many diverse communities with culturally appropriate outreach and information.
- *Be consistent and plan for the long term:* Work toward building long-term relationships with stakeholders by communicating regularly with them and listening to their concerns.

Strategies

Below are primary strategies for communicating the mission, successes, and services of IPR and CRC. Each strategy refers to target audiences and outreach activities. For this purpose, “engage” refers to in-depth efforts to have an interactive dialogue with the audience to meet IPR’s and CRC’s mission; “educate” is a two-way process whereby IPR/CRC and its audience to listen and learn from each other; and “inform” is largely one-way communication from IPR to its audiences.

Presentations by IPR staff and CRC members to community groups (Engage)

Audience: Neighborhood and business associations, community and church groups, advocacy and activist groups, Portland City Council

Task lead: IPR Community Outreach Coordinator for scheduling, IPR staff and CRC members

- Schedule presentations to a variety of organizations to provide an overview of the complaint process, IPR, CRC and recent statistics. During these presentations, allow a question and answer session for the speaker to learn of police-related concerns. A list of potential groups are found in Appendix A.
- Schedule two to four City Council briefings a year to keep council members informed and engaged about the work of both IPR and CRC. In most cases, both IPR and CRC should be on the same agenda. Key times for briefings would include release of the annual report, release of significant quarterly reports and completion of a policy recommendation. Briefings should not be scheduled unless there is new information to present.
- IPR and CRC speakers should, where possible, reflect the community they’re speaking to. For instance, when speaking to an audience of Latinos, consider choosing an IPR or CRC speaker who is Latino or who speaks Spanish.
- Prioritize audiences in North Precinct because this area of the city has a low complaint rate and may have low rates of trust in the IPR process.

Presentations by guest speakers at CRC meetings (Engage)

Audience: CRC members and members of the public attending

Task lead: CRC Chair with the support of the full CRC

- Continue to invite guest speakers that are involved with issues connected to police accountability, such as mental health service providers. The effort should be expanded to invite speakers from new constituencies. Speakers should be reminded to relate their work to the work of the CRC and the

Portland Police Bureau. The CRC Outreach Workgroup should take the lead in selecting and prioritizing organizations and topics, setting a schedule a few months in advance.

One-on-one conversations

(Engage)

Audience: Leaders from advocacy groups, ethnic support groups and social service providers; victims' advocates; professional organizations; and other government agencies

Task lead: IPR Director and Assistant Director

- In some cases, presentations are not appropriate venues to share information. IPR staff and CRC members should cultivate productive relationships with community leaders and service providers by meeting one-on-one at regular intervals or at key milestones to engage in an ongoing dialogue. This will help to track emerging issues and to communicate IPR's and CRC's work.

Welcome the general public and stakeholders to CRC meetings

(Engage)

Audience: Media, advocacy groups, social service providers, ethnic support groups

Task lead: CRC Chair, with support from IPR

- The Citizen Review Committee meetings could be improved and used as an outreach tool. CRC should maintain efficient meeting protocols by publicizing an "action-oriented" agenda on the web site a week in advance, adjourning after two hours, and listing action items for the next meeting. These efforts will provide predictability to people who would like to be involved in the process but have to take time away from work or personal activities to attend.
- Once or twice a year, a more relaxed CRC meeting can be held to present annual data and hear from a wider range of the public than usually attends. This could be done in the spring following the release of the annual report and/or late summer prior to annual recruitment in October for new CRC members. Such a meeting will need to be publicized through the newspapers, web site and other means.
- Public access television is an untapped resource for CRC to communicate with a broader audience about the role of civilian oversight of police. CRC meetings could be videotaped by Portland Community Media, either on a consistent basis or only for meetings with agenda items of particular public interest or when a formal hearing or appeal is held. Portland Community Media's government productions unit regularly covers City of Portland meetings of public interest, and offers a range of services at varying costs. Details at <http://www.pcmtv.org/?q=services/governmentProductions> .

Listening sessions

(Educate)

Audience: Clients of social service providers, advocacy groups and ethnic, immigrant and victim's support groups

Task lead: CRC Chair with support from IPR Community Outreach Coordinator

- Informal listening sessions can be scheduled several times a year to gather community concerns from the people who may interface directly with police officers and who may be aware of, or trusting of, the complaint process. CRC would gather information in order to understand the effectiveness of police policies and procedures and inform the policy work of CRC. Each session would be limited to a small group so that the participants would feel welcome and free to express their concerns. A trusted individual from the recommending organization should also be present. Questions to promote discussion could be posed to the participants if necessary. In cases where non-English speakers are present, an interpreter may be necessary.

Information booth at community fairs and festivals

(Educate)

Audience: General public

Task lead: IPR Community Outreach Coordinator, CRC Chair with the support of the full CRC

- IPR and CRC should host an informational table at well-attended fairs and festivals throughout the city to educate residents and hear from them. The majority of these take place outdoors from April through September. A suggested list of events is attached (see Appendix B). Materials for distribution should include brochures, complaint forms, and a give-away (such as pencils with IPR's phone

number and web site). In addition, a table cloth and eye-catching display boards will invite passers-by to stop and talk.

Written outreach materials: New and improved

(Inform)

Audience: All

Task lead: IPR Community Outreach Coordinator

- All outreach materials should have images that are uniquely Portland (e.g. photo of a Benson bubbler drinking fountain) and be culturally specific/sensitive.
- Text for all materials should be written to be understood by most people with clear language. Currently, the use of police jargon, acronyms and multi-syllable words hinders understanding by some readers and people who may want to file a complaint or commend the police for their efforts.
- Re-create all existing outreach materials to clearly communicate key messages and make them eye-catching when sitting in a brochure rack or at an informational booth. Photos or graphic images should be used to make them accessible and enticing for people to pick up.
- Create a one page fact sheet on IPR and CRC to be used as a “leave behind” after a community presentation or meeting. Information currently on the web site and in the quarterly report could be used for this purpose. The fact sheet should list the top three activities of IPR and CRC. Because most complaints are received via phone, the fact sheet would not have to include a complaint form.
- Create a “tag” line to more immediately inform readers about the role of IPR and CRC. The tag line would be used in all outreach materials.

Sample tag lines for City bureaus and other government agencies include:

- Portland Water Bureau: From Forest to Faucet
- Portland Parks and Recreation: Healthy Parks, Healthy Portland
- Metro: People, Places, Open Spaces

Potential tag lined might include:

- Police accountability, public trust
- Working for the comunity to improve police services
- Listening to Portland

An effective tag line is often created only after a deliberate, collaborative brainstorming process between agency staff and professional communicators with knowledge of creative services and visual branding tools.

- Including summaries of complaints or commendations filed and their outcomes in outreach materials can be a powerful tool for making the IPR process more accessible to people with varied cultural backgrounds This should be done in a way that personalizes the process while still respecting individual complainants’ confidentiality. Where possible, stock photographs and quotes should be used to tell a story. In all cases, text that is free of police jargon should be used.
- A user-friendly poster should be created for the public areas of police division and community organization offices that explains the process for filing a complaint and gives contact information for IPR. The poster should have a tear-off postcard with contact information (telephone, email, address) so people can contact IPR for more information or to file a complaint or commendation.
- The monthly Director’s report is a useful update for CRC members and the general public. To broaden its reach, reduce the use of acronyms and jargon and include an overview of outreach efforts for the month.
- Electronic and paper telephone directories are an important source for residents who are seeking IPR’s services and contact information. However, some listings indicate that IPR is a law enforcement agency, which creates confusion. All listings should be researched with the various publishers and corrected.

- IPR could consider hiring a contractor to provide professional writing and graphic design services, as this may not be a primary focus of the new IPR community outreach coordinator's skill set.

Electronic outreach materials: New and improved (Inform)

Audience: All

Task lead: IPR Community Outreach Coordinator

- Update the IPR web site to become a more useful tool. The site needs regular updates to the calendar and public meetings sections so that every meeting is listed far enough in advance for the public to attend. Dedicated IPR staff should be assigned to this task. An email update subscription box should be added to the home page so that those wanting to receive email notice of meetings, news releases, and other alerts can sign up quickly and easily. The CRC page should contain a list of the many workgroups, their missions and members. The look and feel of the Web site could be drastically improved with the addition of at least one photograph or graphical element on each page. Over the long term, the IPR web site should better focus on communicating the key messages by using the guiding principles and making the site more reader-friendly with improved design, graphics and re-written text. Other city web sites offer ideas for inspiration, including: Portland Police Bureau, Portland Water Bureau and Portland Parks and Recreation. Future electronic outreach could include an IPR Director's or CRC chair's blog on current activities and a "Did you know?" section with basic information on law enforcement policies and practices.
- A basic PowerPoint presentation should be created for select audiences where that format is not unusual. Graphics from the annual report could be used to help communicate the key messages.

Improve distribution of outreach materials (Inform)

Audience: All

Task lead: IPR Community Outreach Coordinator, CRC

- IPR brochures and posters should be distributed to a wider range of community locations with an emphasis broader than government and police-related offices. Existing distribution locations should be maintained and community gathering places such as churches, community centers and coffee houses in target neighborhoods should be added. IPR brochures also should be made available at locations frequented by individuals who come in contact with police. IPR should take advantage of CRC members' community networks, as well as existing distribution lists from the Office of Neighborhood Involvement and the City's recent visionPDX process. A list of existing IPR brochure distribution sites is included in Appendix C.

Use the news media to reach the general public (Inform)

Audience: Media and the general public

Task lead: IPR Director

- Use the release of the annual report and other significant milestones to generate media coverage by issuing a media advisory and sitting down with reporters to present the information. The activities surrounding the release of the 2007 Annual Report are a good example of this type of effort.
- When misinformation or factual errors are published, an attempt should be made to reach the reporter, speaker or writer immediately, with an informal phone call to provide the correct information.
- Mainstream, community and neighborhood media outlets should be provided with information about the IPR and CRC, including:
 - The Oregonian
 - Portland Tribune
 - The Mercury
 - Willamette Week
 - Oregon Public Broadcasting, KBOO
 - Commercial radio and TV stations

- Community newspapers, such as The Asian Reporter, El Hispanic News, Hollywood Star, Portland Observer, Sellwood Bee, Southeast Examiner, Skanner, and Sentinel.
- Neighborhood newsletters
- The IPR director, new community outreach coordinator, assistant director and management analyst should have a media relations and public speaking refresher course to ensure messages are being delivered as accurately as possible to increase likelihood they will be reported correctly and to improve overall relations with reporters. Courses can be offered through local colleges, professional organizations (International Association of Public Participation or Public Relations Society of America), or through the City of Portland or other government agencies.
- Feature articles could be written about each CRC member and their role on the committee for publications in the member's neighborhood to illustrate that real people are working on issues of community concern.

Timeline for Implementation

The following section outlines timeframes for implementing specific actions to generate additional momentum into 2009 as IPR prepares its 2008 Annual Report and looks to hire a community outreach coordinator.

December 2008 – early 2009: Immediate implementation

The following activities could be implemented in the very near term, even before a new community outreach coordinator is hired.

Begin implementing guiding principles

See section above titled "Guiding principles" under "Communication Strategies and Activities."

Improve CRC meetings

Immediate activities should focus on meeting efficiency.

Improve Web site

Ensure the calendar section with CRC and workgroup meetings and the latest Director's Report and other relevant materials are posted.

Improve distribution of brochures

Ensure that IPR brochures / forms are available at all existing distribution sites.

Use polling data

Conduct a telephone survey through a public opinion research firm to obtain useful baseline information about the public's level of awareness of police oversight in Portland. Such surveys have been conducted in Seattle, Cincinnati, Denver, and elsewhere. IPR should consider piggybacking onto a public opinion poll to determine baseline awareness. It would likely require only two or three questions added to an already-planned poll conducted by another organization or City bureau on a separate topic.

Sample questions might include those below. Polling firms work closely with their clients to determine appropriate language.

- Did you experience or witness police conduct that was positive and deserved praise? Or police misconduct that was inappropriate and deserved investigation?
- If so, did you know – or do you know – where to report it?
- Have you heard of the City of Portland's Independent Police Review Division or its Citizen Review Committee?

Several examples exist from other cities, including survey methodologies and detailed questions inquiring about resident satisfaction with police services.¹

Increase readability of quarterly reports

The IPR quarterly reports are a useful update. To improve readability, more images or graphics should be added and a larger font used for “Independent Police Review” in the masthead. Paragraph formatting should be left justified, rather than using fully justified paragraph spacing. Headlines should be used for each “article” to focus the reader’s attention.

Shorten telephone message

Consider reducing the length of the IPR phone message. Currently the message for first time listeners is more than 90 seconds, which can lead to frustration.

January – April 2009: Intermediate implementation

Engage City Council

The message that IPR is moving forward with new staff leadership and a new process for improving public outreach can be shared with City Council, the media, and the public. CRC will provide City Council with an update at a January Council meeting. IPR should write an update memo to City Council as a precursor to the springtime release of the IPR annual report. A reader-friendly companion piece with graphics and photos could be released with the annual report to highlight key data points or trends.

Publicize the 2008 annual report

IPR’s 2008 Annual Report is an opportunity to share the agency’s successes and challenges with City Council, the media, and the public. The report should be published according to a consistent schedule to increase credibility. When the annual report release date is confirmed, interested stakeholders and media should be informed ahead of time. Activities surrounding the release could include a presentation to City Council and a special CRC meeting focused on presenting contents of the annual report and inviting the public to attend and provide comment on the findings. Such a meeting should include refreshments for the public and be advertised through community groups listed in “Stakeholder Outreach.”

April 2009 and beyond: Ongoing implementation

After a new IPR community outreach coordinator is hired to oversee communications and outreach, the following work tasks should be undertaken in earnest. More detailed descriptions of these activities are presented above.

- Plan for the 2009 fairs and festivals season
- Schedule presentations with community groups and organizations and stakeholders at least annually
- Schedule conversations with stakeholders, service providers and support organizations at least annually
- Host a City Hall brown bag lunch event about IPR
- Overhaul the existing outreach materials and create new ones
- Create and implement an expanded materials distribution plan
- Build community media relationships and place feature articles in publications
- Research IPR listings in electronic and paper directories to ensure accuracy
- Schedule and host listening sessions several times per year

¹ “Police-Community Relations in Cincinnati,” RAND Corporation 2005, www.rand.org/pubs/technical_reports/TR333/; “Assessing Police-Public Contacts in Seattle, Washington,” Vera Institute of Justice 2004, www.cityofseattle.net/police/Publications/Special/VeraInstituteStudy.pdf; “Measuring Complainant and Officer Satisfaction with the Denver Police Complaint Process,” Office of the Independent Monitor, 2006, www.denvergov.org/OIM/template325775.asp.

Evaluation

The success of a communications plan depends upon an organization's ability to evaluate its efforts and adjust accordingly. The value of each of the communications and outreach strategies in this plan and the evaluation methods below should be assessed at least annually. The following methods can be used in addition to ongoing feedback likely to be received from members of the public, other city staff, and reporters.

Auditor's annual resident survey of neighborhood attitudes and government performance

Continue to use this valuable tool as a baseline to gauge success and whether the general public is being reached.

Web views

Work with Portland Online technical staff to obtain reports on the number of web views the IPR web site receives. Monitor regularly to determine if web improvements and increased outreach change the number of people visiting the site. These statistics will help IPR staff evaluate whether key stakeholders are being reached and the web site is assisting potential complainants to obtain forms or information.

"Earned" media

Track the amount and tenor of both traditional and new media coverage as a gauge for measuring whether outreach to the general public is having an effect. Tracking tools should include key IPR staff being subscribed to Google Alerts² using search terms such as "Portland Independent Police Review" and "Portland Police Citizen Review Committee." In addition, CRC members should be asked to monitor their local neighborhood and community newspapers and share news clips with IPR and CRC. Lastly, when there is TV coverage of IPR and CRC, a DVD of the video can be purchased through a news video compilation service.

Polling data

Every two years, re-conduct a telephone survey to determine if the broader community's attitudes and knowledge about the police complaint process have changed.

Community conversations

Use ongoing discussions with key stakeholders as an informal tool to measure success and determine whether outreach efforts should be adjusted.

Listening sessions

Summaries of listening sessions can be used to inform the policy work of CRC and may lead to recommendations for change in IPR or police bureau policies and procedures.

Outreach event tracking

IPR administrative staff or the community outreach coordinator should maintain a single spreadsheet of all public outreach events in order to report on the number of outreach events and number of people engaged over a given period of time. Such a tracking sheet should contain columns for event or organization name, date, time, location, event type, staff who attended, contact, and number of people engaged. After each public outreach event, the IPR staff person or CRC member should write a brief summary to record the tenor of public comments and questions, lessons learned, and follow up needed, if any. Such summaries will help to ensure an institutional memory that outlives any future staff changes.

² <http://www.google.com/alerts>

Appendices

- Appendix A: Stakeholder Groups and Organizations
- Appendix B: Community Fairs and Festivals
- Appendix C: Materials Distribution Locations

Appendix A: Stakeholder Groups and Organizations

Groups to whom IPR and CRC has conducted or should conduct outreach

Many of these groups have been met with in the past and continuing conversations or presentations should occur. This list was gathered based on IPR reports and stakeholders interviewed.

American Civil Liberties Union (ACLU)
African American Chamber of Commerce
African American Community Advisory Council
Albina Ministerial Alliance
American Indian Association of Portland
Arab-Muslim Police Advisory Council
Center for Intercultural Organizing
Central City Concern
Churches with social justice mission
Citizens' Crime Commission
Clark Center (a shelter for homeless men)
Constitutional Rights Center
Dignity Village
Downtown Crime Prevention
Harry's Mother
Hispanic Chamber of Commerce
Hispanic Ministries
Immigrant Mentor Program of Lutheran Social Services (a program primarily serving the Russian immigrant community)
Inside Out Interactive Theater
Immigrant and Refugee Community Organization (IRCO)
Jean's Place (homeless women's shelter)
JOIN
Korean Society of Oregon
League of Women Voters
Neighborhood associations (see Portland's Office of Neighborhood Involvement)
Northwest Constitutional Rights Center
Northwest Social Service Connections
Office of Minority Services
Oregon Law Center
Oregon Youth Authority
Outside In
Portland Business Alliance
Portland Copwatch
Portland Impact
Portland Office of Youth Violence Prevention Program
Portland Police Bureau Citizen Police Academy
Portland Police Union
Project Access
Project Respond/Cascadia Mental Health
Portland State University

Recovery Projects
Sexual Minorities Roundtable
Sisters of the Road (a non profit community based organization dedicated to finding solutions to homelessness and poverty)
Street Roots
Transition Projects

Intercultural Organizing Report

A useful resource for outreach to immigrants and communities of color can be found in Uniting Cultures in Portland: Bridging the Gaps in City Policy, Appendix E, at:

http://www.interculturalorganizing.org/unitingcultures_report.pdf

Appendix B: Community Fairs and Festivals

The following list is a sampling of well-attended or smaller but targeted fairs and festivals in Portland that IPR and CRC should consider attending. Portland's Office of Neighborhood Involvement maintains a list of all citywide fairs and festivals and should be contacted for further details as they are confirmed for the 2009 festivals season

Event Name	Date (approximate)	Event Type or Audience
82nd Avenue of Roses Parade	April	General public
Arbor Lodge Community Fair	August	General public
Asia Fest	May	Asian
Cathedral Park Jazz Festival	July	General public
Cinco de Mayo	May	Latino
Fix it Fairs	November-January	Low-income. Sponsored by Portland Office of Sustainable Development
Gateway Community Fair	May	General public
Good in the Neighborhood	June	African-American
Juneteenth	June	African-American
Kenton Park movies and concerts	August	General public
Last Thursdays Art Walk, Alberta Street	Year-round	General public
Lents Music in the Park series	July/August	General public
Mississippi Avenue Cirque du Cycling	June	Bicyclists
National Night Out	First Tuesday in Aug.	General public
Native American Youth Association (NAYA) family center spring gathering	March	Native American
New Columbia events	Varied	General public
Portland Pride -- Gay Pride Festival & Parade	June	Gay/lesbian/bi/trans
Say Hey! Partners in Diversity	Quarterly	Communities of color
SE Asian Heritage Night	April	
St. Johns Parade	May	General public
Sunday Parkways	June	Bicyclists
Village Building Convergence	May/June	General public / activist community

Appendix C: Materials Distribution Locations

Below are existing distribution locations for IPR brochures. Brochures and the new posters should be distributed to a wider range of community locations with an emphasis broader than government and police-related offices.

Existing distribution locations should be kept stocked and community gathering places such as churches, community centers and coffee houses in target neighborhoods should be added. IPR should take advantage of CRC members' community networks, as well as existing distribution lists from the Office of Neighborhood Involvement and the City's recent visionPDX process.

Existing locations

Portland Police Bureau Sites

Central Precinct
Portland Police Bureau Old Town
East Precinct
North Precinct
Northeast Precinct
Southeast Precinct

Community Policing Offices

IRCO - Asian Family Center
Between the Rivers contact
Brentwood-Darlington
Eastport Plaza
Kenton
Northwest contact
O'Bryant Square
Sellwood-Moreland contact
Southwest Community contact

Neighborhood Crime Prevention (NCP) Offices

Portland Business Alliance
Central Northeast Neighbhorhood
East Portland Neighborhood
Neighbors West / Northwest
Northeast Neighborhood
North Portland Neighborhood Services
Southeast Uplift Neighborhood Program
Southwest Community contact

Other Locations

Janus Youth Program / NAFY / Outside In
Legal Aid Services
Metropolitan Public Defenders
Multnomah County District Attorney
Multnomah County Library branches
Multnomah County Sheriff Indigent Defense Office
Multnomah Defenders, Inc.
American Civil Liberties Union of Oregon
Central City Concern - Hooper Detoxification Center
City of Portland Risk Management

City of Portland Tow Hearings Office
Resolutions Northwest (Neighborhood Mediation Center)
TriMet information office, Pioneer Square