

SHIFT,

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under the radar. She would have slipped through the cracks. If not for us having the POP mindset, she would be a transient on the street being victimized over and over. We'd be spending time doing a lot of reports on her. Now she's in a good place. It changed her life and her family's life. Doing that reduces costs elsewhere. She now writes me thank you letters."

Copeland feels the KPD has bought into POP for a simple reason.

"POP has been an easier sell because cops want to solve problems," he said.

Teague said one of the changes calls for officers to spend less time on reports and more time doing patrols or talking with community members.

"We're still getting information, but in a short synopsis," Teague said. "It's worth it to free cops up for 1.5 to two hours a day to stay on calls for service and to identify problems."

That change has suited Anderson, a 20-year KPD veteran, just fine.

"Things are refreshingly different," said the KPD's lone female officer. "Before Teague, everything was a report, including something minor that took a couple of minutes to respond to. There was a lot of data entry. It was very time consuming. I spent hours at my desk writing reports. Then you'd start the next day over again. I never could get caught up. I had to hurry through calls to get back to reports, especially if I was making arrests. I felt like I could never get caught up."

Anderson said she now averages about four or five reports per shift, instead of 15. Reports are made for each call, but can now be short narratives with a few notes if needed. She gave an example of the difference.

"Before, there would be an

anonymous call of a barking dog," Anderson said. "I would check it out and would sit and wait, then write a report that there was no dog. I would include the time, address, if I talked to anyone, when I responded and what I did the whole time. It would take twice as long to write about it versus actually doing it."

"Now I put in the box I was here, there was no dog and I send it," she added. "I don't have to go into the whole system and fill all the little boxes. That means a lot more time on the road now."

Having more time also means Anderson can use that time problem solving.

"The longer you're an officer, the more you realize sometimes an arrest isn't the answer or it won't fix the problem," she said. "Sometimes it causes a problem. Sometimes one person just wants the other person to go to jail. The answer doesn't always have to be an arrest. At times (before) an arrest was just an easy answer. When I have the opportunity, I try to involve myself more and talk to both parties. I try to take a different approach to make sure there is justice for everyone. An arrest might feel better in the short-term, but it's not the long-term answer. That person will get out and do the same thing again. You need to get to the root of the problem."

Teague said in the 1960s there was a movement to get away from officers using their own discretion.

"We saw the consequences," he said. "Now we very much want officers to use their discretion. That's the biggest shift I've seen in my 25 years, is the move to more discretion. Everyone wants cops to have discretion. You don't want to be cited for going 26 mph in a 25 zone."

The way Anderson sees it, POP lines up with her internal philosophy.

"I've always said this job is all about problem-solving," she said. "I always had this approach. This is what I've been doing. It's a thinking game. It's a brain game. For me it's a re-

freshing change. It's what I've been saying for years."

Not only does POP de-emphasize numbers in terms of arrests and the like, Teague said implementing it has nothing to do with other numbers, i.e. how many officers are on the roster.

"None of it is driven by a need to be more efficient," Teague said. "All of it is driven by the need to make the community safer. The nice thing about that is that the change in policing strategy is more efficient and requires fewer resources."

"Things are refreshingly different."

— Carrie Anderson, KPD police officer



"Having 41 (officers) is a magic number because we were once there," he added. "If we were there, I would add one more (officer) to both night shifts. But if we had 10 more people, would we have made the change? Absolutely we would have made the change. It isn't just about arresting people, it's about preventing crime in the first place and reducing the cost of crime to victims, perps and families, all of that. It's the right thing to do."

That has included bringing back CRU, which was disbanded in June 2010 when Trump was running it.

"We have a different mission now," Trump said. "We're more broad. In the past we focused on mostly drug investigations. That tended to be what CRU did. How CRU is put together, we are capable of doing surveillance for drugs. Now we also look

at livability, like the squatters on Verda Lane last year leading to neighbors complaining. We are able to get in that environment. We obtained a search warrant and remedied that problem months sooner than we would have otherwise. We can identify through (Steele) problem locations and see how to permanently solve problems."

Trump noted he has resources within the KPD as well as outside those walls, such as nuisance abatement, Department of Human Services and Keizer Public Works.

"We try to be as creative as we can for our stakeholders," Trump said. "It's more of a team concept. We can bring in anyone who can help towards a permanent solution."

Trump said CRU's goal is to be familiar with the community.

"We do it in a number of ways," he said. "We have bicycle patrols. We talk to a lot of people. We aim to ride through school zones and neighborhoods. We hear about stuff you wouldn't normally hear. If you just have a conversation, people tell you about things that are bothering them but they wouldn't really want to call dispatch about."

Trump gave an example of an issue Bair Park neighbors were having.

"Kids were going through tall grass and smoking," Trump said. "We coordinated with public works to mow it. Then we got back ahold of the neighbors and let them know it was solved. It was solving a livability issue."

Despite all the changes, not everything has changed. For example, officers still have training, as highlighted last week in the *Keizertimes*.

"There will still be bad people," Teague said. "You still have to have police officers in uniform driving police cars. If you had a cop for every doorstep, you would still need cops. You always have to have cops that do traditional police work since there are bad people out there. But where we can interfere with that, we're going to do that. That is not traditional policing. That is POP!"

Patrol officers still drive



KEIZERTIMES file/Craig Murphy
Keizer Police Department officers make an arrest on Verda Lane last August. Community Response Unit officers worked with neighbors to solve the case more quickly.

around Keizer, even with the changed philosophy.

"Random patrol is still valuable," Teague said. "If you live on a street where crime never happens and you pay taxes, you still expect to occasionally see a cop."

Those cops are being hired now with different skill sets being sought.

"We look for people now who are more open minded, have cultural empathy, emotional stability, social initiative and are flexible," Teague said. "People tend to think in terms that cops are inflexible, just the facts. If you just have the law and see if the law was broken or not and make an arrest, that doesn't take a whole lot of skill. When you are trying to unravel another person's world, that requires an incisiveness that goes beyond just skill. There's not a lot of people who can do that job who want to do the job."

While changes are being made now, Teague figures it will only get better in the future when people like Copeland, 16 years his junior, will be primed to take over.

"I told Craig Prins it would be a decade before POP makes traction in Oregon," Teague said. "Well, we're way ahead of that. Some things have really fallen into place for it to happen. It really takes a significant philosophical shift from outputs towards outcomes. Copeland's generation, going through the leadership training now, is getting it in spades."

It will take his generation to do it industrywide."

The industry as a whole has been having a rough time nationally, highlighted by the ongoing saga between police and citizens in Ferguson, Mo. Trump said what's happening in Ferguson isn't indicative of what's happening in Keizer or other places.

"When people see Keizer practice law enforcement, they see a difference," Trump said. "People come up to us and thank us for what we do. It's been real positive."

Teague said things aren't necessarily being looked at in context.

"In Ferguson, a vast majority of the people aren't rabble rousing protestors that shoot cops," he said. "You will always have some of those people. We could have some terrible accident that happens here that looks like, on the surface, we made bad decisions. We could have that happen today. But I think most people would give us the benefit of the doubt. That's just something you deal with."

"We know there are some communities that feel disenfranchised, that don't feel they have access to justice," Teague added. "It's incumbent upon us to maintain dialogues with all the people in Keizer. We owe them that. If our notion is really to increase community safety, we have to have that dialogue to do that, to identify and solve problems. It is part of our charge."

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