

Good Neighbor Plan

Mt Scott- Arleta Neighborhood Association

7-Eleven Inc. is engaged in addressing issues related to the proposed construction and operation of a 7-Eleven Convenience store at 6144 SE Foster, Portland, OR. Our intent is to support and cooperate with the Mt Scott Neighbors in achieving their goals and developing a successful 7-Eleven store at the proposed location. 7-Eleven Inc. commits to fully complying with the contents of this Good Neighbor Plan.

Crime Deterrence Program

For more than 70 years 7-Eleven has been America's neighborhood grocery store, bringing convenience into the lives of millions. As part of its commitment to the communities it serves and its neighborhood store employees, the company has put in place one of the most comprehensive robbery deterrence programs in the convenience store industry.

7-Eleven developed and implemented its robbery deterrence program in 1976 based on research interviews with convicted robbers. The program has been regularly updated as ongoing research provides additional methods of combating crime in the convenience store environment. 7-Eleven stores' crime deterrence program is centered around three components: store-personnel training, visibility into and out of the stores and effective cash control. Additionally, 7-Eleven installs sophisticated digital video surveillance systems in all of its stores.

"Operation Alert" Training

7-Eleven corporate-store employees and new franchisees and their employees participate in a multi-media training program and are supplied with comprehensive resource materials on crime deterrence and violence avoidance.

The program, called "Operation Alert", includes information on security procedures, proper store maintenance, violence avoidance and recommended behaviors for managing a robbery or other potentially violent encounter.

The training emphasizes the high value the company places on the safety of all 7-Eleven store personnel and customers and 7-Eleven stores' no-resistance philosophy toward robbery. At 7-Eleven, the safety of store personnel and customers is more important than protecting the company's money or property during a robbery. Store personnel also learn techniques recommended by the robbers themselves for responding to negative situations in a way that helps keep them from escalating into violent incidents.

The "Fishbowl"

Research indicates that criminals don't like stores that are brightly lit, with store sales associates and cash registers clearly visible from the street. That is why 7-Eleven puts the cash registers in the front of the stores and keeps windows in front of the sales area free of signs and merchandise so police and others can see inside. It's called the "fishbowl" effect, because store associates are on display for any passersby to see. As part of its nationwide remodeling program, the company installed bright interior and exterior lighting. 7-Eleven stores are brightly lit at night and store sales associates have a clear view of the parking lot.

Timed-Access Safes

Research also shows that keeping less than \$50 in the cash register deters 80 percent of potential robberies. Most criminals say the "risk" is greater than the "take" for that small amount of money.

7-Eleven store employees are instructed to keep no more than \$50 (\$30 at night) in the cash register. Signs notify would-be robbers that less than \$30 is kept in the cash register after dark and that the store sales associates cannot open the safe. All 7-Eleven stores use a 500-pound Timed-Access Cash Controller for handling and securing store receipts in order to keep a minimal amount of money in the register yet still serve customers efficiently.

One section of the timed-access safe contains a locked drop-safe where large bills and checks are deposited by store personnel. Another section dispenses change (coins or bills) only at predetermined time intervals.

State-of-the-Art Video Camera Systems

7-Eleven has spent millions of dollars to install and maintain state-of-the-art video camera systems and alarms in its stores nationwide. This system includes a 24-hour, closed-circuit video camera with audio capabilities, a high-resolution color monitor mounted in clear view of the customer and a black-and-white monitor in the back room. The alarm system includes fixed and remote activator devices.

Facts

- The robbery rate at 7-Eleven stores has decreased by 78 percent since the robbery deterrence program was implemented in 1976.
- The average loss-per-robbery incident in 7-Eleven corporate stores is approximately \$37.
- 7-Eleven is acknowledged by the National Crime Prevention Council as a leader among retailers in crime deterrence and store personnel and customer safety.
- 7-Eleven is recognized in the convenience store industry and by many law enforcement agencies as the first major retailer to institute a formal crime deterrence program nationwide.
- 7-Eleven was credited in the 1998 OSHA Recommendations for the early implementation of this crime prevention program and resulting decrease in robbery.

History of 7-Eleven's Robbery Deterrence Program

1975 - The Western Behavioral Sciences Institute, in conjunction with 7-Eleven stores, conducted a robbery deterrence study with a grant from the U.S. Department of Justice. The study tested robbery deterrence techniques based on the perspective of armed robbers. In the test stores, robbery deterrence measures recommended by the robbers were implemented in order to determine their impact on crime. These steps included training employees in robbery deterrence, reducing available cash and removing signs from store windows so activities in the stores were more visible from outside. The result was a 30 percent decrease in robberies in the test stores.

1976 - A six-month follow-up study in Houston indicated the same 30 percent decrease in robberies. The message was that robbers steal for cash, and if stores reduce their cash availability and publicize it, they can deter robberies. The robbery deterrence program including training for store personnel, cash management, additional field staff security managers, posters, signs and decals - was adopted companywide.

1980 - A study for 7-Eleven by Athena Research Corporation (Athena) found that security cameras and alarms did not reduce the robbery rate in the experimental stores. 7-Eleven began installation of timed-access cash controller safes in its stores.

1985 - 7-Eleven supported a prison survey by Athena of armed robbers in prison. The results indicated - robbers still looked for the same things in stores targeted for robbery - cash availability and visibility into and out of the stores.

1991 - One part of a three-part study by the National Association of Convenience Stores showed robbery decreased in the first year after installation of high quality, color monitor closed - circuit television systems which record clear images of activity within the camera's line of sight.

1993 - 7-Eleven began nationwide installation of closed-circuit television systems and alarms in its stores as part of its nationwide remodeling program.

1995 - 7-Eleven experienced a 65 percent overall decrease in its robbery rate since 1976. Athena conducted new research of armed robbers in prison to update its 1985 study.

1996 - 7-Eleven completed a nationwide installation of closed-circuit television systems and alarms in its stores. The company updated its robbery deterrence/violence avoidance training program for store personnel.

1998 - The overall decrease in the robbery rate experienced by 7-Eleven since 1976 rose to 70 percent.

1999 - The overall decrease in the robbery rate experienced by 7-Eleven since 1976 rose to 78 percent.

Alcohol/Tobacco Awareness and Training Program

7-Eleven inc. is qualified under the Oregon Liquor Control Commission's "Responsible Vendor Program". Attached as a part of this plan is written verification from the Oregon Liquor Control Commission of 7-Eleven's approval as a "Responsible Vendor" in other stores in the Portland Metro area. 7-Eleven will apply for "Responsible Vendor" status in this new location as well. Every employee of 7-Eleven is required to complete the "Come

of Age" Alcohol/Tobacco Awareness training prior to beginning their employment. Below are the details of what the training entails.

Come of Age Training

Come of Age is a comprehensive public-awareness and training program developed by 7-Eleven, Inc. to teach store personnel the appropriate techniques for selling age-restricted products, such as alcoholic beverages, tobacco products, lottery tickets and potential inhalants. First developed in 1984, Come of Age has been updated to reflect today's increased emphasis on preventing the sale of age-restricted products (especially tobacco) to minors and prepare store personnel to deal with the increased risk of confrontation when refusing an illegal sale.

The **C**ome of Age program informs customers that store personnel will request valid identification of anyone who appears to be under 27 years of age. The training program instructs store personnel how to safely and legally sell age-restricted products, and when to refuse a sale.

Before updating the program, 7-Eleven gathered information from store managers and franchisees, along with invaluable input from young people participating in focus groups. **C**ome of Age was reviewed by a number of alcoholic beverage agencies to ensure the program's accuracy in recognizing potentially illegal sales and for input on techniques to diffuse confrontational situations. It is considered one of the best training programs in the retail industry.

The intent of the **C**ome of Age program is to teach employees safe, effective techniques for handling age-restricted sales situations. Each store's alcoholic beverage license comes with the responsibility to adhere not only to the letter but also to the spirit of the laws in the communities 7-Eleven serves.

Training:

The **C**ome of Age training program is organized into three units, each focusing on a particular aspect of age-restricted product sales:

- ▶ **Unit 1: The Laws** -- addresses the laws governing the sale of alcoholic beverages, tobacco products, potential inhalants and lottery tickets.
- ▶ **Unit 2: Recognizing Behaviors** -- teaches store personnel to observe customer behavior to determine whether they can be sold restricted products because of age or intoxication and how to recognize many forms of age identification.
- ▶ **Unit 3: Refusing a Sale** -- covers techniques for refusing an illegal sale, while reducing the potential for conflict with the customer.

Come of Age teaches employees to develop their powers of observation to help detect potential problem sales. Actors in the training video demonstrate the clues that may signal an illegal sale, such as nervousness, slurred speech, staggering or clumsiness due to intoxication.

Employees are instructed to use a "two-step" process with every customer entering the store. This process has store personnel make eye contact and greet each customer by the time the customer has taken two steps inside the door.

Times have changed since the program's inception. Young people have become more creative in their attempts to purchase alcohol and tobacco illegally. Additionally, violence appears to be on the rise in our society. Customers who are refused an age-restricted purchase or who are refused because of intoxication may resort to verbal or physical abuse of store personnel. 7-Eleven recognizes this potential danger in society, as well as its duty to be a responsible retailer. That is why the company updated the **Come of Age** program to more adequately address the challenges retailers face today and to better equip the personnel who must refuse illegal sales because of age or intoxication.

As an example store personnel are trained in the four steps of refusing an illegal sale, which are:

1. Use a firm, formal, polite statement.
2. Remove the restricted product from the counter and step back from the counter while maintaining eye contact.
3. State the law and/or store policy.
4. Turn slightly away, but never turn your back to the customer.

The training includes quizzes and discussion to assist store personnel in learning the various laws regarding the sale of these products, plus practice sessions and role-playing to help them become comfortable with refusing improper sales. Video and/or (CBT) computer based training exercises like "Guess the Age" illustrate techniques used by underage customers to appear older in order to make illegal purchases. Workbook exercises supplement the video or CBT. After a final quiz, employees are required to sign a form acknowledging that they understand and will abide by laws in their area concerning the sale of these products.

Store Signage:

To support the program inside the stores, 7-Eleven continues to post signs to alert customers that 7-Eleven asks for identification when a customer looks under the age of 27. In-store signage reminds employees to check for valid age identification. Also available is age verification programming of the cash register.

The Research:

7-Eleven conducted internal and external research to learn more about the obstacles store personnel face in selling age-restricted products and what additional assistance they need to make sure these products are sold only in a responsible manner. Internal survey results revealed that violence - from verbal abuse and vulgarity to physical threats, theft and intimidation - was an all-too-common occurrence when an illegal sale is rejected. It was also evident that additional explanation of laws, policies and techniques for spotting altered ID cards would be helpful.

7-Eleven held focus groups in various parts of the country with young people ages **21** to **25** to learn their methods of obtaining alcoholic beverages and cigarettes before they were of legal age. Another goal of these focus-group sessions was to better understand how young people choose the stores from which they attempt to purchase cigarettes and alcohol. In discussions, most participants admitted to taking their first drink near the age of **14** or **15** with peers. By late high school or college, many were drinking on a regular basis.

In order to facilitate candor, participants were first asked to anonymously submit their best techniques for making underage purchases. Focus-group findings showed that the most-often mentioned methods for buying beer and wine included:

- Using false identification. Underage buyers borrowed or altered IDs using white chalk, razors and fine-point pens or obtained fake out-of-state ID cards.
- Older relatives, friends or adults outside the stores who "looked sympathetic" were asked to make purchases. Underage buyers sometimes paid for such assistance with money or product. When buying for a group, the oldest-looking person was often sent first; if that person failed, another was sent.
- Pretending to be older to trick store employees included dressing like construction workers, dressing "older" (more make-up), flirting with store personnel, and claiming to have forgotten their identification. If these methods failed, buyers resorted to verbal harassment or physical intimidation, mentioning this worked best when the buyer was intoxicated "because when you're drunk, you're braver," as one focus-group participant claimed.
- Shopping at locations with drive-through windows offered the opportunity to purchase without being fully visible to store personnel.
- Looking for stores with a reputation of selling to minors was common, as was dropping money on the counter and running out the door with the product, and stealing beer from inside the store or from beer trucks in the parking lot.

When asked what types of alcoholic beverages were preferred, the most frequently mentioned product was beer, often in the 40-ounce size. As one respondent said, "Just about anything in a 40-ounce size, because you could go to the store and for a small dollar amount you were set." The next most preferred packages were 12-packs or cases of beer.

Participants also discussed the purchase of age-restricted products. They said buying cigarettes was easier than alcohol, and cigarettes were generally purchased with little or no pretense. Common methods included looking for isolated vending machines, which are now illegal in most areas and telling store staffers the purchase for parents.

Store appearance and personnel issues influenced underage buyers' choices of stores. Many looked for "mom and pop" stores or those in run down neighborhoods that "looked like they could use the money." Others in the focus groups mentioned stores that were busy, poorly lit or with dark parking lots. Some said it was easier to persuade store personnel to sell them the product when there was only one cashier at the counter if the employees were closer to the purchaser's age and "don't want to seem uncool by carding you." In discussing store signage, participants mentioned that 7-Eleven employee buttons made it immediately clear that the store verified age.

In addition to the focus groups, advisory groups composed of 7-Eleven store operators and management served as "sounding boards" for updating program. And, 7-Eleven worked with a psychiatrist with expertise in workplace violence and trauma to ensure that the materials provided solid training in the techniques of refusing illegal purchases and fusing potentially dangerous confrontations.

Information from these surveys and focus groups formed the foundation for the current Come of Program. The new materials have been distributed to 7-Eleven stores across the country.

The Commitment:

7-Eleven makes the following commitments to the neighborhood:

1. Crime Prevention And Awareness Training Program

7-Eleven will implement the "Operations Alert" crime prevention and training program described in the beginning of this good neighbor plan. This crime prevention and training program has been approved by City of Portland Office of Neighborhood Involvement, Crime Prevention Department, as the City's designated agent for the police bureau. A copy of that written verification is attached. 7-Eleven has also received a memorandum from the Police Bureau and has agreed to follow the Bureau's seven-point crime prevention strategies. See attached.

2. Alcohol Awareness And Employee Training Program

7-Eleven will implement the "Come of Age" alcohol awareness and employee training program described earlier in this good neighbor plan. Employee involvement in Come of Age ensures the success of the program and underscores 7-Elevens Commitment as a caring and responsible member of the communities it serves. The comprehensive Come of Age program is part of 7-Eleven's dedication to the safe and legal sale of all age restricted products. Written verification that the "Come of Age" alcohol awareness and employee training program has been approved by the Oregon Liquor Control Commission is attached.

3. Litter Control Program

7-Eleven Inc. takes pride in the appearance of our stores and recognize that we have a responsibility to our customers and our surrounding community to keep the exterior appearance of our stores clean and litter free. We will implement a litter control plan that will include the following.

1. Two trash receptacles for customer use located on either side of the front doors as well as numerous other receptacles inside for customer use.
2. Dumpster area will be gated and locked at all times when not in use.
3. Garbage pick up will occur at least 3 times weekly.
4. Litter pick up will occur at least once daily in all areas surrounding the store including sidewalks, landscaped areas, etc.

4. Loitering Control Program

Part of 7-Eleven's "Operation Alert" training program focuses on loitering control. 7-Eleven discourages loitering in or around our stores and will take the following steps to discourage and prevent loitering at this location:

1. Parking lot will be well lit, with no "dark" areas on any side of the building.
2. There will be no electronic video amusement devices on site.
3. Cooperation with local police and pursuing formal trespassing warrants when necessary.
4. As dictated by our crime prevention program and the "fishbowl" effect discussed in the beginning of this good neighbor plan, "activity areas" will be located where they can be viewed by store employees.

5. Landscape Maintenance Awareness

7-Eleven and its Landlord will be responsible for the maintenance of the landscaped areas on this site. It is our intent to have a landscape maintenance plan in place that will keep the site looking aesthetically pleasing so to contribute to the continued enhancement of the Woodstock Neighborhood. We have read and understand the landscaping and screening regulations in PCC Chapter 33.248, and in particular the plant materials regulations in PCC 33.248.030 and the installation and maintenance regulations in PCC 33.248.040. We will make sure the site is in compliance with these provisions.

6. Neighborhood Communication Agreement

7-Eleven intends to be an active part of this community and a part of that is keeping lines of communication open within the community. If we are notified of problems that the association or neighbors are having with the operation of our store we will promptly respond to assess and remedy the situation. Any issues that are related to the safety or security of our employees or anyone in the community will be responded to immediately. If there is any other non-emergency issue that is reported, 7-Eleven commits to an initial response within 72 hours.

7-Eleven provides a toll free 24 hour/7 day a week hotline for any complaints, suggestions, etc. That number is **800-255-0711**

In addition, we will keep a file of all letters received and make that file available for review at public request. We will also provide a written response within 30 days of receiving a letter.

7. Neighborhood Mediation Program

7-Eleven is committed to participating in the city endorsed mediation program or a similar process if so requested.

8. Lighting Plan

The type and location of all exterior lighting fixtures are shown on the lighting site plan. 7-Eleven will ensure that our lighting plan for our building and parking area conforms to the Portland Zoning and Planning Ordinance, Chapter 33.262 as it relates to specific glare standards and off site impacts. Attached to this plan is written verification from the architect working on this project certifying that the lighting plan conforms to 33.262.

Conclusion

7-Eleven is committed to being a good neighbor to the residents and business owners within the Woodstock neighborhood. We feel that we have adequately addressed all requirements per the city code as well as any potential issues that could pertain to the operation of a 7-Eleven Convenience Store in this area. We are looking forward to becoming a part of the community.