

# MAJOR THEMES FEEDBACK – COMMUNITY LOOPBACKS

Portland Police Strategic Plan

Floyd Light Middle School 12/06 and PBOT Auditorium 12/09

This document summarizes the additional comments and feedback heard at the two community loopbacks, where the Police Bureau shared the draft Major Themes from the Strategic Plan’s data collection. They are organized by Bureau Goals, with feedback divided into two categories: feedback specific to themes and feedback that overlaps multiple themes. Additional feedback also includes components that community members would like to see be expanded and/or incorporated into the overall major themes. The feedback on the major themes will help inform the Insight Report that will be published in January.

*Please note Major Themes listed below represent the focus of the conversations at the meetings. Please reference the Major Themes Meeting Handout for a full list of draft themes.*

## ORGANIZATIONAL EXCELLENCE

### Major Theme Feedback

**Hire for a diverse, representative Police Bureau:** Clarification is needed for this theme as it is unclear what type of diversity and representation (City vs communities policed vs criminal justice system) is being referenced. Recruitment needs to be intentional to promote and uphold stated values (e.g. diversity, once defined).

**Promote a collaborative and respectful workplace between sworn and professional staff:** Community members would like to emphasize the importance of the *overall culture*, beyond that between staff. There is a need for internal assessment to understand where culture is and where it should be (e.g. service-oriented and partnership-based) to ensure organizational excellence.

**Focus on Officer Wellness:** Promoting a culture of wellbeing rather than “toughness”. Shift to organization that values and promotes the physical and mental health of its officers. Officers face traumas in their line of work, so ensuring their wellbeing could improve job performance, response to calls, and ensure a responsive rather than reactive approach.

**Reassess scope and transparency of training:** Emphasize need for training on perception of victims in DV situations, mental health crises, trauma responses, as well as other situations. Being able to differentiate between someone in need of social services and those in need of police services to ensure appropriate resources are provided.

### Additional Feedback

**Accountability:** Accountability should be a key function of organizational excellence. Processes take too long and aren’t sufficiently transparent; there is a lack of follow-up once internal accountability

measures are put in motion. It is also generally unclear what those measures are. *Trust and honesty* were also mentioned as being in tandem with accountability.

**Procedural Justice:** Not included in any of the Bureau Goals. A well-functioning organization should have procedural justice both internally and externally. This should be applicable to all bureau goals.

**Expand Capacity and Resources:** General consensus that capacity and resources need to be assessed. Approach needs to be two-fold: 1. what are current resources and how can we maximize efficiency in their use; and 2. what should resources and capacity be? Additionally, there should be a role for community to help improve organizational excellence.

**Communicating Bureau performance:** Need for clarification on how Bureau is currently doing (e.g. different call response times depending on source). How do people know how the Bureau is doing when there is mixed messaging? There needs to be a clear and consistent strategy on communicating and responding to PPB's current performance.

**Community Policing:** Community members discussed it as a potential opportunity to improve PPB operations, but are unsure of what it means and best practices. Recommended to look into successful community policing models in outside agencies.

## COMMUNITY ENGAGEMENT & INCLUSION

### Major Theme Feedback

**Increase accountability and acknowledgement of historical injustices and current injustices, as well as historical knowledge about PPB.** Education needs to happen for both officers and community members. Community members want open communication, acknowledgment, and apologies when mistakes are made. A desire to improve needs to be communicated: PPB needs to go beyond acknowledgment and address how it will move forward when discussing incidents in which mistakes were made. Ensuring procedural justice will provide legitimacy. This theme could also be under organizational excellence.

**Positive examples of community engagement exist:** Community members would like to see clarification around this theme. What are the examples and opportunities? Coffee with a Cop was one type of existing event discussed, with opportunities for improvement around accessibility. Also discussed was whether there is opportunity to engage and/or communicate effectively with youth through schools as a way to foster relationships, with conversation on the role of police and ways to balance engagement in schools and in general.

**Develop effective, focused and resourced community engagement and policing:** Community policing isn't consistent given lack of focus. Current perception is there is lack of follow-through for community engagement. Current engagement approaches vary; hiring and training should emphasize soft skills needed for effective engagement, inclusion. Desire for PPB to meet people where they're at.

## Additional Feedback

**Specific language on reaching underrepresented and underserved communities:** effective community engagement and inclusion should have *targeted outreach and communication* for communities that are typically not part of PPB's engagement and inclusion to improve access.

**Accessibility:** Serious consideration needs to be given regarding accessibility for communities who access resources in different ways (e.g. deaf community). Increasing resources and consistent training for officers so accessibility initiatives are implemented fully.

**Education:** There needs to be an education component for community that improves understanding on what police response looks like, how the bureau works, and how to interact with police. This should also be applicable to Bureau in order to better understand what community engagement and inclusion looks like.

**Increased role for leadership:** Community engagement and inclusion efforts need to come from leadership in addition to officers. This included suggestions for more events with police leadership present to have dialogue with and answer questions from community.

**Increased role for community:** Recognition that community members play important role in helping build bridges with PPB.

**Metrics for success:** There needs to be accountability and monitoring of community engagement and inclusion (e.g. defining goals and measures).

## CRIME REDUCTION AND PREVENTION

### Major Theme Feedback

**Major crimes are perceived to be down by the community and members of the bureau, but livability crimes and concerns persist:** Need for clarification for this statement's accuracy vs. perception. Perception was noted to be dependent on individual background. Need to clarify what major crimes consist of. Some perception is that violent crimes are up.

**Increase partnerships to augment capacity and increase impact:** There is a lack of information on what the Police Bureau is looking for. What is the PPB's role and what partnerships are needed/appropriate? This needs to be better communicated. Partnerships need to be formalized, with some suggestions that contracts for partnerships could provide clear expectations as well as improved accountability and transparency.

**Reimagine crime response tactics and ensure equitable enforcement:** What does equitable enforcement mean (e.g. racial equity, other types)? Community members would like to see this defined and speak directly to what's happening and/or what should be happening. De-escalation training and demilitarized appearance can improve tactics. Equity around enforcement for low-income and people of color is a concern. Implicit bias, cultural competence, and racism need to be accounted for in response tactics.

## Additional Feedback

**Trust:** Need for positive interactions with PPB so people are comfortable seeking support. Trust will come with honesty, accountability, restorative justice.

**Crime prevention education:** People would like to know how to do crime prevention in their communities, homes. Clarification is needed on Police Bureau's role and capacity is when it comes to law enforcement. They would also like to know alternative resources to crime reduction and prevention beyond police.

**Advocacy:** Community members want PPB to take a proactive approach and advocate for partnerships with community groups/other organizations. Folks would like to see the bureau advocate for systemic change, acknowledging PPB is one agency of many dealing with intersectional, systemic issues.

**Best practices and metrics for success:** There needs to be a thorough look at best practices for crime reduction and prevention through research and field studies. Community desires data-driven approach and metrics to track progress and accountability.

## GENERAL FEEDBACK

- It's difficult to divide themes under goals. They are not easily defined into one domain but rather at intersection of bureau goals.
- Community members want the PPB to give strong consideration to optics of enforcement (e.g. protests) and the impact on community perception of trust.
- Strong emphasis on trust. Trust is needed in order to make progress all three bureau goals.
- Budget and resources need to be assessed and addressed with the PPB and City.
- The community would like ongoing communication about opportunities to give input and feedback, transparency on its use as well as updates on its status.