

**CITY OF PORTLAND  
INDEPENDENT POLICE REVIEW**

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**MILLER:** This is Think Out Loud on OPB and on KLCC. I'm Dave Miller. Portland Mayor, Charlie Hales, has about a week left in office before he sails off into the sunset as in an actual year and a half long cruise on his 44-foot sailboat. Before he leaves though, he joins us for one last interview as mayor. Charlie Hales, welcome back to the show.

**HALES:** Thanks, Dave. It's great to be here again.

**MILLER:** You served on City Council for ten years before you became mayor, but that's really different from being mayor, I assume. What do you wish you had known when you started in officer almost four years ago?

**HALES:** Yeah, there was some things that I learned about the difference between being mayor and being a commissioner. When you're commissioner, you – you know, in our form of government particularly where you're assigned a bureau or two or three, and you have the ability and the luxury, if you will, to focus on that portfolio. So, I focused while I had the Parks Bureau on passing the first bond measure and building the East Portland Community Center and the Southwest Community Center and doing all that, and then I focused on transportation on light rail to the airport and the yellow line and the street car. And so, you have that ability to bear down on a relatively narrow set of issues and then show up and vote and participate in the general deliberations of the City Council. When you're mayor, you know, the charter says the mayor should exercise and general supervision over the affairs of the city. Even though other people are responsible for other bureaus, people look to the mayor and say, "Well, you're running the city. You're our leader. What do we do?" And, in fact, it also goes right down to the work force. You know, we just had a firefighter injured in the response to the explosion on Northwest 23<sup>rd</sup>, and Lieutenant St. Johns is an employee of Dan Saltzman, but nevertheless, Nancy and I went to the hospital to visit him as well because I'm the mayor. So, there's that emotional, personal leadership piece that there's manual for and that actually isn't in the charter, but that, of course, is part of the job.

**MILLER:** And you didn't quite understand that as fully as when you started as you do know? Is that what you're saying?

**HALES:** Well, it's – you know, it's, like, you can watch somebody ski, and then you can get on skis, right? So, you can watch somebody do that part of the job, and I had both when I served on City Council and just as a citizen of the city, but then when you actually do it, the personal and emotional impact of those issues of meeting a Syrian family at the airport as they become Portlanders and feeling that joy and acceptance from our city, and then, again, the painful part of an injured police officer or two people getting killed on Division Street on the same day. You take that stuff personally when you're the mayor. I think maybe more than as commissioners. No criticism of them, but it is because you are responsible for the whole community, and I felt that all along.

**MILLER:** When you became mayor, you did something which is not particularly unusual. You took the assignment – the bureau assignments to yourself during the budgeting process, but then you reassigned them, and in a lot of cases, you shuffled things up, I mean, in a great way. I think more so than many mayors have done. Do you stand by that decision?

**HALES:** Oh, absolutely. In fact, one of the commissioners involved, Dan Saltzman, who is a veteran of our City Council, urged me to mix it up, you know, even though he had his bureaus and no doubt liked

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51 working with them, but that – I think that was one of the things that administratively has worked very well.  
52 First of all, we had a \$21 million budget deficit in the first year I was mayor. And I like the commission  
53 form of government. I believe in it, but we all tend to defend our turf a little bit in the budge process, and  
54 so we simply couldn't afford that. If we had to cut \$21 million out of our budget, no one could be  
55 defending any turf. We all had to see the whole picture and do our best, and we did, and I'm very proud of  
56 how we did that. And then secondly, I assigned the bureaus, and I believe every mayor should do this, not  
57 based on any kind of political spoils system of, "Well, that commissioner is my buddy, and that one is my  
58 ally. I'm going to reward them with fun bureaus." No, I did it as it should be I believe done on the merits.  
59 Amanda Fritz is a populist. She was ideal for the Parks Bureau. We needed to reform the Water and Sewer  
60 Bureau because they had been – the council had been using them as an ATM and spending money  
61 inappropriately, and Nick Fish and his legal rigor was perfect for restoring the credibility of those bureaus.  
62 Dan Saltzman, when he takes something on, he gets his teeth in it and really does things, so he's done it  
63 with housing. And Steve Novick has done a great job with transportation.

64 **MILLER:** It's also been reported that you ruffled some feather with that. You mentioned Nick Fish as an  
65 example. I mean, he had Parks and Housing. You gave him Water and Environmental Services. In a 2014  
66 interview with The Oregonian, he said that you got everyone's wish list and then ignored them. What effect  
67 do you think those early decisions had on the relationships, the interpersonal workings, of the council?

68 **HALES:** Well, it did cause some ruffled feathers, and I did ask people what they would really like to do,  
69 but then I made a different decision. Amanda Fritz didn't want Parks, but she's done a magnificent job.  
70 Nick didn't want Water and BES, but he's done this work of restoration of those bureaus credibility and  
71 integrity with great success. So, I think maybe their view now is a little different than it was then, and so I  
72 sympathize with the reaction to change, but it was a change that needed to be made.

73 **MILLER:** You said that you like the system of government we have now, this commission system with  
74 the so-called weak mayor. Now that you're leaving office – I mean, I imagine you can be – you can speak  
75 as openly as you want – I mean, is this – is this really the best set up for city governance for a city of  
76 Portland's size that you can think of?

77 **HALES:** Well, each system has its pluses and minuses. Seattle has either 9 or 11 City Council members  
78 and then a strong mayor. I don't know what a City Council member who is full time does all day if they  
79 don't have bureaus to manage, so there's a problem there. Apparently, what they do in Seattle is have a lot  
80 of committees and pick fights with the mayor, so be careful what you wish for if you want to change to a  
81 different system of government. But this system does require that you walk down the hall and get to yes  
82 with a couple of your colleagues if you want to do something, so that's a check and balance that I think  
83 serves the community very well. So, I've always been comfortable in this system. I understand that it's got  
84 warts and all, but every system does, so I don't have a lot of energy for debating the alternatives because  
85 Portland voters have been asked multiple times to change it, and they've always said no.

86 **MILLER:** Do you think the system though sets up unrealistic expectations among the public about what  
87 any mayor can actually do?

88 **HALES:** Oh, I do think so, and particularly now when so many people are moving to Portland. You know,  
89 a thousand people a month are moving to Portland, and that's both a blessing and a problem, and they often  
90 come from places where everything is handled by the mayor. And so, you know, in this last snowstorm,  
91 there were people who were frustrated that the Oregon Department of Transportation hadn't cleared up the  
92 mess on Highway 26, and they wanted to know why the mayor hadn't done something about it. Well, one, I  
93 don't manage the city's transportation bureau, and two, I certainly don't manager the Oregon Department  
94 of Transportation. But nevertheless, there is that tendency to visit all the issues on the mayor's shoulders.  
95 But in our system, again, the answer often is, "I'll work with the commissioner in charge of that, and we'll  
96 get on that."

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97 **MILLER:** Let's turn to the street fee which there were a couple incarnations a couple years ago, each of  
98 which were sort of floated and then died a relatively public death. What do you think went wrong two years  
99 ago?

100 **HALES:** Well, I think the – there were some people in the business community and The Oregonian  
101 editorial writers who really took issue with that even though 28 other cities had one. But the point about the  
102 street fee is – look, I came into office saying, “I love this city. There's some things we really have to fix,”  
103 and one of the things we had to fix was that the previous administration had stopped paving neighborhood  
104 streets, sold the equipment that they used for that, and had dropped down to paving 35 miles a year of  
105 neighborhood main streets and arterials which meant the city was walking backwards pretty quickly. And  
106 first, we upped the amount of repaving to 100 miles a year with the money we had, and then ultimately, we  
107 went to the voters with a gas tax, the first in the city's history, and they passed it, and now we've got \$64  
108 more million to put into the streets and to make them both safer and put them into good repair. So, this was  
109 something I committed to do. Was it going to be effortless? Of course not. And was there – you know, one  
110 of the things I've done, and I think some people have been puzzled by it the whole time as mayor, is look,  
111 I'm not a career politician. I'm willing to throw some things out there that are risky and that might be  
112 controversial because I'm doing this for the love of the city, and I'll speak its name if we have to raise taxes  
113 to pay for the things that we want. I will actually say that, and I did so about transportation, and now we  
114 have.

115 **MILLER:** Looking back though, I mean, do you feel like tactically you went about that the right way?  
116 Because what you were just talking about is, again, what you see as the need and then the long story which  
117 did end up in voters approving an increase in money for roads, but do you think that you had the right  
118 tactics to accomplish your goal?

119 **HALES:** Hindsight is wonderful, but, again, I proposed one thing, it didn't work, and Steve Novick and I  
120 proposed something, and it did. And all the while, by the way, the State was promising to do something  
121 about transportation funding, and it has done nothing. Now they claim it's finally going to happen next  
122 session. So – and the federal government obviously hasn't moved on this issue either, so I'm glad we got  
123 something done, and it's making a difference.

124 **MILLER:** Let's turn to homelessness. In the first year and a half, two years of your term, a lot of the city's  
125 focus on homelessness came in the form of enforcement actions of various kinds including sweeps of some  
126 big camps including right in front of City Hall. When did that change for you personally? Because it seems  
127 like there was a really big change in the way you talked about and thought about homelessness.

128 **HALES:** Yeah, well, I one started spending time around people like Israel Bayer from Street Roots and  
129 Marc Jolin and people that were in the work, and also saw that, you know, we'd been doing a lot of the  
130 same things over and over again and getting the same result, and pushing people around the city wasn't  
131 going to solve the problem. I also got to know the folks at Right to Dream Too, and this is a homeless  
132 camp that started out as a protest and then turned into a community. And one of the turning points for me  
133 was when the Central Precinct Commander, who was then Bob Day, said, “You know, we have a lot of  
134 places that we go a lot in Downtown Portland for problems. We never go there because those folks take  
135 care of everything.” And I thought, “Well, here's some folks that are helping get people off the street,  
136 giving them get a ladder out of homelessness to housing and to jobs in many cases, and they're not causing  
137 a problem, so we maybe ought to be more flexible in our short-term strategies.” And I said all along – I  
138 said this in my City Club speech. You know, I don't want our police officers spending a lot of time saying,  
139 “You can't sleep there,” until they can say, “But I have a shelter bed that I can take you to.” And we've  
140 done that. We've added 550 shelter beds to the city's shelter network. We've put into permanent housing  
141 1,294 homeless veterans, not into shelters, but into permanent housing. So, we've really moved the needle  
142 on the ability to say, “No, you really can't sleep there. You can't camp there.” Now, not enough yet. We  
143 still have people camping all over the city as every west coast city does, but we've made a lot of progress,

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144 and it was partly that practicality of, you know, “I don’t want to just keep playing Whack-A-Mole here with  
145 this problem. How do we actually make progress?” And one is you have to deal with the most egregious  
146 campsite problems, and two, you have to provide more capacity in the system. And working with Chericka  
147 Forey (sp) and Home Forward, our housing authority, and this whole partnership that we’ve created and a  
148 home for everyone. Again, we’ve opened hundreds of shelter beds. We’ve avoided homelessness for  
149 thousands of families who’ve gotten emergency rent relief, so we’ve made a big difference on this issue,  
150 and I’m about getting things done. I think I always have been.

151 **MILLER:** Why did it take you though two years to have that different approach, to have what seems like a  
152 more empathetic approach based on actually spending time with people experiencing homelessness?

153 **HALES:** Well, one, it was my own learning curve, and two, there actually isn’t really a clear assignment of  
154 the homelessness issue in city government. We have a Housing Bureau, we have a Police Bureau, we have  
155 a Parks Bureau, and they all have a piece of that, and Josh Alpert, my former chief of staff, cared  
156 passionately about this issue and believes that, again, we just needed to take this on, you know, in city  
157 government. You know, say homeless – housing may be popular, but homelessness is an orphan, and so we  
158 had to adopt that issue and say, “No, we’re going to take this on.” Of course, we work in partnership with  
159 others. And I’m talking about all of these numbers by the way. I’ve produced a one-page document that  
160 tries to incorporate most of the big stuff we’ve done in the last four years, and if people go to  
161 charliehales.com, it’s sitting there. It’s an infographic that tries to summarize the big things including this  
162 homeless work.

163 **MILLER:** A little more than a year ago, City Council announced a housing and homelessness emergency,  
164 and a little after that, your office rolled out a new plan that basically would allow for in certain public city-  
165 owned areas, overnight camping for homeless people, but in a lot of places, even though that was the rule,  
166 that wasn’t the way it was applied. It turned into semi-permanent camps that remained, you know, not just  
167 a night but for days and weeks and months on end. Why did that plan not work out based on the letter of  
168 the law?

169 **HALES:** Well, one, I’ve said all along with this housing state of emergency that it needed to be three  
170 things if it wasn’t just words. One is fast action, and opening the first homeless shelter on Thanksgiving  
171 and having Nancy Hales and a bunch of other people serve pies to the people there, you know, right after  
172 declaring a state of emergency on October 7<sup>th</sup> of last year. That’s fast. Two, it had to be real money, and  
173 this City Council has put or asked the voters to put half a billion dollars into housing, so that’s real money.  
174 And then the third is deliberate experimentation. Let’s try some things. Ben Marrow who works for me is  
175 about to open the first pod community or tiny house community in North Portland thanks to the  
176 cooperation of the neighbors there in Kenton. That’s an experiment. Having a day storage facility under the  
177 steel bridge where homeless people can leave their belongings and go look for work or housing. That’s an  
178 experiment, and this safe sleep policy was an experiment as well. It didn’t work. It was widely  
179 misinterpreted. Our police officers thought that meant that they couldn’t do anything. There’s some  
180 homeless folks who I think never understood what the rules were, and the business community hated it.

181 **MILLER:** But you’re the police commissioner. I’m trying to figure out why there was that particular  
182 miscommunication or misunderstanding given that, again, this was your plan, and you’re in charge of the  
183 police.

184 **HALES:** Well, the police are – you know, we have a great police bureau, and they do great things, but they  
185 also are traditional in this sense in that they are charged with enforcing the law, and if the law is not  
186 exquisitely clear, it makes it difficult for them, and this wasn’t clear. This was a policy of forbearance and  
187 saying, “Use your best judgement.” And they’re doing that, by the way, every day still, right. They’re not  
188 out busting homeless people for being homeless, but they often have to do with cleanups and situations  
189 where it’s gotten to be too much of a problem for their neighbors.

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190 **MILLER:** If you're just tuning in, this is Think Out Loud on OPB and on KLCC. I'm talking with Charlie  
191 Hales, outgoing Portland mayor. And in the last few weeks, there have been a couple long look-back  
192 articles about your tenure as mayor including by Brad Schmidt in The Oregon and Jim Redden in The  
193 Portland Tribune and some others as well. A number of them have various quotes from civic leaders and  
194 people who have worked with you or who have simply, you know, been critical of you from various  
195 vantage points. One of the two themes that has come up in a lot of those quotes is people saying some  
196 version of that either you've hopped from crisis to crisis as mayor or that you're rudderless. That's the gist  
197 of critiques in a number of these articles. Where do you think that criticism comes from?

198 **HALES:** Well, I think it's pretty hard for people, unless they're listening to OPB every day, I'll flatter you  
199 that way, is to keep track of everything that is going on in the city. But I've actually been very clear from  
200 the beginning that there were some things that I was going to take on and then I have. One, I said I was  
201 going to be about reforming the practices and culture of the Portland Police Bureau, and I've done that. Our  
202 use of force is half of what it was five years ago, and they deescalate situations every night that used to  
203 result in tragedies like James Chasse or Aaron Campbell, and I'm so proud of that change in our policing in  
204 our city. That's not been a simple meeting or two as you might imagine to change a culture of a big  
205 paramilitary organization, but we've done it. Secondly, I said I was going to take on this financial mess in  
206 the city, you know, \$21 million deficit. We were getting sued for misspending water and sewer money. The  
207 City Council had a practice of rolling over expenses every year like putting your Visa on your MasterCard.  
208 We've cleaned all that up. Moss Adams, the city's outside auditor, came in with a 2-inch thick document  
209 not long ago. It's our comprehensive annual financial reports, yawn, and they sat in front of the City  
210 Council, and they said basically, "We have nothing to say. We have no issues. The city is doing everything  
211 right financially." Well, that's pretty important that we're spending people's money the right way. And then  
212 I said I was going to take on infrastructure and ask Commissioner Fritz to lead the second parks bond  
213 measure modeled somewhat after the one that I got passed and worked with Commissioner Novick to deal  
214 with the street maintenance issue. So, I took on a lot of things that I didn't – that I said I was going to take  
215 on and then took on a couple things that I hadn't planned on being such a big issue, and one was the  
216 homelessness issue that we talked about, and the other is the now overwhelming concern among the people  
217 I work for and actually many other places as well, nationally and globally, that we've got to be serious  
218 about local action that effects climate change. So, I've ended up being a very big activist on the climate  
219 front on behalf of people I work for who think we should be, and we just won the award for the best  
220 climate action plan in the world, that's C40, the group of cities around the world that do this work, and that  
221 was cool. But the most amazing thing that happened at C40 was not that I got this award on behalf of  
222 Portland but that their research shows that the 90 cities that are now members of C40, if they do what's in  
223 their climate action plans, because 600 million people live in those 90 cities, it will account for 40 percent  
224 of the change we need to make to stay below a two-degree rise. So, in turns out what cities are doing – and  
225 Pope Francis said this when he gave me the privilege of meeting with him along with some other mayors,  
226 he said what cities are doing is where the change will be made in the climate and in people's lives, and that  
227 was a powerful message, and I've spent a lot of time working on that issue and hadn't frankly planned on  
228 it.

229 **MILLER:** You mentioned police accountability. I want to turn to that. When we first spoke about former  
230 police chief Larry O'Dea's accidental shooting of a friend while on a hunting trip, you said you couldn't  
231 talk about it because there was still an ongoing personnel matter. He's no longer chief. [REDACTED]  
232 [REDACTED]. He's actually  
233 going to be arraigned this afternoon. What went through your mind when he told you, "I accidentally shot a  
234 friend on a hunting trip?"

235 **HALES:** Oh, I was mostly concerned for him because he was so devastated by it personally. I mean, he  
236 was – Larry O'Dea is a good man, and he was a good chief, and he did a lot of good things, particularly in

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237 reinforcing the need for equity in the Portland Police Bureau, but he was really, really wrecked by this  
238 experience. So, I was mostly thinking about him as my employee that, “Larry, take care of yourself. You  
239 know, go for walks with your wife. This is tough stuff.” And then the other – I wasn’t thinking about the  
240 legalities and the procedures of it. What I expected was that there would be a complete and confidential  
241 investigation by impartial authorities, not the City of Portland, over what happened there and that he would  
242 either be charged or not charged, and I naively thought that that investigation would be swift and  
243 confidential, and then we’d deal with what his situation would be as chief. [REDACTED]

244 [REDACTED]  
245 [REDACTED]. And then secondly, it became  
246 a public issue long before he ever had his day in court.

247 **MILLER:** But when you found out that he had shot somebody, why not put him on leave and call for an  
248 independent investigation just out of an abundance of caution and to show that accountability goes to the  
249 very top?

250 **HALES:** Because the independent investigation was already underway, first by Harney County and then by  
251 the State of Oregon. So, I was expecting that process to run its course and that it would reach conclusions  
252 about his conduct and that we would be basing discipline, if any, on that process. Obviously, that got short  
253 circuited because, again, it became a public issue, and he resigned, and now he gets his day in court, and  
254 I’m glad he finally gets his day in court, and that’s how this will finally be adjudicated.

255 **MILLER:** So, it sounds like you stand by the way you dealt with this fully?

256 **HALES:** I do. It was I thought the right thing to do. For him as an employee and for him as a chief, is let’s  
257 let independent investigators look at this, not frankly have it be tried in the media, but let’s have him first  
258 have his day in court and then deal with him. You know, I’ve fired 13 police officers, but there’s a due  
259 process they go through for being fired, and my firings have all stuck. I fired one this week, and I’m  
260 confident that firing will stick as well because they did something egregious, and they lost the privilege of  
261 being a police officer. So, I’m a believer in that due process, but ultimately, the hammer comes down if  
262 you’ve done something wrong, and that will happen to Larry O’Dea [REDACTED]

263 [REDACTED]  
264 **MILLER:** You’ve – you said that one of your biggest accomplishments is the new police contract. A  
265 number of other policing issues remain challenging. The community oversight board that was meant to  
266 oversee this has basically dissolved. The city is challenging a federal judge’s ability to hold hearings to  
267 look into those reforms –

268 **HALES:** Actually, we won that challenge. The judge backed down because he didn’t have the authority to  
269 require extra hearings.

270 **MILLER:** And many Portlanders are also protesting the new contract itself. They’re not happy with it.

271 **HALES:** Well, I wouldn’t describe that as many. There was a loud group of people who opposed the  
272 police contract, but I also went to a Blazers game –

273 **MILLER:** Dozens and dozens of people have been protesting –

274 **HALES:** I went to a Blazer game the same week, and there was a police officer as a hometown hero, and  
275 20,000 people stood up and applauded, so I think maybe most Portlanders want a highly professional police  
276 bureau that’s sufficiently staffed to do the work and that’s practicing de-escalation at every opportunity,  
277 and that’s what we have now, but we don’t have enough of them. And I announced this, as you remember,  
278 in my State of the City speech at the beginning of this year is that we need to open this contract and pay  
279 people more because we’re losing officers to other jurisdictions, and that’s exactly what we’ve done.  
280 We’ve now – we now have a competitive salary. I’ve met with some of the officers that we’ve hired, and  
281 they’ve said, “You know, I had a choice. I got an offer from Tigard. I got an offer from Lake Oswego, but I  
282 decided to take the Portland job.” Hooray! That was what we hoped for.

/ Charlie Hales

283 **MILLER:** I would submit that perhaps applause for a particular officer at a Blazers game is different than  
284 having 20,000 people applauding the contract itself. But in the bigger picture, what do you see as a  
285 challenge as going forward for the Portland Police Bureau?

286 **HALES:** Hiring people, though, again, I think we're now on the uptick rather than on the downslide. Two,  
287 continuing to recruit a diverse workforce. We've had some success with that but not enough. We have  
288 Khalid Ibrahim, the first Somali born police officer, a very proud moment for the Somali community here.  
289 Well, Khalid needs company. We still – we have wonderful police officers like Deanna Wesson-Mitchell  
290 who worked in my office for four years and then went back to the police bureau, but we need more  
291 Deanna's. So, we need a bureau that is much more ethnically diverse and has more women in it than we do  
292 today. So, even though now we have an attractive salary and a bureau where people want to work, we have  
293 to be very effective in hiring a diverse work force.

294 **MILLER:** I mentioned in the beginning that you are actually going to be literally be sailing very soon a  
295 month – oh, sorry, a year and a half trip on your sailboat. Can you describe what you imagine an average  
296 day on that trip to be like?

297 **HALES:** Well, a friend of mine who writes a column about sailing says that the art of cruising – that  
298 cruising in a sailboat is the art of conducting boat repairs in a series of exotic locations. So, we own a 40-  
299 year-old sailboat that's a fixer upper that we've fixed up at least enough to get going. It's something I've  
300 wanted to do all my life, and our adult kids, and adult kids and other family members are going to join us,  
301 and we're going to visit 20 countries that we've never seen, sail 10,000 miles, unplug from social media,  
302 read books, write a journal, come back for the next chapter of my work life, and oh, by the way, pay all the  
303 bills for this trip.

304 **MILLER:** What is the tour going to be? I mean, where are you actually going to be going?

305 **HALES:** We're starting in San Diego and going down to the Panama Canal in the early part of the year,  
306 going through the canal and then up in the western Caribbean to Miami, and then from Miami over to  
307 Europe by way of Bermuda and the Azores, and then spend summer and fall in the Mediterranean and then  
308 sail back to the eastern Caribbean in the winter.

309 **MILLER:** Do you have enough sailing chops and knowledge to cross the Atlantic without, you know,  
310 capsizing?

311 **HALES:** Well, yes. I've been sailing all my life. I started in small boats, and, again, Nancy and I bought  
312 this boat back in 2009 and have been working on it. I've come into City Council meetings on Mondays  
313 with grease under my fingernails because I hadn't gotten it all out. So, it's been a lot of work to get to this  
314 point, but we're taking family members with us that have also had experience. So, as I mentioned earlier,  
315 you're probably in greater danger crossing Macadam on foot unfortunately because our streets are too  
316 dangerous than I'll be on a sailboat that's properly equipped.

317 **MILLER:** You think it's more dangerous to be on Portland streets than to sail across the Atlantic?

318 **HALES:** Absolutely, and, in fact, something that we just had a special action on council this week where  
319 we put \$300,000 into emergency safety improvements on Division Street because we had two people killed  
320 in one day on that street. So, even though the crime rate is down in Portland, and thankfully, the homicide  
321 rate is down even though we still have a gang violence problem, we've killed over 40 of our fellow citizens  
322 with cars this year, and that's a terrible toll, and we have a lot of work to do to achieve what's called Vision  
323 Zero where we don't lose our neighbors to traffic violence, and I'm committed to that. I know others in the  
324 city are committed to that. I hope and expect the next City Council will be as well.

325 **MILLER:** Charlie Hales, congratulations, and enjoy your trip.

326 **HALES:** Thank you so much.

327 **MILLER:** That's Portland Mayor Charlie Hales who is the Portland mayor another week or so. Monday  
328 on the show, our morning addition host, Geoff Norcross, will bring you three conversations about the

329 transformative powers of running, swimming, and surfing. Thank you so much for tuning in this week.  
330 Happy Holiday. I will join you soon.  
331 **SHOW:** Support for Think Out Loud is provided by the Rose E. Tucker charitable trust and Ray and  
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333  
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