

The Oregonian

Portland 'housing emergency' and renter protections up for extension at Portland City Council

*By Jessica Floum
October 4, 2017*

Portland's officially declared "housing emergency" does not have a clear end in sight.

The emergency declaration, initially instituted by the Portland City Council two years ago to lessen barriers to abating the city's affordable housing crisis, was scheduled to sunset at the end of the month. But the council is poised to extend it Wednesday for the second time.

The five-member council also will vote whether to extend a renter protection policy that would run out Friday without council action. That policy requires landlords to pay \$2,900 to \$4,500 in relocation costs to tenants who they evict without cause or who have to leave as the result of a rent increase of 10 percent or more.

Housing advocates say that policy has deterred at least several landlords from mass-evicting tenants or raising rents by more than 10 percent.

In practical terms, the declared housing emergency has meant more money for housing, loosened rules on where shelters can operate and fast-tracking of affordable housing projects.

City and county housing officials said extending it for 18 months is necessary to maintain focus and spending by the city, county and community and the flexibility to open shelters that city zoning rules could prevent.

Wednesday's resolution also would require city and county officials to come up with criteria to determine when the city's housing crisis has abated enough that the city should lift the temporary rules.

They will consider how vacancy rates, rent increases, homelessness, wage-to-cost comparisons and other metrics will indicate whether the city is still in a housing crisis, mayoral spokesman Michael Cox said.

"A declared housing emergency certainly has a focusing impact on government and stakeholders," Cox said. "It's an important organizing tool and motivational tool."

Setting a clear priority for city and county leaders has encouraged increased funding for housing and homeless issues, Portland Housing Bureau Director Kurt Creager said.

It exempted the housing bureau from proposing budget cuts for the 2016-2017 budget, unlike most bureaus. The following year, the housing bureau and public safety bureaus like the police bureau were only asked to reduce their budgets by 2 percent while other bureaus had to propose 5 percent cuts.

Declaring a state of emergency also prompted the city to increase the amount of urban renewal money going to housing from 30 percent to 45 percent, Creager said. That will mean about \$270 million from urban renewal areas will go toward housing over the next eight years, he said.

Creager also invoked the housing emergency when lobbying the 2016 state legislature to lift a prohibition on zoning rules that require developers to include a certain amount of affordable units in new housing complexes. That made it possible for the council to pass such a requirement in December, he said.

"That wouldn't have been possible if we didn't have the clarity of purpose around housing and the political cohesion around affordable housing," Creager said.

Beyond political will and funding, the state of emergency directed the housing bureau to prioritize its affordable housing projects when processing permit requests, Creager said. Projects where the city is the primary investor or a partner go to the "top of the pile," he said.

"That's to make sure the money we have in housing has a practical effect on the street," Creager said.

The emergency also allows flexibility when it comes to setting up emergency shelters in businesses and areas that would otherwise not be zoned for that, said Denis Theriault, spokesman for the city and county's homeless strategy group, A Home for Everyone.

The group has made 650 new shelter beds available this year, in part by adding 120 beds at the the Willamette Resource Center in Southeast Portland and opening the Hansen Shelter east of I-205, he said.

Increased funding from the city and county also gave the group money to spend on motel rooms for people who can't get into the family shelter, Theriault said.

This year, city and county efforts also helped prevent about 2,000 more people from losing their homes by helping subsidize transportation, rent increases and utilities, he said. They've also helped about 2,000 more people move into apartments or housing units that are considered permanent, because the amount of time they can stay there is not limited to two years as it is in transitional housing.

"The city and county spending now is basically double what it was because of the housing emergency," Theriault said.

Despite these efforts, homelessness is still on the rise and renter advocacy groups are still concerned.

The number of people experiencing homelessness in the Portland area increased by almost 10 percent from 2015 to 2017, from 3,801 to 4,177, according to city documents.

Tenant advocates are glad that renters are entitled to relocation costs in some circumstances, but say the new policy has not gone far enough in stopping burdensome rent increases.

Margot Black, founder of Portland Tenants United, said she hopes the city will lower the threshold for when landlords must pay moving costs. She also wants the council to end its exemption for "mom and pop" owners who only rent one unit.

Cox, the mayoral spokesman, said, "We'll get recommendations on those questions from the advisory group and be prepared to consider them in the months ahead."

Extending the emergency and the renter protection policy are the first of a series of housing-related policies the city council is set to consider this month. The council next week will vote on spending guidelines for the city's \$258 million voter-approved housing bond. In two weeks, it will consider a pledge to create 2,000 apartments where people can live and receive supportive services such as physical and mental health care and drug addiction treatment.

Portland City Council extends renter protection and 'housing emergency' policies

By Jessica Floum

October 4, 2017

Exceptions to Portland land use rules, protections for city renters facing eviction or big rent hikes, and political pressure to devote taxpayer and donor money to affordable housing will continue for the foreseeable future, following a unanimous Portland City Council vote Wednesday.

All those measures are intended to curb Portland's critical shortage of affordable housing and spike in homelessness.

The council voted Wednesday to extend for a second time its declared "housing emergency." It also voted to extend a renter protection policy adopted in February by six months to give city officials time to implement a permanent renter's rights policy.

Instituted in 2015, the emergency declaration has encouraged spending on housing, allowed for flexibility in where city and county officials can open shelters and fast-tracked building permits for affordable housing projects. The council extended the declaration by 18 months and charged the Portland Housing Bureau and the city and county's Joint Office on Homeless Services to develop criteria for when the city should lift the temporary rules.

Commissioners hope to implement permanent rules in the city's zoning codes by then. They might include permanent zoning exemptions that allow for homeless camps such as Right 2 Dream Too or emergency homeless shelters in the winter.

"There's more we need to do to stabilize the systems that impact housing and homelessness in our community," Mayor Ted Wheeler said. "This is an emergency that requires action now."

Led by former housing advocate and city Commissioner Chloe Eudaly early this year, the council adopted a tenant protection rule that requires landlords to pay \$2,900 to \$4,500 in relocation costs to renters whom they evict without cause or who must move as the result of a rent increase of 10 percent or more.

The council extended that policy, set to expire Friday, by six months. Wheeler, the housing commissioner, pledged to bring a permanent renter protection rule back to the council on December 6.

Dozens of renters urged the council Wednesday to take the rule further.

They shared experiences of landlords finding ways around the rule such as increasing rents by 9.97 percent instead of 10 percent and requiring renters to pay for utilities that the landlord previously covered.

They advocated for closing an exemption for "mom and pop" landlords who only rent one unit. The impact on the renters is harmful, regardless of who the landlord is, they said.

Many of the most vulnerable tenants rent from smaller landlords because they can't access "mainstream" rental opportunities due to criminal histories or other "troubled records," said Katrina Holland, executive director of renter advocacy group Community Alliance of Tenants.

Eudaly proposed an amendment removing the exemption for small landlords. But the other four commissioners voted against it, noting the complexity of the exemption. They all said they

thought the stakeholder group advising the housing bureau on this policy should iron out details of whom the council should and should not exempt.

"I'm not prepared to vote for amendments on the fly," Wheeler said. "I'd like to respect the process we currently have in place."

The commissioners also agreed the group should consider a hardship exemption for certain landlords. Eudaly and Commissioner Amanda Fritz both expressed concerns over landlords raising utility charges and suggested city officials look into that.

"If (renters') utilities are being raised beyond the actual increase, that's a landlord raising the rent, so we'll be addressing that," Eudaly said.

About 40 renters, landlords, housing officials and real estate advocates testified at Wednesday's council meeting. They shared concerns ranging from abuses of the existing renter protection policy to shrinkage of the rental supply due to burdensome rules on landlords.

Some renter advocates heckled Wheeler after he explained his reasons for not undoing the small landlord exemption.

Extending the emergency declaration and renter protection rules were the first of a series of housing policies the council will consider this month. The council next week will vote on spending guidelines for a \$258 million voter-approved housing bond. The following week, commissioners will consider a pledge to create 2000 apartments where people can live and receive supportive services such as health care and drug addiction treatment.

"There is a lot more work to do," Wheeler said. "This isn't the end. We've only scratched the surface."

The Portland Tribune

Council extends housing emergency, renter protections

*By Jim Redden
October 4, 2017*

Portland continues to grapple with housing and affordable housing problems caused by increasing rents, home prices

The City Council voted Wednesday to extend the Housing State of Emergency for 18 months and its previously approved tenant protections for six months. A permanent renter protection policy is expected to be considered before the current one expires.

The housing emergency declaration allows the city to suspend zoning and other regulations to speed the opening of emergency homeless shelters, among other things. The tenant protection measure requires landlords to pay relocation fee for tenants subject to no-cause evictions or who chose to move if rents are raised more than 10 percent in one year.

A one-year housing emergency was first declared and extended under former Mayor Charlie Hales.

To read a previous Portland Tribune story on the measures, go to portlandtribune.com/pt/9-news/374060-258888-council-to-consider-third-housing-emergency

Sources Say: Race for Saltzman's council seat heats up

*By Jim Redden
October 5, 2017*

Plus, political promises to reduce homelessness are proving hard to keep and Peterson's name high on the 'it' list of local politicians

Multnomah County Commissioner Loretta Smith has retained Hilltop Public Solution to manage her campaign for the City Council seat being vacated by Commissioner Dan Saltzman. The consulting firm previously managed Ted Wheeler's successful 2016 campaign for mayor, former Commissioner Steve Novick's unsuccessful 2016 race, and Commissioner Nick Fish's successful 2014 re-election campaign. It also is working on Fish's current re-election campaign.

But Smith cannot officially enter the race until January without losing her spot on the county commission. Two other candidates already have filed. They are NAACP of Portland President Jo Ann Hardesty, whose campaign is being managed by Hannah Howell, and Downtown Neighborhood Association Chair Felicia Williams, who has not yet reported paying a campaign manager.

Political promises to reduce homelessness are proving hard to keep

When Portland, Gresham and Multnomah County officials created A Home for Everyone two years ago, they said the additional money it received would be used to cut the number of homeless in half by 2019. Instead, the number of people without permanent housing increased from 3,801 in 2015 to 4,177 this year, according to the most recent homeless count.

Now, in a memo released last week, Mayor Ted Wheeler is backing off his campaign promise to ensure a safe space for everyone to sleep by the end of his second year in office. He said the city and county only needs to fund 1,800 emergency shelter beds and put the rest of its efforts toward creating more permanent affordable housing — which takes many years to build.

"While we continue to focus on the short-term challenges to ensure that shelter is available for those who want and need it, we need to begin planning in earnest for strategies that will lead to sustained success over the long-term," Wheeler said in a memo sent to the City Council, county commission and others.

Peterson's name high on politicians' "it" list

If politicians were the only ones who voted, former Clackamas County Commission Chair Lynn Peterson would easily be Metro president next year. When she filed for the office last week, her news release listed just about every current and former elected official in the region as supporting her. About the only one missing was Metro Councilor Sam Chase, who is considering running for the office or for Commissioner Dan Saltzman's seat on the City Council.

If Peterson is elected, she will be the second president in a row who has not previously served on the Metro Council. Incumbent Tom Hughes, who is term-limited out of a third term, previously was the mayor of Hillsboro. He was preceded by David Bragdon, who served on the council before being elected president in 2008. Both have endorsed Peterson.

Despite not serving on the council before, Peterson strongly supported Metro's land-use planning policies as Clackamas County chair and while serving as a transportation policy adviser to former Oregon Gov. John Kitzhaber.

Neighborhood associations navigate social media

*By Lyndsey Hewitt
October 5, 2017*

Office of Neighborhood Involvement driven to create guidelines following digital controversy in neighborhoods, including Lents and Montavilla.

The Office of Neighborhood Involvement is working on social media guidelines for its 95 independent neighborhood associations.

Several associations over the past year seemingly haven't been able to wrangle moderation of Facebook posts.

"I have been developing a social media guide for neighborhood associations that attempts to respond to some of the controversies that have arisen," said Paul Leistner, neighborhood program coordinator at ONI.

He said conflicts over social media in the neighborhood system mostly have arisen over:

- Lack of a shared understanding of the purpose of the social media platform (e.g. primarily for information vs. a moderated conversation vs. a no-holds-barred free speech venue, etc.).
- The way people communicate and interact on the platform.
- The way the platform is managed and the rules are enforced.

The Tribune has reported how neighborhoods have evolved over the decades, and while the city's demographics have changed, so has communication.

In a 1994 look at the neighborhood system by then-commissioner Charlie Hales, findings suggested an increase in the ways the city communicates with people to join the neighborhood system — including boosting efforts through fax and email, to plastering ads on buses to get people to participate.

What it didn't know about at the time was that people eventually would flock to forms of communication like Facebook and Nextdoor.com. And while these websites have proved to be vital tools to reach people, they also often are a source of tumult in neighborhoods as groups navigate management and access. At this point, the ONI standards that guide neighborhoods offer no help, and last had a major update in 2005.

In the Southeast Portland neighborhoods of Montavilla and Lents, for instance, neighbors have been driven to split off and create their own separate Facebook groups after being blocked from communications on the main neighborhood association Facebook pages if the page moderator doesn't agree with what commenters say.

Facebook disputes have driven some Lents residents to create a new group that wouldn't be recognized by ONI. Lents Neighborhood Association created social media guidelines for itself in February and then turned off the ability to comment on its website, angering some.

"It is no longer the voice of Lents," said Char Pennie, of the Lents Facebook page. "Because of the censorship, we are in the process of starting up a new community organization." It's called the Lents Neighborhood Livability Association.

"When the system was set up, the way in which people had to communicate with each other were much more limited than they are now. You'd read a newsletter — you didn't have all of the social media for talking and complaining."

— Carl Abbott

"When the system was set up, the ways in which people had to communicate with each other were much more limited than they are now. You'd read a newsletter — you didn't have all of the social media for talking and complaining. ... In that way, neighborhood associations may be searching for new roles," said Carl Abbott, a professor emeritus of urban studies at Portland State University. A historian as well as expert on urban planning, he has written four books on Portland and contributes to The Oregon Encyclopedia.

"All the ways people had to communicate were more limited, so neighborhood associations were an important organizational means for gathering or challenging opinions."

Lents recently elected new members to its board, including a new chair, and Montavilla will hold elections on Oct. 9 at the Montavilla United Methodist Church, 232 S.E. 80th Ave.

Housing to target specific groups

*By Jim Redden
October 5, 2017*

City might decide to building affordable units for certain populations, something that is already beginning to happen locally

At first glance, the proposed framework for spending the \$285.4 million affordable housing bond approved by Portland voters seems too ambitious.

The Stakeholder Advisory Group convened to draft the framework recommended not only where the funds should be spent, but who should live in the 1,300 units to be preserved or built. Priority is placed on communities of color, families, the homeless and those at risk of becoming homeless.

When the 22-member group held hearings and conducted a survey on the draft framework, Portlanders wanted to add even more categories of people, ranging from the elderly to the mentally disabled and domestic violence survivors. When the draft framework was finalized on Sept. 27, some group members thought the existing list was too broad, but they agreed to add children to it anyway.

The City Council is scheduled to decide which — if any — of these populations to include in the final framework for spending the bond funds on Oct. 11.

Preserving or building affordable housing for specific populations is not unheard of. In fact, it is an emerging trend. If the council has any doubts about that, it only needs to look at a new partnership between Central City Council (CCC) and six major health care providers in Portland to create 379 targeted affordable housing units.

"It's an evolving approach that we've been advocating for years. The city's been tallying units, we've been saying, 'Who do you want to serve? Develop your population strategy first, then a housing strategy that responds to that,'" says Ed Blackburn, CCC's executive director who is retiring after more than 24 years with the social service agency that provides both treatment and housing.

The health care providers are Adventist Health Portland, CareOregon, Kaiser Permanente Northwest, Legacy Health, OHSU and Providence Health & Services. According to Blackburn, they have always understood that many of their poorest patients need stable housing to fully

recover, but they have not understood how to provide it. But now, the Affordable Care Act is obligating them to provide more community health benefits.

In September 2016, the five hospital systems and nonprofit healthcare plan agreed to donate \$21.5 million to support CCC's development of three projects designed for different groups of people in need of affordable housing.

The total cost is \$90.9 million. Other contributors include Portland, Multnomah County, Metro, the state of Oregon, the Meyer Memorial Trust, and several foundations. The three projects are:

- The Charlotte B. Rutherford Place at 6905 N. Interstate Ave. It will provide 51 units of family housing and is intended to support the city's North/Northeast Neighborhood Housing Strategy to help displaced residents return to their communities. Ground was broken on the \$10.8 million project Aug. 3.
- The Stark Street Apartments at Southeast Stark Street and 122nd Avenue. It is intended to provide 153 units of permanent affordable housing to those from the area who are exiting transitional housing programs, have gained employment and seek a permanent home, but who still may have barriers to housing. Ground was broken on the \$27.7 million project Sept. 18.
- The Eastside Health and Housing Center at 122nd Avenue and East Burnside Street. It will provide 175 units of supportive housing, including 114 units for people in recovery from behavioral health disorders and 51 units of medical and mental health respite housing. In addition, 10 units will be set aside for palliative care for homeless adults at the end of life, and the ground floors will accommodate a new Federally Qualified Health Center providing primary care and behavioral health services for low-income adults and families. Ground is scheduled to be broken on the \$52.4 million project in late October.

The projects have attracted national attention. For example, the announcement of the partnerships was covered by the New York Times, and the projects are included in a recent report titled "Innovative approaches in health and housing" by Mercy Housing and the Low Income Investment Fund for the California Endowment and the Kresge Foundation.

"Getting health systems to invest in housing has always been the Holy Grail," says Blackburn, noting that similar efforts are now starting in other parts of the country.

Unlike CCC's projects, the city cannot partner with private businesses in its affordable housing bond projects because of restrictions in the Oregon Constitution. For the first time, instead of being a minority funding partner as in the past, the city will own and operate the finished projects. This will give the council more control over the location of the projects.

When the Stakeholder Advisory Group finalized its proposed framework, it agreed a large share of the projects should be located in low-income areas at high risk of gentrification in the future. That was a last-minute switch from the draft version, which recommended that much of the housing be built near transit and employment centers, effectively excluding much of East Portland.

Although some members argued for the original version, a majority felt building in areas at risk of gentrification would help the existing residents stay in their existing neighborhoods — where many had already been forced to move after their previous neighborhoods gentrified. Making them move to a different part of town — even a more developed one — to find affordable housing was seen as traumatizing them again.

That is another decision the council will have to make on Oct. 11.

The Portland Mercury

The City Extends Its Strongest Renter Protections—But Passes on Closing a Big Loophole

*By Dirk VanderHart
October 4, 2017*

No surprises here: The City of Portland is still under a formal housing state of emergency declaration, and the city's policy requiring landlords to pay relocation fees rides on.

Well before an hours-long hearing on those two proposals this morning, it was clear Portland City Council would extend the housing emergency by 18 months—a move that allows officials to disregard zoning rules when siting homeless shelters—and extend Portland's mandatory renter relocation law until next April. The law requires landlords to pay tenants between \$2,900 and \$4,500 when they issue a no-cause eviction, or cause a tenant to move because of a rent hike of 10 percent or higher.

Both of extensions passed unanimously, amid widespread consensus that, yes, Portland's housing market is still leaving too many people behind, and, yes, the homelessness crisis isn't getting better despite a vastly improved network of social services in recent year.

More interesting this morning was the gut-check that the hearing became. With the relocation payment policy she'd championed coming before council yet again, City Commissioner Chloe Eudaly pressed her colleagues to close what activists say is a gaping loophole in the policy: an exemption on landlords who control just one rental property.

This "mom-and-pop" landlord protection has been in place since the city passed the law in February. It was envisioned as a way to protect landlords who don't have the buffeting cash of larger institutions who might, for instance, rely on rental property income for their retirements. But it's got a big flaw.

Not long after the relocation payment law passed, landlords figured out a way to game the system. A person who rented out more than one single family home could avoid having to pay relocation fees if they simply set up a limited liability corporation for each of their properties. Under the city law, the LLC would look like a small landlord, even if its owner actually controlled a bunch of property.

Council got its first shot at closing the loophole in July, but demurred. This time, with the proposal coming from Eudaly herself, most commissioners were still disinterested. Eudaly's amendment to kill the "small-landlord" exemption failed 4-1.

One big reason: Most, if not all, of the council intends to make the relocation ordinance a permanent fixture in city law. And with officials planning to look into passing such a permanent policy in December, commissioners decided there was no need to rush.

"I'm not prepared to vote for amendments on the fly," said Mayor Ted Wheeler. "I'd like to hear different perspectives."

The different perspectives he's talking about will come in the form of a volunteer committee that's been looking at the relocation law, and will bring forward recommendations for how to tweak it. The committee is peopled with landlords, tenant advocates, activists, public officials, and others, and it's seen its share of acrimony.

After Margot Black, co-founder of Portland Tenants United, compared landlords to terrorists at a recent meeting, there was talk of her being kicked out. That never came to pass, but the sometimes-acrimonious nature of the group has led some to conclude its members will never approve a recommendation to close the small-landlord exemption.

Interestingly, there were at least five landlords at today's hearing who say that exemption is nonsense.

"Please consider the effect of the small-landlord loophole on the tenants themselves," said Meg Dorton, who told council she owns two rental units. "Though they are small landlords, the effect they have on tenants" are just as powerful.

That sentiment would be argued again and again, as dozens of citizens, including several candidates for state and local office, urged council to close the exemption.

"The family thrown into homelessness does not suffer more or less based on whether the landlord owns one or many units," said Julia DeGraw, who's challenging City Commissioner Nick Fish in next May's primary.

Council also heard from several renters who explained they'd been served with rental increases of just under 10 percent by landlords who wanted to avoid paying relocation costs. One woman said her rent had been raised by 9.97 percent, and that her landlord had begun charging her "fees" for water, sewer, and garbage bills that effectively raised it even higher. She said she couldn't afford the increase, and wasn't sure what to do.

Eudaly chimed in with a tale of her own, saying she was hit with a 9.7 percent increase this year, though she said her rental is not kept in good condition.

Christina Dirks, an attorney with Legal Aid Services of Oregon, told council her office had seen far fewer calls about no-cause evictions since the relocation law went into effect (though she said it now gets called about "9.99 percent rent increases"). "I've observed the critical impact the relocation ordinance has had," Dirks said,

On the other side—and part of an apparently small contingent on hand today to oppose closing the exemption—was Jane Leo, a lobbyist for the Portland Metropolitan Association of Realtors.

Leo suggested that landlords are forced to hike rents higher than they'd like because of city policies. "When the city sets its limit on what the rent increase can be, the city needs to take a look at itself," Leo said. "How much did the water and sewer rates go up? How much did the property taxes because of the bonds go up?"

She also suggested to council that people who rent out single-family homes are rushing to sell "because of

the uncertainty and because of the burdens." As of September 30, Leo claimed, "there are more than 440 single-family properties the we know were, or are, tenant occupied for sale on the market."

In the end, none of the testimony moved council to act on the exemption. It will certainly be back on the table in December, and the vote could well be tight. Eudaly and Fish both voiced support for closing the loophole, with Fish saying: "I am persuaded that the one-dwelling-unit exception has had unintended consequences. In effect, it's a loophole that needs to be closed." Fish argued for still exempting accessory dwelling units from the the policy.

But if there's a strong third vote that will support them, it wasn't clear today. Commissioner Amanda Fritz said she's worried "about the number of emails and letters I've received about people leaving the rental business."

Commissioner Dan Saltzman didn't say much at all, beyond voting down Eudaly's amendment.

And Wheeler appears to still be making up his mind. He couched his opposition today in process, saying he didn't want to make changes on the fly. So the Mercury asked after the hearing how he felt about the substance of killing the small-landlord exemption.

"There is definitely a loophole," he said. "I'm not convinced of the magnitude of the problem, or whether this solution is the best way to solve the problem."

Our Questions for Danielle Outlaw

*By Doug Brown
October 3, 2017*

Portland's New Police Chief Speaks About Her Priorities, Commuting Cops, and Protest Policing

Danielle Outlaw, a 42-year-old former Deputy Chief of the Oakland Police Department, was sworn in on Monday as chief of the Portland Police Bureau. A rare outside hire, Outlaw is just the third woman, and first woman of color, to lead Oregon's largest municipal police force.

The Mercury—in a 15-minute slot sandwiched between other media outlets—sat down with her on Tuesday to talk about her priorities, the (many) officers who don't live in Portland, and protest policing.

MERCURY: You've mentioned that you need to get a sense of the culture here. Outside of that, what's your first priority as chief?

DANIELLE OUTLAW: That is it, that's my first priority. There are a lot of topics that come up around staffing, community relationship building, [US Department of Justice] settlement agreement stuff, crowd management—those are day-to-day activities, a part of policing and issues we're facing. I don't like to use the word "issues," because it sounds like it's a bad thing. It's just something that's an area of attention.

As we're talking about these things, we can't forget the people who are doing the work to get these things done. So my very first priority is to make sure people see me, I meet the people within the organization, sworn staff and non-sworn staff, and the community. The movers and the shakers. I just want them to get to know me, what my style is, who I am, and that happens over time.

This is only my second day, but as they see my face more, they'll become acclimated to who I am, and we'll work hand-in-hand to move forward. But it's all simultaneous work—it's not like I'm gonna meet with you first today, and then tomorrow we're gonna work on the settlement agreement. It's all an ongoing thing because we don't have the luxury of time, even though it is a marathon and not a sprint.

Do you have an idea yet about your command staff—bringing in new assistant chiefs or keeping the current ones?

I'm only on day two. As I've shared with them—no secrets here—it's really about making sure that folks are in the right seats. There's a lot of talent here, and I want to make sure we're as

efficient and effective as possible. If there is a time to make some shifts and moves, that's what I'll do. But I'm not there yet. I'm still getting to know people, and they're still getting to know me, getting to know who's responsible for what.

But is it realistic to expect new assistant chiefs to come in?

I don't know. It's not fair to them, it's not fair to anybody to come in and say I'm going to change the staff completely without having an opportunity to show me what's been done. It's too soon to say.

Most Portland police officers don't live in Portland. Is that a problem to you?

No, it's not—as long as they can get here when I need them here. It's one thing to be from somewhere, homegrown, but you can also be made somewhere. I know a lot of folks from my previous agency aren't from Oakland, but they had maybe come over from the military and landed there. But they spent so much time at work and in the community, and much less time where they actually live, that they were made in Oakland, they were still part of the Oakland culture. Same goes here. But I think what a lot of folks fail to realize is that we spend so much time here.

Because someone doesn't choose to live within the city doesn't mean you're not made here in Portland, aren't part of the culture, and not connected. I would even say there's a special connection there. When you're in certain neighborhoods day in and day out, you get to know the people there, and what drives that community, what the areas of concern are, what makes that particular area tick. Some officers might be more a part of that area than people who actually live there, because they, themselves, may be commuting outside [of Portland]. One of the first things I learned is people [civilians] commute from Washington. They just work here. I want to be clear that when we're judging police officers, they're not the only ones that do that. Other people in other professions commute as well, and it doesn't mean they're any less connected.

So you don't believe that officers who don't live in the community they police have less connection to the area?

I would be remiss in my comments if I didn't acknowledge that. There is some truth there, but that's where you focus on the person. That's where you focus on the values of the organization, and making sure that what we value is aligned with everything we do: our policy, how we interact with people. If I hire someone from out of the city and they're commuting, but I know they have a heart of gold, I know they have solid interpersonal skills, their emotional intelligence is through the roof, I know I'll be comfortable with that person in any neighborhood, because they have the ability to empathize with those that may not be like them. As long as you can get to work on time and you respond when I need you, I'm okay with that. My preference is to be close, but that's just a personal preference because I work long hours, and I'm very committed to what I do. I'm very hands on.

And commuting sucks.

That traffic is no joke.

Protests in Portland are very big, and get a lot of attention. There's disagreement between activists and the police about what an appropriate level of policing looks like. Is it a good thing for police officers to show up to protests wearing full body armor?

I won't say whether it's good or bad. I think the tone of the crowd really dictates the response. Folks tend to forget that we have a job to do, and it's my role to ensure that our membership is safe and doing that.

The flip side is, who's our audience? The unfortunate thing is we could have peaceful demonstrators out there, but we all know that there are agitators, that will intentionally—it's a strategy—embed themselves within a crowd, mask up, and cause damage. Tactically, are there some ways we can address that? Yes, and that's a discussion to be had for another time. But our job is to make sure that everyone's First Amendment right is protected, but it's done safely. We'll take so much—there's give and take on both sides that has to happen. But throwing things, projectiles and all that, at officers that are just there to ensure safety, it just won't be accepted or tolerated.

In a crowd of hundreds or thousands, there'll be a few assholes throwing stuff and then all of a sudden the flash-bang grenades are coming out, the pepper spray is coming out, the loudspeaker is telling everybody to leave or get arrested.

I totally understand what you're saying. What I'm getting at is it's too early for me to pass judgment on what should or shouldn't be done here. There are always areas of improvement, and I totally get the discussion that you're having because we, as police officers, get frustrated when we're brushed with the same broad stroke—when one or two officers do something and now the whole entire profession is painted. It's the same thing, I totally get it, and it doesn't help with folks trusting us. On the one hand, I'm saying we protect your First Amendment right to free speech, but I'm not letting you [speak freely]. I get it. But there has to be balance and there's no one cookie-cutter way to address each and every one because they all change, the crowds change, the tones change.

When can we expect body cameras?

It's my second day!

But are they important for you?

I am a huge proponent of cameras as a risk management tool. There's a lot of benefit, all around, for everyone as far as accountability goes. But it's only one tool. Cost is obviously something that will need to be addressed and hopefully it's something I can push forward and make happen.

Hall Monitor: The 10-Month Checkup

*By Dirk VanderHart
October 4, 2017*

Three Takeaways as Mayor Ted Wheeler Extends Portland's Housing Emergency

Ten months at the helm of a city will shift your outlook.

Mayor Ted Wheeler came into office in January having run a campaign that pledged rapid expansion of shelter space and protections for renters. And while Wheeler's seen progress on both fronts, he's also been accused of failing to live up to his promises.

Now the mayor is making a significant (if predictable) push. On Wednesday, he'll almost certainly win city council approval to extend the city's housing state of emergency by 18 months—the longest extension since it was put in place in 2015.

It's an admission that Portland's still reeling from a crisis that's shunting more people onto the streets. It's also a good opportunity to check in with the mayor about his outlook on the city's housing challenges.

Here are three takeaways from a recent interview.

The Emergency Could Linger in Death

The most meaningful piece of the city's emergency declaration was that it neutered the zoning code. Suddenly, parcels of land that might have required extensive review in order to host a homeless shelter were available, no strings attached.

As Wheeler pushes to extend the declaration, he's also telling housing officials to set conditions that give the city a basis to end its emergency status.

"I don't have any particular formula in mind," Wheeler says. But he notes that he can't rule out changes to the zoning code to more easily allow shelter space.

"It would be a fight," he says. "There are people who do not like to see less strings attached to their city government's ability to locate a shelter. On the other hand, it continues to be a need."

Shelter Expansion Is Less of a Priority

As Willamette Week recently reported, a candidate who once proposed to shelter all of the city's homeless (4,177 at last count) by the end of 2018 has become a more restrained mayor. These days, Wheeler says he'd like to create 200 more shelter beds—for a total of roughly 1,800—and shift his focus to "the quality of beds."

"There is a tremendous amount of resistance to spending more resources on a substantial number of shelter beds," Wheeler says. He's been swayed by the efforts of Commissioner Nick Fish and Multnomah County Chair Deborah Kafoury, who want to create thousands of low-income housing units attached to extensive services—a model designed to house the homeless residents who are hardest to serve.

"If you really want to get the most chronic homeless off the street," Wheeler says, "you can't just put a roof over their head and call it a day."

He Wants More Money

The housing model being pushed by Kafoury and Fish isn't cheap, particularly when it comes to providing social services.

And Wheeler, who openly frets about the millions the city spends on homelessness, has been hinting lately that officials could come to citizens for more cash.

"There are things that we have not done in this community," he says. "Cell phone taxes. Some communities tax sugar products. Others dig deeper into their travel and tourism industries.... There are probably lots of other good ideas out there that I've never even thought of."

In other words, stay tuned for another interesting 10 months.

The City is Winning Authority to Drug Test Its Workers

*By Dirk VanderHart
October 4, 2017*

It's the First Time Managers Have Been Able to Test Many Employees, and It Could Lead to Problems

CITY EMPLOYEES from six labor unions filled City Council chambers last week to warn that a strike might be on the horizon.

Rattling off a list of concerns, members of the city's largest union group, the District Council of Trade Unions (DCTU), formally declared an impasse in ongoing bargaining over a new three-year contract. If the city and DCTU can't reach a deal by early November, Portland could see its first labor strike in 16 years, with more than 1,000 employees as varied as parking enforcers, building code inspectors, and water bureau workers walking off the job.

"What we've seen in bargaining so far is a lack of movement on the city's part," Rich Thallmeier, a Portland parking enforcer and member of the American Federation of State, County, and Municipal Employees Local 189 (AFSCME), told the city council. "I feel that the city has engaged in bad-faith bargaining again."

Among the DCTU's demands: an across-the-board pay bump, a guarantee that member health records won't be made public as part of new "preventative health evaluations," and the continuation of a policy that sees union members given priority for promotions.

The city, on the other hand, is offering selective pay raises, and pushing new promotion and health policies it argues will increase diversity and save on medical costs.

Those are the differences, but the contract negotiations also include a notable new item the DCTU and the city might agree on: For the first time, Portland managers could get the power to drug-test all union members.

Under language city negotiators have already successfully bargained into three contracts this year, City Hall is pushing for authority to conduct "reasonable suspicion" drug and alcohol tests on employees.

Provisions in recent agreement with Laborers' Local 483, Professional and Technical Employees Local 17 (PTE 17), and employees of Portland Parks and Recreation give supervisors authority to require a urine or Breathalyzer test if they have "reasonable suspicion," that an employee is intoxicated at work.

The language says managers must be "trained in the signs and symptoms of drug and alcohol use," in order to require a test. Refusal to consent to a test can get an employee fired.

Drug testing isn't foreign to city employment. Workers who require a commercial drivers license, for instance, are subject to random tests. But the city's never had authority to test any employee it wanted.

"It's never been an issue," says Rob Wheaton, an AFSCME representative who bargains on behalf of the DCTU. "Since I've been working with the city, I can think of two employees who've professed to being intoxicated and so were sent home."

Unions are loath to give any ground in contract negotiations, but the three groups that have agreed to expanded drug tests apparently saw enough of an economic upside in the deals to okay the new provisions. They've hardly been crowing about it, though.

In an announcement summarizing changes in the new contract, the 828-member PTE 17 didn't mention the new testing provisions. Union representative Rachel Whiteside says that's because the document was "intended to highlight gains in our contract."

"Our biggest concern about this language was the potential of bullying by managers," Whiteside says. "They could just say, 'Employee X smelled like marijuana.'"

That concern led PTE 17 and other unions to push for language saying the city "prefers two supervisors observe and document" an employee's behavior. "However," the contracts say, "if two are unavailable then one supervisor may take action."

The city, of course, has good reason not to want employees showing up to work blitzed. Portland's drug and alcohol policy has long prohibited such conduct—the city's just never had the ability to order up tests to confirm its suspicions.

“At the height of our parks seasons we've got about 9,000 people who work for the city—of course there have been some problems,” says Anna Kanwit, the city's human resources director. “We're not trying to stop a pandemic here, but just in terms of overall safety to the public, the ability to verify that someone's not under the influence is very important.”

One potential issue that unions are watching? There's no test that can definitively tell whether someone's impaired by pot, which can show up in urine tests weeks after a user partakes. That creates the possibility that managers could decide an employee is stoned, and order up a test confirming as much—even if the person hadn't smoked in days.

“There is a very real possibility that there will be reasonable suspicion to do a test, and the person will test positive because of [marijuana] use many weeks previously,” says Matthew Ellis, a Portland employment lawyer.

That was a concern for PTE 17, says Whiteside, who notes the drug-testing policy could wind up being challenged by union attorneys. “Some of it may come down to testing the language,” she says.

Whether drug-testing provisions find their way into a city contract with the DCTU may depend on what happens in coming weeks. Both the city and union group are slated to file their “final” offers on Wednesday, October 4. Thirty days later, if no accord has been reached, DCTU members could walk off the job.

“We're prepared,” says Wheaton, who notes that DCTU members are responsible for inspecting the city's many construction projects. “That's a lot of jobs that are going to be tied up.”

The Daily Journal of Commerce

Eudaly pushes to delay housing transactions

*By Chuck Slothower
October 3, 2017*

Commissioner Chloe Eudaly's office is crafting a policy that would give tenants, and then the city of Portland, first right of refusal on the sale of any rental units.

The intent is to give low-income renters the chance to own a home. Details remain to be fleshed out by an informal committee of advisers, and written into code language by city attorneys.

The policy proposal may advance to hearings in two to three months, said Jamey Duhamel, Eudaly's policy director.

“It really made sense to us,” Duhamel said. “We recognize that achieving homeownership for low-income tenants is even more difficult than it's ever been historically.”

Under the policy, any seller of a rental property would need to give the city 90 days' notice of intent to sell. Tenants would have 60 days to make an offer. If the tenant or tenants decline, the city would have 30 days to weigh acquiring the property.

As currently envisioned, the policy would apply to all types of housing, from single-family homes to large apartment complexes.

City officials are under pressure to meet a goal of translating \$258.4 million approved by voters in last November's housing bond into 1,300 affordable housing units.

"We wanted to be able to give that bond as much bang for the buck as possible," Duhamel said.

After the 90-day period ends, tenants and the city would have 72 additional hours to match any offer made on the open market.

Duhamel said the policy would give the city more time to consider purchasing affordable housing. As it is now, the city often learns of available properties only after a buyer is in place, she said.

"The city was learning about potential opportunities way too late in the game," she said.

"Sometimes the deals had already been made."

Multifamily brokers were aghast at news of the under-discussion policy, which was first reported by the Portland Mercury.

"It's another thing that will end up doing more harm than good, but it's kind of true to form," said Greg Frick, a partner at HFO Investment Real Estate.

Eudaly, who was elected in 2016 after a campaign in which she pledged to protect tenants and bolster affordable housing, has earned the ire of developers, brokers and others in Portland's for-profit housing sector. Eudaly championed the city's relocation policy, which requires landlords to pay tenants when issuing a no-cause eviction.

Frick said there's a misperception that institutional investors are to blame for Portland's housing crisis.

"They're not driving rents," he said. "What's driving rents is demand for rentals, not demand for investments."

The policy is inspired by a similar ordinance in Washington, D.C., Duhamel said. It was first advanced by Living Cully, a coalition of Northeast Portland community groups, and taken up by Eudaly's advisory committee.

It's likely to meet fierce opposition.

"Our attitude is it's another one of her proposals that's not founded in any real knowledge of the market," said John McIsaac, spokesman for Multifamily Northwest, a trade group for landlords. "It's a dream. It doesn't make any sense. It might sound cool or romantic, but it's not practical."

Tom Brenneke, president of Guardian Real Estate Services, said a right of first refusal provision on any property makes it less attractive to potential buyers.

"Frankly, even talk of this kind of thing impacts markets," he said.

Adding controls on the housing market is not the answer, Brenneke said.

"(Eudaly's) borrowing pages out of the San Francisco playbook, and none of it works," he said

The Skanner

Chief Outlaw Steps Into New Role

By Cristen McCurdy

October 4, 2017

Danielle Outlaw was sworn in Monday as Portland's 48th Police Chief, and the first African American woman to serve in the role. Outlaw was selected in August following a nationwide search that included a round of interviews with representatives from stakeholder groups, including the Urban League of Portland, the NAACP Portland Branch, the Portland Police Association and the Portland Business Alliance.

Outlaw steps into a position that has seen high turnover in recent years: the national search that led to her hire was a campaign promise from then-candidate, now-Mayor Ted Wheeler following the resignation of Larry O'Dea, who replaced Mike Reese after his 2015 retirement. O'Dea had been arrested on criminal charges involving a shooting in eastern Oregon; he was later cleared. O'Dea was briefly replaced by Donna Henderson, who served just over a month before retiring. Mike Marshman was promoted to interim chief and applied for the permanent position, but announced his retirement shortly after the city announced Outlaw had been selected. Police Bureau veteran Chris Uehara was sworn in as acting chief at the end of August.

Outlaw comes to Portland from Oakland, where she served as deputy chief. She has received the Oakland Black Officers' Association Trailblazer Award, the Holy Names High School Alumnae Association Citation for Service and the 2015 Police Executive Research Forum (PERF) Gary P. Hayes Award. Outlaw has also served as vice president of the San Francisco Bay Area National Organization of Black Law Enforcement Executives Chapter, is a member of the University of San Francisco International Institute of Criminal Justice Leadership Advisory Board and the International Association of Chiefs of Police Human and Civil Rights Committee. She holds a bachelor of arts in sociology from the University of San Francisco and a master's degree in business administration from Pepperdine University.

Outlaw granted interviews with several local media outlets, including The Skanner, Tuesday. This interview has been edited for space and clarity.

THE SKANNER NEWS: Have you had a chance to meet yet with representatives from Portland's communities of color?

DANIELLE OUTLAW: So outside of the initial meetings with them, I have not yet -- but I have an action-packed next two weeks to get out there and meet with everyone. I'm actually looking forward to it because we'll have a little more time now. I'm looking forward to getting down to the meat and potatoes and really picking their brains and finding out what we all need to do to move forward.

TSN: Portland and other police bureaus around the country have drawn some criticism for how they've handled protest – including excessive force against protesters and how potential conflicts have been handled between protesters and counter-protesters. What do you think are best practices when it comes to large crowds and protests?

DO: If you want to say “best practices,” there are some things that work well. But there's no cookie-cutter approach to how we deal with civil unrest, and they really need to be taken on a case-by-case basis: who the crowd is, numbers, what we're dealing with, what resources we have available to us. I'm very cognizant about saying what works well in a previous agency and forcing this agency to do the same, because it's not always the same.

But with that said, I will also offer that one of my priorities is to make sure that I review past incidents from here, how we dealt with them, to look at policy – because sometimes it's policy that dictates how members react and respond – to take a look at how we train and just some critical review of what's worked well, what we can do to maybe improve, and then compare that

to some other case studies with some other agencies around the country to find out what's worked well. It's not about one particular thing that you should or shouldn't do.

TSN: Portland has also been under DOJ supervision for several years. But Jeff Sessions is saying that he's not interested in continuing that. However, Mayor Wheeler wants to continue the reforms that were outlined in the settlement. Do you have a position on that, and do you see yourself having a role in making sure those reforms go forward as they were already laid out in the settlement?

DO: I am all for introspection. I am all for accountability. I think it's important, whether we are doing really well or really terribly, for us to self-assess – to stop, take a break and say, Okay, how can we improve? That's with the DOJ or without the DOJ. It just so happens that the DOJ is here, there's a settlement agreement. I think good leadership requires that and it's my responsibility to drive that, whether the DOJ was here or not. We're doing it because it's the right thing to do. We're not doing it because a federal judge or a court or any overseeing body is making us do that.

TSN: Portland has an increasingly visible homeless problem. On one side, there are some neighborhood associations and people in the business community pushing back against public camping, and advocates for houseless people saying that for people who have nowhere else to go, sweeps are not necessarily the answer. What would you like to see this department do in terms of policing houseless people and addressing that problem?

DO: I know the question falls on me because we have a role in this but we're not the lead in this, when it comes to providing services and making sure that what's needed is provided. I want to put that out there. But I want to acknowledge that there has to be balance. We can't over-police this issue or overly enforce, so there has to be some give-and-take there.

But again, I'm very sensitive to what's going on, and it isn't a Portland thing. It's starting to grow in a lot of major cities. I'm very sensitive to that. And because I'm sensitive to that, I'm very cognizant of the fact that we can't over-police, we shouldn't over-police. There's no magic equation or solution for that either. In my role, I'll make sure we do everything that we can to work with the other various agencies to make sure that it doesn't become solely a police issue, because it's not. You know, that's just the bottom line on that one.

TSN: There's evidence that hate crimes and incidents have increased in the last year, nationwide and in Oregon. There was an SPLC survey saying Oregon had the highest number of hate crimes in the immediate aftermath of the election – though they didn't collect data from before the election, so it's hard to make an apples to apples comparison. There are also examples like Jeremy Christian, the man arrested in connection with two murders on public transit this year -- there were other incidents that happened involving him harassing people of color in public spaces prior to that event. How does this bureau intend to address and track hate crimes in the future?

DO: No, but I think I see where you're going with that. It is something on my radar. It's day two, so I can't give you a comprehensive plan on what we will do but it's certainly on my radar for obvious reasons and whether there are three, six, nine, a million, you know, one is too many. It's certainly something, especially given the history of where we are, it's a very rightful concern that people should have regardless of how many we have. But I'm not prepared to tell you what that will look like in the future. But I will certainly tell you that it's important to me, which means it's important to the organization.

TSN: Any final thoughts?

DO: I just would like folks to begin to see us as human beings, hardworking individuals that make up a team – not just the team within ourselves, but with the community, we’re partners and we value that. And um transformation, where needed, doesn’t happen overnight. Give us a little bit of time. And we can’t do everything ourselves. I think that’s where we can shoot ourselves in the foot – if we think that we can. We can’t do our jobs without the help of the community, because we can very easily make unilateral decisions without those it impacts. But is that wise? I don’t think so. I really think folks can look forward to some collaborative partnerships with us and to continue the good work that’s been done. And like I said, before, just identifying areas that can be strengthened and we’ll do that too. I’m excited. I look forward to what’s to come.

OPB

Portland's New Police Chief Is Tough, Ambitious — And Inked

*By Amelia Templeton
October 4, 2017*

In many ways, Danielle Outlaw is just what Portlanders expect in a police chief.

She is tough, ambitious, and hardworking. She can be a little brusque at times. She has close to two decades of experience in law enforcement, and has spent the last four years as a deputy chief in Oakland, California.

But she also bucks expectations.

Like her three tattoos. On work days, they are covered by the sleeves of her uniform.

“This one is a quote from Shakespeare that says, ‘Though she be but little she is fierce,’” Outlaw said, quoting “A Midsummer Night’s Dream” and pointing at her left arm.

Outlaw stands 5 feet 4 inches tall.

A tribal band circles her right arm, a Taoist symbol of eternal life and divine blessings.

“I got that one after I went on ‘Wheel of Fortune’ during college week,” she said.

Her third tattoo is a treble clef.

“At some point, I thought I was going to be a celebrity, I thought I was going to be a singer. But that didn’t quite work out,” she added with a smile.

Outlaw’s palpable joy in sharing the stories behind her ink illustrates a quality many people point to as one of her core strengths as a leader: an ability to let her guard down and to be empathetic. It is that last quality, her supporters said, that allows her to connect with the officers she manages and the communities she is responsible for keeping safe.

“She is the personification ... [of] a current 21st-century mindset in police and policing in the community,” said Derald Walker, president of Cascadia Behavioral Health.

Walker served on the interview committee — comprised of dozens of community members — that recommended finalists for the police chief position to Portland Mayor Ted Wheeler.

“When she left the room, there was an audible collective sigh that represented an incredible impression,” Walker said. “I think it’s going to be very hard to see her negatively, and for those people who have an ax to grind with police, to vilify her.”

At the same time, Outlaw remains, in some ways, deeply private and in control of her public image.

She has a relatively small footprint online. Her Facebook page is largely private, and public records searches reveal little about her past.

She has largely declined to speak publicly since being named Portland’s next chief, including repeated interview requests from OPB. On her second day on the job, however, she granted 15-minute interviews to local media.

Joining The Force

Outlaw’s decision to become a police officer was an unusual choice for a young African-American woman in Oakland.

Oakland is smaller than Portland. It’s about 35 percent African-American and 30 percent white. It has one of the highest crime rates in the country.

Like the Portland Police Bureau, the Oakland Police Department has struggled to recruit local residents to join the force. In 2013, for example, just 8 percent of the police academy’s graduates were from Oakland, according to the Mercury News. The agency has also historically struggled to recruit non-white officers.

“I didn’t grow up with law enforcement in my family, I didn’t grow up necessarily with a positive outlook of police officers,” Outlaw said.

Her mother worked for AT&T, and her father worked with the California Department of Transportation.

“I’d never got the sense that the police were there to serve me,” she said. “For whatever reason. It could be, you know, because of what I’d been exposed to, or seen on TV or heard.”

Outlaw grew up at a time when racial bias and policing was as much a part of the national conversation as it is today.

When she was 16, a witness recorded home video of four police officers brutally beating Rodney King in Los Angeles.

When she was 17, a largely white jury acquitted three of the officers of criminal charges and deadlocked over charges for the fourth. Riots broke out in Los Angeles and 63 people were killed.

Outlaw said she remembers being shut inside her Catholic school, Holy Names High School, during the protests in Oakland.

“They put chains on the doors to keep us inside, to prevent us from walking out and marching,” she said.

Around that same time, Outlaw said, she had her first exposure to police officers through a two-week long high school internship program with the Oakland PD.

That experience was pivotal.

Outlaw still remembers the name of the officer she joined for a ride along, Tim Sanchez. She was surprised to find he knew the history of the city and ate lunch at the same places she did.

“We never think of officers being compassionate, or even laughing, or cracking a smile, or saying a bad word every now and again — and I saw all of that in an hour,” she said. “I could just relate to him. And that really drew me in.”

Outlaw eventually became a police cadet, and when she graduated from the University of San Francisco she joined the force. She saw a role for herself helping bridge the divide between her community — especially young people of color — and the police.

“It’s cheesy and cliché, but be a part of the change you wish to see,” she said. “That’s the route I chose to take.”

Reform And Scandal In Oakland

Over the next 19 years, Outlaw worked her way from patrol officer to a deputy chief in charge of more than 400 people.

On her way up, she served as a public affairs officer, an internal affairs investigator, a patrol watch commander, and briefly as the commander in charge of internal affairs — the branch responsible for investigating officers’ use of force and citizen complaints.

“Outlaw has been known as a reformer, a pretty straight-shooting cop,” said Darwin BondGraham, a reporter with the East Bay Express. BondGraham spoke to OPB shortly after Portland announced Outlaw’s hire.

Outlaw’s years with Oakland were book-ended by a pair of misconduct scandals that tarnished the reputation of the department.

In spite of that, she built a reputation, even among critics of the OPD, as a reformer who is committed to constitutional policing and comfortable with civilian oversight.

“She respects it and appreciates the work that oversight does toward law enforcement,” said Anthony Finnell, the executive director of Oakland’s Citizen’s Police Review Board, a police use-of-force oversight agency.

For much of Outlaw’s career, the Oakland PD operated under strict court-ordered oversight.

According to media reports in 2003, a police cadet alleged four officers working in West Oakland were routinely beating suspects, planting evidence and falsifying police reports. The officers, nicknamed “The Riders,” were fired. One fled the country.

More than 100 people who said they were victims of the officers sued the city. Oakland eventually paid \$10.9 million to settle the case and agreed to comply with a series of reforms.

More recently, in 2016, multiple officers in Oakland were accused of sexually exploiting a minor, engaging in prostitution, and tipping off a prostitute to a sting operation. Federal monitors concluded that the Internal Affairs division had failed to properly investigate the officers.

Reeling from the scandal, Oakland went through three police chiefs in the span of two weeks.

Asked what she learned from serving under so many chiefs who were forced out due to misconduct, Outlaw said she learned about “creating a culture of accountability.”

“It starts from the top,” she said, “and it has to be consistent.”

From 2012 to 2014, according to her resume, Outlaw was rapidly promoted through positions that gave her considerable responsibility to implement court-mandated reforms in Oakland.

She progressed from the captain in charge of Internal Affairs to inspector general to interim deputy chief of police running the Bureau of Risk Management. She completed her career in Oakland as deputy chief in charge of the Bureau of Services.

In 2010, Oakland became the first large police department in the country to outfit all its officers with body cameras. More recently, the department enlisted researchers at Stanford University to look for patterns in the data captured by the body cams.

“She’s been pretty instrumental in the department’s turn toward analyzing uses of force, analyzing stop data, and using that to try to re-train officers so that they have less racial bias,” said BondGraham.

The department’s increased effort to collect and review use-of-force data led to policy changes that, by many accounts, have significantly cut down on how many times a year officers in Oakland draw their guns.

In one example, according to BondGraham, the OPD realized officer-involved shootings were happening most frequently when suspects were chased into confined spaces, like backyards.

“So they changed their policy, and they no longer chase people into backyards,” he said.

In 2015, Outlaw received a national award from the Police Executive Leadership Forum for her work on the settlement agreement and restructuring the OPD’s force review process.

In conversation, she’s quick to deflect credit for the reductions in officer use of force.

“I’m not a one-woman show,” she said.

But her experience implementing court-mandated reforms is part of what made Outlaw an appealing candidate for the chief position in Portland.

The city is in its fifth year of implementing policy reforms mandated by a settlement agreement with the U.S. Department of Justice. In 2012, a federal investigation found the Portland Police Bureau had a pattern of using excessive force against people with mental illness.

Outlaw said her priorities include showing the community that the bureau is introspective and open to constructive criticism and ensuring officers get immediate feedback on their performance.

“We might have a use of force, say an officer-involved shooting, God forbid,” she said. “There’s this big Critical incident review, and then that review gets up on the shelf. Well, how does the officer know what went well, what didn’t go well?”

Challenges To Come

For many years in Oakland, Outlaw was the highest-ranking woman in the police department.

In Portland, she is the third woman to hold the job of chief. She will lead a force that is still largely male and white, and has struggled to recruit officers as quickly as they have retired.

About a quarter of the people who work at the Portland Police Bureau are women, and about a quarter identify as people of color, according to data published by the city’s Office of Equity.

Outlaw said she hopes to support both demographic diversity and what she calls “diversity of thought” at the bureau.

“You can be a mother, and do this job,” she said, “or not have English as your primary language, and come here and work.”

Outlaw said the bureau needs to publicly show that it rewards officers who spend their time in the community, and who have problem-solving skills.

“It starts at the recruiting end, but it shows in how we reward and measure our performance while folks are here,” she said.

Outlaw is also inheriting a post that comes with a laundry list of challenges.

For starters, training officers to do a job that constitutes social work as often as solving the crime. Many officers spend significant amounts of time interacting with the city’s homeless population and people with mental illness and addiction.

The Portland Police Bureau has also been under scrutiny for its use of force and controversial crowd control techniques at political protests since the presidential election last year.

The protests pose a thorny set of challenges.

Some of the marchers on the right have been linked to white supremacist groups and ideology, most notoriously Jeremy Christian, who is accused of stabbing and killing two people on a light rail train.

The self-declared antifascists and anarchists who rally against the right-wing marchers have at times clashed with police and engaged in their own acts of destruction, ranging from minor incidents to more than \$1 million in property damage following the election.

Outlaw has dealt with similar protests in Oakland.

And, according to Walker, she told the interview panel that she’s aware of the cultural conflict between Portland’s more recent identity as a center of progressive thought and its deep history of institutional racism.

“She wasn’t naïve about that,” Walker said.

But the police chief job has a long history of humbling promising Portland reformers — including the two women who have preceded Outlaw.

Penny Herrington and Rosie Sizer were both initially celebrated and ultimately forced out of their jobs.

Herrington was 42, like Outlaw, when she was named Portland’s chief in 1985. She was the first female chief in any large American city and was an early proponent of the community policing philosophy. Mayor Bud Clark demoted her less than two years later after her husband was placed under investigation by the bureau’s vice squad.

Sizer became the city’s next female chief in 2006. She was praised “as a transformative leader, a gifted communicator, a role model to women and a champion for minority rights” in a 2009 profile by the Willamette Week.

Sizer was also deeply distrusted by many rank-and-file officers. She ultimately faced a vote of no confidence from the Portland Police Union, and was fired by Mayor Sam Adams after four years in the job.

In a frank interview with the Oregonian the day after she was fired, Sizer described being caught between a liberal Portland community with sometimes unrealistic expectations for police performance, and officers who, according to reporter Maxine Bernstein, “expected her to offer public support almost regardless of the behavior.”

The Oakland Police Officers' Association did not respond to multiple inquiries about their experience working with Outlaw.

So far, the union that represents rank-and-file officers in Portland has greeted Outlaw, at least publicly, with chilly silence.

The Portland Police Association publicly endorsed the local candidate, Interim Chief Mike Marshman, and called Mayor Wheeler's decision to conduct a national search misguided.

Marshman announced his resignation from the bureau just minutes after Wheeler said he'd chosen Outlaw, though she wasn't scheduled to start for two months.

Daryl Turner, president of the Portland Police Association, served on the hiring advisory panel that interviewed Outlaw. He has refused to comment on her, instead praising Marshman.

"She has big shoes to fill," he said back in August.

In her first local press appearance with Wheeler in August, Outlaw sounded as though she was extending an olive branch to the rank-and-file officers.

"Anything that we discuss can't be done without you," she said. "I want you to know that I value you, I recognize you, I acknowledge you, and I look forward to our partnership moving forward."

But those who know her from Oakland said she won't be easily intimidated by the union.

"Danielle or anyone else that sits in that seat, they're going to catch criticism from officers who don't get it, or don't want it," said Anthony Ferrell, with the Oakland Citizen's Police Review board.

"She's not one that's going to be afraid of that criticism, and I think she's more than capable of holding her own as a chief."

Starting Over In A New City

Perhaps the most daunting challenge Outlaw faces in Portland is getting to know a new city, and establishing her credibility here.

Outlaw is one of just three outsiders in recent history to run the Portland Police Bureau.

She's getting paid a small bonus for choosing to live within city limits, making her salary \$225,750.

Asked what neighborhood she's moved into, Outlaw declined to answer, only confirming "the city of Portland."

In Oakland, Outlaw relied on her deep ties in the community to help deal with the pressures of police work.

Three years ago, she joined a sorority: the Oakland alumni chapter of Alpha Kappa Alpha, the oldest sorority in the country founded by and for African-American women.

At work, Outlaw was surrounded by male police officers. At home, she has two teenage sons.

"She said that she missed the sisterhood and she wanted to make sure that she was still grounding herself with women, and kind of keeping that soft side of her intact," said Nichole Jordan, president of the sorority chapter and an old friend of Outlaw's.

"She said that having a career in policing, you tend to become hard, because you see things over and over again."

Jordan said she's asked Alpha Kappa Alpha's chapter in Portland to welcome Outlaw and help her get to know the city.

For all of the challenges ahead, the new chief has at least one other ally in the city.

Portland Trail Blazers point guard and star player, Damian Lillard, is also from Oakland, and Outlaw goes to an annual backyard barbecue he hosts there.

Shortly after she was hired, Lillard posted a photo of the two of them together. In it, she is wearing aviator sunglasses and Lillard has his arm around her.

"Oakland taking over Portland!" he wrote. "The new chief of police in Portland is from the town!"

Fifty-two thousand people quickly liked the photo.