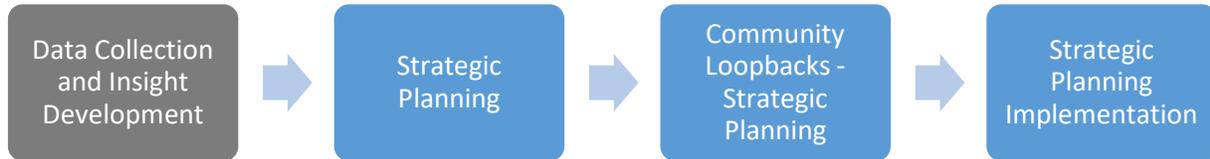


## PORTLAND POLICE BUREAU STRATEGIC PLAN

### PROJECT PHASES



### DATA COLLECTION AND INSIGHT DEVELOPMENT

We are near the end of our data collection phase and this document summarizes the major themes heard throughout our meetings with the community and bureau staff. This includes feedback from targeted focus groups, one-on-one interviews, and community meetings. A final report will be published in January.

### CRIME REDUCTION AND PREVENTION

*Community needs and policing have changed – the Police Bureau needs to adapt to those changes.*

#### MAJOR THEMES

- Major crimes are perceived to be down by the community and members of the Bureau, but livability crimes and concerns persist
- The community understands the difficulty of the Police's role, especially current public perception of policing in America
- Increase partnerships to augment capacity and increase impact
- Rethink approach to Portland's houseless and mental health communities
- Reimagine crime response tactics and ensure equitable enforcement

#### POTENTIAL STRATEGIES

- Partner with government agencies and other organizations to adequately respond to both the amount of calls and types of calls the Bureau is faced with addressing. Specific response partnerships may include:
  - o Social service organizations that help address Portland's houseless issue
  - o Mental health and trauma professionals
  - o Representatives to assist with language accessibility issues, both spoken and signed

- Reassess 911 Call Center (BOEC) protocol to respond effectively to a growing amount of calls. Prioritizing what the Bureau responds to may be a necessary first step.
- Develop a less adversarial approach to contact with law enforcement. This includes:
  - o A less militarized appearance
  - o Reassessing response protocols, specifically control tactics, and the number of officers that respond

## COMMUNITY ENGAGEMENT & INCLUSION

*The community and Bureau want to go beyond “check the box” community engagement and authentically build positive community relationships.*

### MAJOR THEMES

- The community and the Bureau both desire authentic community engagement
- Positive examples of community engagement exist
- Develop effective, focused and resourced community engagement & policing
- Increase accountability and acknowledgement of historical injustices
- Appearance and space are important for fostering relationships
- Effective and strong communications are desired among the community

### POTENTIAL STRATEGIES

- Create authentic strategies that go beyond attending community events. This includes:
  - o Getting out of the patrol car and doing foot-patrols
  - o Community involvement in policy and response tactics
  - o Going beyond the call and conducting proactive police work in communities
- Acknowledge the history of racism in Portland to improved trust and legitimacy.
- Create multiple, community specific methods to communicate and share messaging about how the Bureau works and community involvement opportunities

## ORGANIZATIONAL EXCELLENCE

*Create a culture of service rather than enforcement*

### MAJOR THEMES

- New leadership and a new direction provide an opportunity for a fresh start

- Officers care and are customer-service oriented
- The Bureau's training and alternative tactics are responsive to community issues
- Clarify the mission, sharpen the Bureau's focus and set clear objectives
- Increase communication and transparency
- Align governmental and Bureau leadership and support
- Expand capacity and resources
- Hire for a diverse, representative Police Bureau
- Focus on officer wellness
- Establish clear and consistent policies
- Promote a collaborative and respectful workplace culture between sworn and professional staff
- Reassess scope and transparency of training

#### **POTENTIAL STRATEGIES**

- Enhance communication and transparency to include:
  - o Communications aimed at educating the public about relevant and responsive trainings (i.e. mental health, use of force, trauma, de-escalation)
  - o Positions on social issues such as houselessness and mental health
  - o Education on proper use and engagement of the police officers
  - o Promotion of accountability actions related to poor-performance

#### **NEXT STEPS**

- Following the December loopbacks, we will share the meeting notes and publish an official report on our website.
- In January and February, Chief Outlaw and our executive team will work with all the input gathered to form the outline of our strategic plan.
- We will present the Strategic Plan outline to the community and staff throughout the drafting period.

#### **MORE INFORMATION**

- Strategic Plan Project Page: <http://www.portlandoregon.gov/police/76886>
- Strategic Plan Project Contact: [PoliceStrategicPlan@portlandoregon.gov](mailto:PoliceStrategicPlan@portlandoregon.gov) or 503-823-0369