



## CITY OF PORTLAND, OREGON



### Bureau of Police

Ted Wheeler, Mayor

Charles Lovell, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000

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### Memorandum

September 4, 2020

To: Training Advisory Council (TAC)

From: Chief Charles Lovell  
Portland Police Bureau

Subject: Change Management and Five Pillars of Public Safety Structural Reform

I would like to thank the Training Advisory Council (TAC) for their work and time invested in preparing the Change Management and Five Pillars of Public Safety Structural Reform documents. I recognize and share the TAC's concerns regarding managing change during these turbulent times.

The Bureau will refer to these letters as we work to create an improved public safety organization for our community. Thank you for your participation with this important work.

Respectfully,

Chief Charles Lovell  
Chief of Police  
Portland Police Bureau



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July 21, 2020

To: Chief Charles Lovell  
(Through Channels)

From: Acting Captain Stewart  
Training Division

Subject: Change Management and Five Pillars of Public Safety Structural Reform

Sir,

The Portland Police Bureau (PPB) Training Division would like to thank the Training Advisory Council (TAC) for the work and time invested in preparing the Change Management and Five Pillars of Public Safety Structural Reform. I have discussed the Bureau's response to these letters with the TAC Chairperson Shawn Campbell as they are not in the traditional "recommendation" format. Based on these conversations, we determined that an appropriate format for the PPB's reply would be to formally acknowledge receipt of the letters.

These letters provide advice on how the PPB can manage change with a focus on improving performance. The first letter, subject line: "Change Management" outlines a change process which utilizes the core elements of Engagement, Strategy, Capabilities, Structure, Processes, Metrics, People Practices, and Communication to effectively manage the change process.

The second letter, subject line: "The Five Pillars of Public Safety Structural Reform" outlines five areas of structural reform, which are important to the change process. These areas: Accountability, Procedural Justice, Restorative Justice, Officer Wellness, and Public Safety Specialization generally align with the current direction of the PPB. The letter provides additional advice on their incorporation into the change management process.

Please review these letters and, after your review, I will acknowledge receipt of the letters.

Respectfully,

*Gregory J Stewart*

Greg Stewart

Acting Captain Training Division

Portland Police Bureau

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# Portland Police Bureau Training Advisory Council

**Date:** July 8, 2020

**From:** Shawn Campbell  
Chair, Training Advisory Council

**To:** Mayor Ted Wheeler  
Commissioner Jo Ann Hardesty  
Commissioner Amanda Fritz  
Commissioner Chloe Eudaly  
Chief of Police Chuck Lovell

**Subject:** Change Management

On behalf of the Portland Police Bureau's Training Advisory Council (TAC), I am writing to express our concerns about reforming the Portland Police Bureau (PPB) and related public safety entities. As demonstrated by the public's ongoing call for reform, rethinking how we achieve our goals for public safety is a necessity we cannot ignore. Everyone in our community deserves equitable treatment regardless of race, gender, sexual orientation, disability, creed, income, or any other factor.

It is the belief of the TAC that change must take place. We applaud the will of the people to insist on this change and we applaud city leadership for beginning the process of creating and implementing this change. However, this change cannot be driven by misinformation, fear, politics, or a rush for quick fixes. Change must be comprehensive, collaborative, and focused on the embedded systemic issues that continue to disable our best efforts to create a more equitable society. There is an opportunity here to create something better. We cannot waste it.

Towards this end, in order to give voice to all segments of the Portland community, we believe that effective change requires the systematic and disciplined application of proven and effective change management practices, both in the setting of specific goals as a community and in transitioning the current system to meet these goals. Core of elements of such practices include:

- **Engagement:** Utilizing professional and objective community facilitators, mediators, and project/change managers that will assist City Council and the PPB through the complexities of change.
- **Strategy:** Developing a comprehensive strategy and plan that will inform, guide, and prioritize the work needed to achieve change.
- **Capabilities:** Identifying the skills and capabilities needed to execute the change strategy.

- **Structure:** Determine how we organize and identifying the key roles and how power and leadership should be allocated.
- **Processes:** Clarifying how decisions are made and work will flow, aligning PPB management processes with the change structure.
- **Metrics:** Designing metrics to measure change that reward the appropriate behaviors and outcomes at all levels of the PPB.
- **People Practices:** Identifying the specific skills/behaviors needed at all levels of the PPB, outlining the talents needed at all levels, and creating strategies to effectively build those capabilities.
- **Communicate:** Ongoing and transparent communications to the community on progress and changes.

With the proper support and leadership, we fully believe that significant and effective change is possible. However, it will require leadership that sets clear goals, involves the community in decisions, and rolls up its sleeves to do what is needed rather than what is expedient. We look forward to providing further input regarding needed changes and strategies for implementing these changes. If you need to contact me, you can do so via email at [ppbtac@gmail.com](mailto:ppbtac@gmail.com).

Yours Truly,

Shawn Campbell  
TAC Chair

***About the Training Advisory Council:***

*The TAC was created in 2012 as a police bureau advisory body by city resolution 36912. The TAC is a citizen's group with the mission of providing ongoing advice to the Chief of Police and the bureau's Training Division in order to continuously improve training standards, practices, and outcomes through the examination of training philosophy, content, delivery, tactics, policy, equipment, and facilities. The TAC is also tasked by Section 86 of the DOJ settlement agreement with the City of Portland to identify and report to the Chief of Police any patterns in the bureau's use of force.*