

# 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.*