

Safer Summer PDX 2022

Portland's Community-Based Plan for Gun Violence Reduction

I. Summary

In the wake of the COVID 19 pandemic, America is facing a sharp rise in its levels of gun violence. The City of Portland is experiencing its own painful surge in gun violence and is facing the disastrous consequences that this violence inflicts on our community.

New and renewed law enforcement and criminal justice efforts help to address Portland's gun violence:

- Led by the U.S. Attorney for Oregon, a group of regional law enforcement and criminal justice agencies track and monitor gun shootings that meet the standards to pursue suspects with federal prosecution.
- Portland's gun violence reduction efforts led by Mayor Ted Wheeler who worked with community leaders and the Portland Police Bureau (PPB) to create the Enhanced Community Safety Team (ECST) and the Focused Intervention Team (FIT).

The focus of Safer Summer PDX adds these gun violence reduction efforts but is different in that it focuses on Community Violence Interventions (CVI). It is a cornerstone of a two-year effort to reduce Portland's gun murders by at least 10 percent.

Portland's Office of Violence Prevention (OVP) already does significant CVI work. Safer Summer PDX builds on these efforts and weaves in other City government resources with a Mayoral Emergency Declaration to fast-track its implementation.

Safer Summer PDX Community Violence Interventions focus on:

- Data-driven identification of, and CVI outreach to, people most at high-risk, coupled with community-based intensive services tailored to individual needs. A very small percentage of Portlanders are most likely to commit or become victims of gun violence, but whom law enforcement is presently unable or unlikely to build a case against.¹
- Interrupting local gun violence in geographic hot spots with community outreach and organizing.² Environmental changes and community-based organizing in geographic hot spots to help change on-the-ground gun violence behavior in designated area.

II. Focus & Purpose

Safer Summer PDX focuses on the short-term task of reducing gun murders and shootings and creates a foundation from which longer-term gun violence prevention work can be built. While Safer Summer PDX nests its work in the important longer-term work of upstream

¹ <https://www.cityofsacramento.org/-/media/Corporate/Files/CMO/Gang-Prevention/Resources/AModelofCommunitySafety.pdf?la=en>

² <https://johnjayrec.nyc/2022/06/03/cvir2022/>

violence prevention and community equity transformation, the focus of this effort is to direct resources to garner near-term results.

Safer Summer PDX is a living document that is intended to be adaptable to the needs of the community and the demands of addressing gun violence. This plan will continue to be reviewed, refined, and improved upon with feedback received from the public, Council offices, and other partners.

This plan employs both law enforcement and social services leaning into a community violence intervention model, that uses an evidence-based approach, to reduce local gun homicides and shootings.³

Safer Summer PDX will address gun violence from a three-pronged approach:

❖ Focused Investment

- Funded by the \$2.4 million invested by the City to combat gun violence, the Focused Investment group will lead Safer Summer PDX through strategically targeted investments in three areas:
 - Complimenting the efforts of the OVP to persuade those at highest risk of shooting not to shoot;
 - Engaging at-risk youth in the highest impacted areas in pro-social activities; and
 - Place-based investments in the most impacted neighborhoods to address environmental factors conducive to gun violence.

❖ Focused Intervention

- This group is comprised of law enforcement partners currently tasked with investigating gun violence incidents, including the Focused Intervention Team (FIT) and its oversight group (FITCOG), and the Enhanced Community Safety Team.
- The Focused Intervention group will utilize gun violence data to provide community resource referrals for those at highest risk of perpetration or victimization and engaging in outreach when necessary;
- Using existing mechanisms to protect confidential information, oversight of the FIT's efforts by FITCOG will ensure transparency and real-time accountability.

❖ Focused Impact Reduction.

- The Impact Reduction group will work with the Street Services Coordination Center (SSCC) efforts to coordinate outreach tailored to houseless individuals who are at high-risk for perpetrating or being victimized by gun violence.

³ <https://www.oaklandca.gov/topics/oaklands-ceasefire-strategy>

- This group will also assist with gathering data regarding gun violence incidents involving houseless individuals to identify appropriate services and service gaps serving this community.

III. Values⁴

By necessity, the urgent work of Safer Summer PDX will need to be action-oriented, agile and adaptable. Safer Summer PDX will strive to use project management values⁵ in implementing this plan, using best and promising practices for this field of work to remain:

- ❖ **Humanity-centered.** It is essential to reaffirm the humanity of all those impacted by crime and violence, as sustainably maintaining peace and order requires acknowledging difficult truths, building trust, and promoting reconciliation. Recognizing that past policies addressing violent crime significantly and disproportionately harmed many in the nation’s most disadvantaged communities, this effort will approach its work humbly, being mindful of the human impacts of all proposed policies in order to minimize harm.⁶
- ❖ **Problem- and solution-focused.** With an emphasis on action, use a clear-eyed focus to identify problems and support or propose new solutions demonstrate success at reducing group-based gun crimes.⁷
- ❖ **Evidence-informed.** Rigorous evidence is critical to better understanding the complex challenge posed by violent crime, as well as potential solutions. Nevertheless, acknowledge that the current body of evidence is limited and therefore innovation must be encouraged to further develop and expand knowledge in this area.⁸
- ❖ **Community-led.** Public safety is co-produced by government in cooperation with the community. Government, particularly law enforcement, cannot maintain order on its own. Engage with impacted communities generally, but particularly with those individuals who are most frequently and directly exposed to crime and violence.⁹

IV. Objectives¹⁰

Safer Summer PDX is intended to achieve four overarching goals:

1. Decrease shootings and homicides: Safer Summer PDX will focus resources directly at those who are at the highest risk of shooting someone or of being shot. This is done using community-based partners, existing public service providers, and, as necessary, the Portland Police Bureau’s Focused Intervention Team and other law enforcement units and agencies.

⁴ <https://www.pmi.org/about/learn-about-pmi/values>

⁵ <https://www.pmi.org/about/learn-about-pmi/values>

⁶ <https://counciloncj.org/meeting-bulletin-1/>

⁷ <https://counciloncj.org/meeting-bulletin-1/>

⁸ <https://counciloncj.org/meeting-bulletin-1/>; see also <https://www.tc.columbia.edu/articles/2022/may/gun-violence-can-be-prevented-with-research-backed-policies/>

⁹ <https://counciloncj.org/meeting-bulletin-1/>; see also <http://www.preventconnect.org/2022/05/finding-the-why-community-engagement-authenticity-in-practice/>

¹⁰ <https://www.urban.org/sites/default/files/2022-03/a-research-based-practice-guide-to-reduce-youth-gun-and-gang-group-violence.pdf>

2. Provide effective deterrents and options to those at highest risk of being a perpetrator or victim of gun violence to stop criminal conduct without need for incarceration: Safer Summer PDX will facilitate the deployment of non-law enforcement options including:

- OVP and its community-based direct service partners. OVP partners with programs that support people at the highest risk of being victims or perpetrators—or both—of violence. These efforts seek to build the capacity of people to successfully make different choices and pursue other avenues for addressing and resolving conflict in the following ways:
 - Hospital Based Violence Intervention Program - HHP PDX is a hospital-based intervention program that models the national best practices. HHP PDX Coordinator visits and provides resources and referrals to victims of intentional trauma (i.e., shootings and stabbings), particularly victims of color, shortly after they've been admitted to the hospital. Research shows that it is vital to connect with an individual within the first four hours after a shooting occurs. This is when victims are most willing to consider making real change.
 - Street Level Outreach (SLO) workers engage with youth/young adults between the ages of 8 to 18 years old and who are at risk of becoming a victim or perpetrator of violence. The goal is to reduce their risks and limit their future involvement with the criminal justice system. SLO workers are contracted through culturally specific Community Based Organizations (CBOs). SLO workers also attend after school sporting events/activities, evening scholars, and community events along with constantly monitoring designated hot spots around the city. As Violence Interrupters, they are present and respond to Hot Spots. Hot spots are a combination of specific areas, spaces, places, events, and people that have history of violence and crime which increases the risk of potential conflicts occurring and resulting in injury.
 - Intensive Case Management Program consists of “Life Coaches.” These are credible messengers who work with those who are at highest risk of being a victim or perpetrator of gun violence. They establish trusting relationships with clients and help them mitigate risk factors while connecting them to services, supports, and opportunities for Eighteen months, by having direct ongoing contact utilizing trauma informed practices, monitoring recidivism and milestone achievements to track success. Multnomah County Department of Human Services, as appropriate depending on an individual’s needs and circumstances.
- Multnomah County Department of Human Services, as appropriate depending on an individual’s needs and circumstances.
- Portland’s Street Services Coordination Center, including its network of Multnomah County partners and service providers working with Portland’s vulnerable houseless population.

3. To activate and support more community-based efforts to prevent gun crimes and strengthen the community's trust in Portland Police and other law enforcement partners: Partners like Community Oversight Group of the Portland Police Bureau's Focused Intervention Team (FITCOG), provide input, leadership, and advocacy from a diverse community perspective, while promoting mutual accountability and transparency among all partners while reducing gun violence in Portland.

4. Reinforce antiviolence infrastructure. Safer Summer PDX outlines a strategy to strengthen Portland's collaborative antiviolence infrastructure to enhance the effectiveness and sustainability of interventions and programs intended to reduce gun violence. By fortifying infrastructure, this plan can be implemented in a coordinated and efficient manner to realize change in the summer months and beyond.

This implementation requires central coordination under an Incident Commander whose role is to formally lead, manage and oversee implementation of all aspects of this plan. The Incident Commander will be responsible for bringing stakeholders together to plan and carry out the mission of Safer Summer PDX while protecting against duplication of efforts and addressing service gaps.

The work of Safer Summer PDX traverses complex constitutional, regulatory, and confidentiality principles related to criminal justice information and procedures. Thus, the City Attorney's office will designate an attorney to serve as Legal Review Counsel to the Incident Commander to ensure compliance with these important legal protections. Legal Review Council will attend roundtable meetings and advise the Incident Commander about the implementation of Safer Summer PDX in real time.

Clarity of the roles of government, communities, and criminal justice stakeholders is imperative to coordinate individual and geographic hotspot antiviolence work. To formulate these roles, the Incident Commander will convene daily Safer Summer PDX roundtable meetings to:

- ❖ Coordinate at scale in real time.
- ❖ Identify roundtable participants and establish protocols
- ❖ Identify and support effective existing community-based antiviolence efforts
- ❖ Assess and calibrate roles, responsibilities, and relationships between law enforcement, government and community violence intervention partners
- ❖ Critical initial roles include:
 - Focused Intervention Group, including Portland Police Bureau
 - Providing current and historical data regarding shooting incidents, including non-fatal and non-injury shootings;
 - Conducting shooting reviews among law enforcement partners to discuss information on shootings occurring within prior seven days;

- Provide community resource referrals for high-risk individuals;
- Establish protocols to ensure safety for outreach workers, when needed;
- Conduct outreach to high-risk individuals, as appropriate; and
- Investigation, arrest and apprehension of suspects, when appropriate.
- Focused Investment Group, including OVP
 - Define community resource partner assignments and reporting protocols for grantees based on information shared at roundtable meetings;
 - Collect and share data to establish a baseline from which to refine practices and assess effectiveness; and
 - Establish a coordinated internal and external community engagement and communications strategy as to the City’s violence prevention efforts.
- Focused Impact Reduction Group, including Safe Streets Coordination Center
 - Define outreach assignments and reporting protocols for SSCC partners based on roundtable meetings
 - Collect and share data to establish a baseline to refine practices and assess effectiveness
 - Maintain communication regarding the locations of houseless camps, SSCC’s efforts to conduct camp cleanups, incidents of gun violence occurring in camps, and guns recovered in cleanups

V. What we know about gun violence in Portland¹¹

Nationally, homicides increased by nearly 30% from 2019 to 2020, based on FBI data.¹² However, in Portland, deadly violence — which has been exacerbated by the pandemic — is increasing at a faster rate than nearly all major cities, with an 83% increase in homicides in 2020.¹³

Portland is on pace in 2022 to meet or surpass the record 90 homicides of 2021. As of July 18, 2022, there have been 44 gun-related homicides in the city¹⁴ and reported shootings are also up significantly, focused in North and East Portland neighborhoods.¹⁵ In addition, the number of shell casings recovered between January 1 and May 31, 2019 totaled 720, but in the same months in 2022 that number skyrocketed to 2,969—a shocking **312% increase**.¹⁶

¹¹ <https://www.apa.org/pubs/reports/gun-violence-prevention>

¹² <https://www.npr.org/2021/09/27/1040904770/fbi-data-murder-increase-2020>

¹³ <https://www.opb.org/article/2022/01/15/2021-was-a-record-year-for-homicides-in-portland/>

¹⁴ <https://www.portland.gov/police/open-data>

¹⁵ <https://www.portlandoregon.gov/police/81203>

¹⁶ <https://www.portland.gov/police/open-data>

In 2019, the City of Portland has engaged the California Partnership for Safe Communities (CPSC) as subject matter experts to perform a Problem Analysis regarding Portland's gun violence.¹⁷ That Problem Analysis was recently updated with data through 2021.

While gun homicide rates are rising across the country, homicide rates in Portland are rising at a significantly higher rate than that of similar cities. The California Partnership for Safe Communities found that between 2019 and 2021, Portland's rate rose by 207%, compared to peer cities Minneapolis (104% increase), Atlanta (54% increase), San Francisco (53% increase, Denver (47% increase), and Nashville (23% increase).¹⁸

CPSC's initial research demonstrated that Portland's gun homicides and shootings generally fall within either group/network involved gun homicides and shootings driven by high-risk social networks, and non-network involved homicides. The majority of gun homicides and shootings in Portland were, and continue to be, related to group/network involved individuals. However, nearly half of the gun homicides in Portland were represented by non-group/network dynamics.

With this research in mind, three evidence-based factors shape the prioritization of efforts by Safer Summer PDX to reduce gun violence.

1. A small segment of the population is responsible for the majority of gun violence.

Violence is a contagious disease. It meets the definitions of a disease and of being contagious—that is, violence is spread from one person to another.¹⁹ Portland's gun homicides and non-fatal shootings are both largely driven by group/network dynamics.²⁰

It was estimated in 2019 that fewer than 500 people a year, a mere .0008% of the estimated total population, are involved in Portland's highest-risk networks, and only about 100 group involved individuals are directly involved in a shooting or homicide in a given year.²¹ In the 2021 Problem Analysis, that number rose to 227 group involved individuals directly involved in a homicide or a shooting, confirming that a very small and very high risk population is driving a significant portion of the gun violence in Portland.²²

2. Risk factors for an individual becoming involved gun violence.

According to both of CPSC's Problem Analyses, gun violence primarily affects justice system-involved adults in Portland, the majority of whom are between the ages of 18 and 44. Social networks are also a key predictor of risk of being involved in gun violence in Portland. The risk of future gunshot victimization is highly influenced by the composition of an individuals' social network.

¹⁷ www.portland.gov/sites/default/files/2020-07/portland_problemanalysis.-public-version-2.0.pdf

¹⁸ California Partnership for Safe Communities, 2019-2021 Problem analysis, www.portland.gov/sites/default/files/2022/2022-pdx-problem-analysis-public-version.pdf

¹⁹ <https://www.ncbi.nlm.nih.gov/books/NBK207245/>

²⁰ https://www.portland.gov/sites/default/files/2020-07/portland_problemanalysis.-public-version-2.0.pdf, Slide 7

²¹ https://www.portland.gov/sites/default/files/2020-07/portland_problemanalysis.-public-version-2.0.pdf

²² California Partnership for Safe Communities, 2019-2021 Problem analysis, www.portland.gov/sites/default/files/2022/2022-pdx-problem-analysis-public-version.pdf

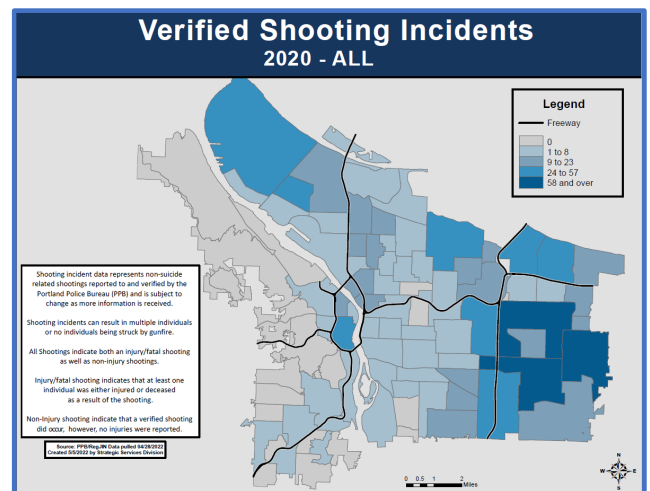
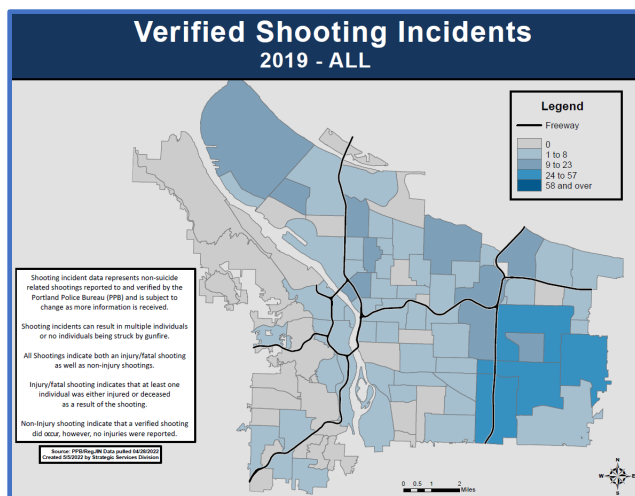
Further, the more someone is connected to individuals who are victims or perpetrators of shootings, the higher their risk of committing or being victimized by gun violence. The average time to a retaliation shooting once someone is “infected” is about 125 days.

Outside of group/network violence, CPSC found that individuals at the very highest risk of non-group/network involved homicides include those in disputes regarding drug sales, money owed, robberies, and individuals who are transient.

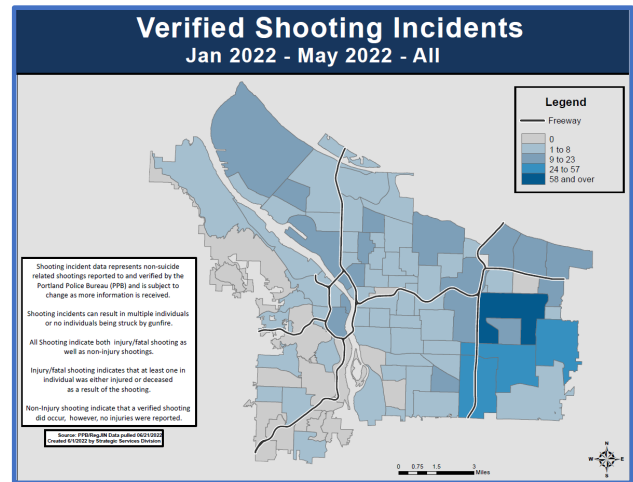
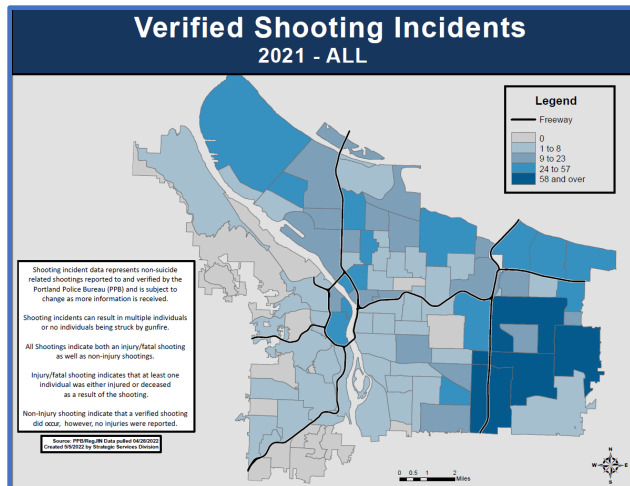
Moreover, victims of criminal activities are more likely to become offenders than people who have never been victimized. Thus, it is imperative that the City’s response to gun violence include appropriate supportive services for survivors of gun violence to mitigate these risks.

3. Data regarding seasonal and geographic areas of focus.

Looking at historical data, reported gun violence in Portland is highest in the warm-weather summer months of June to October.²³ A review of data on verified shooting incidents in Portland between 2019 and May 2022, illustrates consistency in the geographic locations where gun violence occurs:



²³ <https://www.portlandoregon.gov/police/81203>



Neighborhoods with the highest incidence of gun-related homicides between 2019 and May 31, 2022, were Hazelwood, Powellhurst-Gilbert, Centennial, Lents, Cully, Parkrose, Montavilla, and St. Johns.²⁴ Focusing on these areas revealed that shooting incidents occurred most frequently from Thursday through Sunday between the hours of 10:00 p.m. and 4:00 a.m.²⁵

4. Group/Network related gun violence has disproportionate impacts.

CPSC’s research on the dynamics of Portland’s group connect gun violence indicated:

- Risk of gun violence is concentrated in specific high risk social networks. Portland's gun homicides and non-fatal shootings are both largely driven by group/network dynamics.
- Gun Violence Primarily Affects Justice System-Involved Adults. Approximately 70% of victims and suspects of homicides and shootings had prior criminal justice system involvement, with an average age of 33.8 years of age.
- Although African-Americans are only 5.9% of the population they are 38.9% of victims and suspects of homicides and 41.2% of shooting victims and suspect.

5. Challenges to investigations and low clearance rates.

From January 1, 2019 through May 31, 2022, Portland Police Bureau’s clearance rate²⁶ for shooting incidents was under 30%. Its homicide clearance rate by incident was 37.4%, while clearance rate by victim was 51.8%.²⁷ Unfortunately, these rates are significantly reduced in injury shootings (21.8% clearance), and non-injury shootings (12.5% clearance).

Portland Police Bureau (PPB) currently employs fewer sworn officers—789—than at any point in the past in 30 years, even though the city added more than 165,000 new residents over that

²⁴ <https://www.portland.gov/police/open-data>

²⁵ <https://www.portland.gov/police/open-data>

²⁶ Defined as “internally cleared in RegJIN or cleared by arrest, exception or referred to another agency using a NIBRS clearance.”

²⁷ <https://www.portland.gov/police/open-data>

same period.²⁸ The PPB has a force 128 officers below its authorized strength.²⁹ High rates of reported person-to-person and property crimes also have PPB staff stretched. To maximize its resources, PPB created violence reduction teams.

In February 2021, using existing staff, PPB formed the Enhanced Community Safety Team (ECST), consisting of three sergeants, 12 officers and six detectives that will focus full-time on the investigation of shootings.³⁰

In January 2022, the Focused Intervention Team (FIT) launched its first patrols. The FIT is comprised of two sergeants, 12 officers and six detectives that focus full-time on addressing gun violence through enforcement and outreach.³¹ The FIT was created in close collaboration with the Focused Intervention Team's Community Oversight Group (FIT COG), including FIT staffing, training curriculum for FIT officers, and ongoing weekly oversight of the FIT's work.

VI. Drivers of Change

Safer Summer PDX is intended to create a foundation upon which partnerships can be expanded based upon experience and data demonstrated to be successful in combating gun violence. The theory of change envisioned is premised on well-established and data-driven concepts of how defined, coordinated actions can achieve success. This foundational plan can lead to robust collaboration for longer-term gun violence efforts even after the summer months are over, as outlined below.³²



²⁸ <https://www.oregonlive.com/data/2021/11/why-portland-has-less-cops-now-than-any-point-in-past-30-years.html>

²⁹ <https://www.usnews.com/news/politics/articles/2021-10-19/a-dangerous-time-portland-oregon-sees-record-homicides>

³⁰ <https://www.portlandoregon.gov/police/news/read.cfm?id=291538>

³¹ <https://www.oregonlive.com/crime/2022/01/portland-police-bureaus-new-focused-intervention-team-hits-streets-to-address-gun-violence.html>

³² https://cjcc.dc.gov/sites/default/files/dc/sites/cjcc/page_content/attachments/DC%20Violence%20Reduction%20Strategic%20Plan%20-%20April%202022.pdf

Safer Summer PDX focuses on three core drivers of change³³ intended to reduce gun violence without needlessly contributing to higher levels of mass incarceration that has severely harmed historically marginalized and overpoliced communities³⁴ This plan pursues this goal by:

1. Focusing efforts on the very small and readily identifiable segment of a Portland's population that is responsible for most of the city's gun violence.

Years of data demonstrate consistently that a very small and readily identifiable segment of a city's population is responsible for the vast majority of that city's gun violence. In 2019, an estimated 100 individuals were directly involved in the majority of Portland's gun violence.³⁵ That number more than doubled to 227 individuals in 2021.³⁶

Safer Summer PDX employs a number of Community Violence Interventions (CVI) to reduce gun violence in Portland and envisions expanding efforts to include additional CVI beyond Summer. Other cities utilizing CVI outreach strategies aimed at this population have been able to cut gun murder rates by as much as 50% in as little as two years.³⁷

Using data-driven referrals of high-risk individuals to community partners, this plan envisions direct, respectful engagement and communication with those individuals to encourage positive change. This outreach would include connecting individuals with intensive services and supportive opportunities to modify behavior with the ultimate goal being enhanced safety and well-being of those at highest risk and minimizing the need for either deterrence or enforcement as much as possible. Depending on needs, services could include Life Coaches and Intensive Case Management services, wrap around services like relocation assistance, housing assistance, behavioral health services, and job/career training.

2. Using environmental changes to reduce gun violence.

Behavior also responds to situational and environmental influences. In addition to changing behavior one person at a time, place-based interventions will be used in gun violence hotspots to change physical environments to reduce violence.³⁸ Potential interventions include increased lighting, traffic diversion techniques, and the use of non-law enforcement personnel to maintain positive environments in public spaces.

3. Prioritizing timely review of shootings and responsive outreach to those involved.

Immediately following, law enforcement shooting reviews, coordination among Safer Summer PDX stakeholders is imperative. Through the roundtable discussions outlined above, appropriate interventions can be determined.

³³ <https://www.theoryofchange.org/what-is-theory-of-change/>

³⁴ <https://static1.squarespace.com/static/5413254ce4b05a9f6b772941/t/55742542e4b0cd72665603d9/1433675074977/My-Brothers-Keeper-Report-1.pdf>

³⁵ www.portland.gov/sites/default/files/2020-07/portland_problemanalysis.-public-version-2.0.pdf

³⁶ California Partnership for Safe Communities, 2019-2021 Problem analysis, www.portland.gov/sites/default/files/2022/2022-pdx-problem-analysis-public-version.pdf

³⁷ <https://giffords.org/wp-content/uploads/2019/01/Healing-Communities-in-Crisis.pdf>

³⁸ <https://johnjayrec.nyc/2020/11/09/av2020/#major>

When merited by evidence, arrest and prosecution of suspected perpetrators is, of course, a non-negotiable part of addressing gun violence. However, this strategy seeks to prioritize positive change through outreach to high-risk individuals, which can have a net effect of decreased law enforcement footprint on the community by placing focus on serious crime and violence and away from low level offenses.

VII. Existing efforts and partnerships to address gun violence.

The City of Portland has significantly increased its investments to community-based gun violence reduction programs. Starting in April 2021, through OVP, and more recently funded to continue for two more years, the Portland City Council approved new investments intended to help reduce gun violence. The initiatives funded included:

- \$1.4 million in funding for the City's Parks & Recreation bureau to hire park rangers, who will patrol the city's parks and neighborhoods through the end of the year.
- \$10.2 million in grants for nonprofits working with the city's Office of Violence Prevention to reduce gun violence.³⁹
- \$2.4 million in funding specific to summer violence prevention efforts through Safer Summer PDX.

As discussed above, the City engaged California Partnership for Safe Communities (CPSC) to provide technical analysis based on an in-depth problem analysis of Portland's gun violence. CPSC provides ongoing strategy and tactical advice to help achieve a sustained reduction in gun violence in Portland, while reducing incarcerations, and improving the community's trust in the Portland Police Bureau and other law enforcement agencies.

National Network for Safe Communities program at John Jay College enables Portland and other cities create and implement community-based to reduce gun crimes.

The City is also engaging the OHSU-PSU School of Public Health and new Gun Violence Research Center to provide technical expertise on the latest evidence on gun violence reduction strategies. The City is also exploring the potential for the OHSU Gun Violence Research Center to conduct an evaluation of the Safer Summer PDX initiative.

VIII. Long-Term Metrics of Success

While Safer Summer PDX focuses on short-term improvements in gun violence, it is important to recognize it is a cornerstone of a long-term vision for gun violence reduction over the next two years. Infrastructure to support long-term efforts, including increased staffing and additional CVI partnerships, is an ongoing priority for the City. Once in place, the City has aggressive goals for improvement in gun violence, including:

³⁹ <https://www.opb.org/article/2021/04/07/gun-reform-portland-oregon-city-council/>

Outcomes:

- ❖ Reduce the number of homicides by at least 10% in two years
 - Track and present data YTD vs previous year
- ❖ Reduce the number of non-fatal shootings by at least 10% in two years
 - Track and present data YTD vs previous year
- ❖ Achieve at least a 60% Homicide clearance rate in two years
 - Track and present data YTD vs previous year on homicide clearance rate
- ❖ Achieve at least a 45% Non-fatal shooting clearance rate in two years
 - Track and present data YTD vs previous year on NFS clearance rate

IX. Conclusion

Safer Summer PDX represents the City's efforts to make an immediate impact in gun violence in our communities and provide a foundational effort from which longer-term efforts and partnerships can be built. Through these centralized efforts, the City can deliver targeted services with greater efficiency, focus resources on the highest risk individuals, and improve public safety across Portland. This plan reflects data-informed community-led strategies that have yielded promising results without perpetuating harmful practices that create disproportionately impacts.

X. Relevant Terminology

Community Violence Intervention (CVI). This is an umbrella term for efforts to address community gun violence through means other than incarceration, focusing on relational work with people most likely to commit gun violence, intervening to interrupt and mediate conflicts, connecting people to social and economic services and resources, and addressing intergenerational cycles of poverty, violence, and trauma that give rise to gun violence.⁴⁰

Credible Messengers. Credible messengers are people who can motivate and cultivate transformative relationships with people with whom they share similar backgrounds. In the context of this practice guide, credible messengers are people who are trusted by gang/group members or people involved in the criminal legal system. They promote risk reduction through positive relationship building and mentoring. These relationships work because credible messengers are viewed as living examples of change and have relevant shared experience, such as shared community membership and experience with incarceration or general justice involvement.⁴¹

Enhanced Enforcement. Enhanced enforcement includes increased and targeted arrests, expedited prosecution, and/or more punitive sanctioning for gang/group members.⁴²

Hospital-based intervention. Hospital-based violence intervention programs are multidisciplinary programs that identify people at risk of violent reinjury and provide them hospital- and community- based services (e.g., case management) to address risk factors for violence and promoting protective factors such as social support, employment, and educational attainment. Hospital-based intervention programs help dissuade victims from retaliatory acts, reduce violent reinjury, and lessen the likelihood of violence (Evans and Vega 2018).⁴³

Intervention. Intervention refers to attempts to deliver an immediate response to acute violence or crime problems (Jannetta et al. 2021).⁴⁴

Logic model. This is a graphic formally articulating a program's theory of change and how it is intended to achieve results consistent with that theory of change. A logic model will include the resources that need to be in place, the activities that need to happen, what changes will ultimately lead to the intended outcomes, and what measurements should be collected to confirm that all of this is occurring (Tatian 2016).

⁴⁰ <https://www.urban.org/sites/default/files/2022-03/a-research-based-practice-guide-to-reduce-youth-gun-and-gang-group-violence.pdf>

⁴¹ <https://www.urban.org/sites/default/files/2022-03/a-research-based-practice-guide-to-reduce-youth-gun-and-gang-group-violence.pdf>

⁴² <https://www.urban.org/sites/default/files/2022-03/a-research-based-practice-guide-to-reduce-youth-gun-and-gang-group-violence.pdf>

⁴³ <https://www.urban.org/sites/default/files/2022-03/a-research-based-practice-guide-to-reduce-youth-gun-and-gang-group-violence.pdf>

⁴⁴ <https://www.urban.org/sites/default/files/2022-03/a-research-based-practice-guide-to-reduce-youth-gun-and-gang-group-violence.pdf>

Outreach workers. Outreach workers work directly with gang- or group-involved youth to mentor and assist their clients in various areas. Unlike credible messengers, outreach workers do not necessarily need to previously be trusted within a gang/group community.

Prevention. Prevention is any effort that supports youth who are "at risk" of becoming involved in delinquent behavior and helps prevent young people from entering the juvenile or adult justice system. Prevention includes efforts to prevent youth from penetrating further into the juvenile justice system after committing delinquent acts; these prevention efforts include arbitration, diversionary or mediation programs, and community service work or other treatment.⁴

Public health model. The public health model emphasizes the prevention of violence and classifies efforts by victimization risk level with the understanding that as risk levels increase, fewer people are implicated. Public health interventions use outreach workers who are independent from law enforcement to target high-risk people and behaviors without the threat of punishment (Abt 2017; Jannetta et al. 2010).

Suppression. Suppression is an intensive, concentrated, and frequently collaborative application of routine criminal justice system activities such as police patrol, arrest, prosecution, probation/parole surveillance, and revocation, focused on targeted people, locations, or activities.

Trauma-informed approaches. Trauma-informed approaches recognize the impact of traumatic experience while striving for a physically and psychologically safe environment by understanding, anticipating, and responding to people's expectations and needs while minimizing the chances of retraumatizing people who are trying to heal (Skinner-Osei et al. 2019).

Youth. We consider youth to be young people between the ages of 10 and 25. This differs from the age range used by the Office of Juvenile Justice and Delinquency Prevention for undertakings such as its Model Programs Guide to reflect the scope of the project and the fact that it is common for efforts focused on youth gun violence related to gangs and groups to define their service populations to include juveniles and young adults.