

VISION

A Portland where equitable enforcement and trust in police leads to a safer community.

## STRATEGIC GOALS

### IPR AUTONOMY FROM THE POLICE BUREAU

Seek meaningful, practical autonomy:

- Direct, unfettered, timely access to all PPB records and data
- Directly compel officers
- Authority to write findings
- Track policy recommendations and Chief's response to recommendations
- Civilian monitoring of PPB hiring and promotion processes

### CLEAR AND TRANSPARENT CRITERIA FOR IPR ACTION

Establish criteria to prioritize work:

- Priority reasons for investigations that result in findings
- Scope of investigation tasks and tracking investigations
- Collect and track concerns about PPB as a whole, including actions within policy
- Increase ability to assist with common requests

### COMMUNICATION ABOUT IPR PROCESS AND ACTION

Improve quality and clarity of information:

- Videos and written answers to common questions
- Develop routes for direct referrals to other jurisdictions
- Summarize improved process
- Collect and track concerns outside the investigation scope
- Increase educational materials about PPB policies & practices

## MISSION

The City Auditor's Independent Police Review is a police oversight agency, and is independent and autonomous from the Portland Police Bureau.

IPR:

- Seeks diverse community input regarding Portland Police Bureau conduct, practices, and policies.
- Investigates complaints regarding the Portland Police in a transparent manner.
- Monitors emerging incidents, issues, and patterns in Portland Police conduct.
- Reports to the public and recommends changes to the Portland Police Bureau.

# IPR AUTONOMY FROM THE POLICE BUREAU:

## EXAMPLES OF THIS STRATEGIC GOAL

### **Direct, unfettered, timely access to all PPB records and data**

- Develop more agreements where IPR directly accesses a database or records source, rather than making a request through a PPB employee
- Advocate for legislative changes, if necessary to facilitate access to law enforcement data that is relevant to IPR investigations
- IPR Investigators have access to systems such as: daily rosters to confirm officer schedules, GPS data to identify the officer in a complaint, reports written after a use of force

### **Directly compel officers**

- Advocate for changes to collective bargaining agreements and City Code to allow IPR the authority to directly compel officers
- Authority to contact and schedule officers for interviews, independent of Internal Affairs liaison
- Authority to provide notice to officers, independent of Internal Affairs liaison
- Authority to compel the interview, independent of Internal Affairs liaison
- Pending the authority to directly compel officers, improve communication and working relationship with Internal Affairs to reduce delays or inefficiencies in scheduling interviews

### **Authority to write findings**

- After IPR completes an administrative investigation of officer misconduct, IPR writes the findings; findings are the judgment of whether action by an officer violated Police Bureau policy
- Increase transparency on the ultimate dispositions of types of cases
- Report on patterns of findings based on the type of case, including the basis for findings

### **Track policy recommendations and Chief's response to recommendations**

- Based on existing authority to make recommendations of policy or practice change to the Chief of Police, build IPR's practice of making recommendations
- Seek a database, software, or system to track policy recommendations to the Chief of Police
- Track the timelines for response, and track the responses from the Chief of Police
- Build on recommendation to report, over time, on the areas and efficacy of IPR recommendations to the Chief of Police

### **Civilian monitoring of PPB hiring and promotion processes**

- Facilitate either direct community input or the collection of community-wide input into PPB practices, with an eye toward City of Portland equity goals
- Increase community input on hiring practices, up to or including community members on screening or hiring panels
- Increase community input on promotions, such as criteria for promotions, up to or including community members providing input on individual promotion decisions

# CLEAR AND TRANSPARENT CRITERIA FOR IPR ACTION:

## *EXAMPLES OF THIS STRATEGIC GOAL*

### **Priority reasons for investigations that result in findings**

- Transparent criteria and thresholds for prioritizing cases to be full administrative investigations conducted independently by IPR
- Prioritize investigations with greatest potential community impact, using an equity lens
- Strive for criteria and process that can be explained fully and quickly, without jargon
- Establish a transparent referral track for complaints that speak to training issues, concerns about current Police Bureau policy, and other systemic concerns
- Seek a technological solution for tracking referrals and results of referrals
- If a complaint alleges conduct which is condoned by current Police Bureau policy or practice, provide informational material to complainant; bypass full investigation, but inform complainant about how comments and concerns about policy and practice will be handled.
- Improve options and access for resolutions outside of misconduct investigations: for example, expand Mediation Program option to allow for officers to initiate mediation even when no misconduct is alleged; use mediation and other resolutions to improve community trust
- Develop alternatives to complaints-based system to better capture concerns that have community impact, but which may not come to IPR's attention through proactive complaints

### **Scope of investigation tasks and tracking investigations**

- Investigative tasks and breadth and depth of investigation is proportional to the type of allegation and severity of alleged misconduct
- Investigative plans guided by allegations of individual officer misconduct; policy and practice concerns are tracked and handled outside of the misconduct investigation system
- Formal triage system for investigations and assignments
- Seek a technological solution to collecting and maintaining all evidence and records for an investigation in one place
- Seek solutions for updating case status and providing regular communication about case status

### **Collect and track concerns about PPB as a whole, including actions within policy**

- Collect questions, comments, and concerns from community members who disagree with a current Police Bureau policy or practice
- Seek a technological solution for tracking concerns and complaints about systemic issues
- Seek a technological solution for tracking Chief of Police response to IPR recommendations

### **Increase ability to assist with common requests**

- Establish a procedure for assisting a person who has faced barriers to filing a police report
- Identify current common requests received by members of the community who contact IPR
- For identified priority areas, establish procedures for IPR to assist; strive for outcomes that acknowledge when a person contacting IPR seeks resolution, and a misconduct investigation may not resolve the issue for the community member

# COMMUNICATION ABOUT IPR PROCESS AND ACTION:

## *EXAMPLES OF THIS STRATEGIC GOAL*

### **Videos and written answers to common questions:**

- Track questions received from the community, and update “Frequently Asked Questions” to reflect common questions
- Film a mock complaint intake, so that potential complainants can see what will happen, and what kind of questions investigators will ask
- Film a mock mediation, to help explain the process and answer questions about its benefits

### **Summarize improved process:**

- Clearly articulate the possible outcomes of a complaint or concern received at IPR
- Seek a system or software that improves the ability of IPR to provide quick or automatic responses to requests for updates on the status of a complaint
- Publish informational material that makes the process as understandable and transparent as possible
- Publish information when IPR makes improvements to intake or investigation procedures
- Write procedures and communications that use common terms and avoid legal jargon or police jargon

### **Develop routes for direct referrals to other jurisdictions**

- Identify common areas where IPR receives requests for assistance from police, from community service agencies, or from other areas of government
- Identify areas where IPR can facilitate a community member receiving better service
- Develop direct referral procedure for a response or action from the Police Bureau
- Improve service to community members by helping them to get their complaint to the attention of the correct agency
- Develop working relationships with state and local agencies or units tasked with oversight duties, so that IPR can directly send a complaint or concern to the correct jurisdiction

### **Track and report on concerns outside the investigation scope**

- Explain how IPR will track or use comments or concerns outside of a misconduct investigation
- Seek a system or software that can aid in tracking concerns about policing methods, policies, and practices
- Report on trends in concerns received from the community about Police Bureau practices

### **Increase educational materials about PPB policies and practices**

- Develop materials about Police Bureau policies or practices, to respond to common questions or patterns of concern
- When IPR spends time on a policy review, make available materials about that review, to answer questions from community members on the same topic
- Have materials available to answer common questions about Police Bureau policies, such as questions about whether police will respond to a traffic accident

## PROJECTED FUTURE IPR GOALS

The Independent Police Review actively participated in a collaborative process to identify ideas for improvement. The three Strategic Goals that comprise the proposed 2017-2021 IPR Strategic Plan are the areas IPR staff identified as foundational to solidifying IPR's mission-driven work. Additional areas for improvement were recorded as potential future goals, where IPR can turn its strategic focus after putting resources and energy toward the first three Strategic Goals. Below are projected future goals:

### **Create Comprehensive Policy Review System**

- Maintain a regular schedule for reviewing policy concerns, responsive to public input on areas of concern, as well as trends in complaints and concerns presented directly to IPR
- Review PPB policy and practices with an eye toward systemic change
- Dedicate investigative resource to policy reviews
- Develop an active, responsive, and safe operational program for monitoring policing of protests
- Compare areas of concern to baseline police activity data; identify disparate enforcement or inaction
- Monitor PPB pilot programs to identify potential areas of concern or successful practices

### **Track IPR Policy Recommendations to PPB**

- Facilitate input/suggestions to PPB officers on how to better interact with vulnerable community members
- Provide recommendations on data PPB should collect, particularly on metrics pertaining to IPR recommendations
- Recommendations are based on sound evidence & analysis

### **New Database System for Tracking Results**

- Develop tracking mechanism for Chief's response to recommendations
- Database accommodates policy review work by IPR and non-complaint-based feedback to PPB, in addition to tracking investigations and providing accurate and timely updates on case status
- Report non-confidential recommendations publicly for accountability

### **Public Reporting and Information Accessibility**

- Communicate the concerns we've heard from communities in different formats
- More de-identified data available and accessible to the public
- Improve IPR website to make it more interactive
- Live reporting online of case categories and outcomes connected to database
- Database directly updates to live data dashboard on the web
- More public reports and relevant media shared online
- Report complaint trends and categories more often than the annual report. Provide details without any confidential information about the investigation.

### **Create Comprehensive Community Outreach Plan**

- Identify communities underrepresented IPR's in complaint demographics and further engage with underrepresented communities to identify concerns and oversight-related needs

## PROJECTED FUTURE IPR GOALS

- Develop a comprehensive, culturally competent, yearly dedicated outreach budget that removes barriers to community engagement
- Expand what outreach means, and how all staff are involved
- Establish metrics for success of outreach
- Identify data system for tracking engagement, and for organizing contacts and relationships
- Maintain an Outreach event calendar for public and all staff engagement
- Increase communication and promotion of events
- IPR releases factual statements to clarify misinformation regarding hot topics
- Develop a press release protocol to address current issues
- Develop and write info sheets on particular topics, including PPB stated practices
- Show our competence and expertise in public reports and policy reviews
- Identify areas of community concern where IPR can provide value added based on staff expertise
- Money to hire a consultant/staff to help with CRC issues and concerns – to support IPR/Auditor and keep the CRC on track
- Invite People to CRC meetings while on phone/in person – have a direct policy to get more people to CRC meetings
- Strategies for CRC recruitment, retention and support (may include ongoing training, communicate on IPR activities, and update on IPR work)
- Consistent contact with LECC on racial profiling
- Demonstration video of IPR complaint process in several languages
- Proactively collect community concerns about police practices and transparently track our actions
- Get direct general concern feedback from community members
- Community concerns and issues with PPB are collected by an equitable process

## PREVIOUS COMMUNITY INPUT ABOUT IPR WORK

The mission and work of the Independent Police Review falls within authority granted by Portland City Code. The U.S. Department of Justice settlement agreement with the City of Portland provided additional guidelines for IPR's work. Beyond that legal guidance, IPR strives to learn about community expectations for IPR's mission and work. The following list captures expectations and wishes that IPR has heard represented in Portland community feedback over time:

- **Outreach** involves contacting the public;
- **Outreach** is wide-ranging;
- **Outreach** is consistent and widespread;
- **Outreach** includes PPA and PPB;
- **Outreach and Process** should acknowledge and address fear and distrust in IPR process;
- **Process** is fair, equitable, and accessible for complainants;
- **Process** ensures that the complainant is heard and is given an outlet to voice concerns;
- **Process** includes accepting all complaints;
- **Complainants** are validated and given the necessary information to participate in the process;
- **Complainants'** concerns are reflected accurately and complaints culturally competent;
- **Complainants** are provided assistance in navigating the review and appeals processes;
- **Reviews** are fair, legitimate, independent, transparent, and unbiased;
- **Review process** acknowledges the complainant as a person with a stake in the result;
- **Review process** should mention issues that are within policy but need review;
- **Review process** is impartial, in compliance, and within DOJ standards;
- **Review process** is done in a timely manner;
- **Allegations** are legally sound;
- **Allegations** reflect the complainants' concerns;
- **Investigations** are fair to complainants;
- **Investigations** are fair to officers;
- **Investigations** are transparent;
- **Investigations** are thorough, timely and accurate;
- **Investigations** are extensive, robust, understandable, and culturally competent;
- **Investigations** are independent;
- **Findings** are appropriate, reasonable, consistently applied, fair, logical and equitable;
- **Appeals** are available, legitimate, accessible, and supportive;
- **Appeals** are timely and independent;
- **Appeal process** is orderly and timely;
- **Appeals** meet the standard of review;
- **Results** are logical, justifiable, legally sound, and equitable;
- **Discipline process** should be transparent, commensurate, and fair.

## PREVIOUS COMMUNITY INPUT ABOUT IPR WORK

In addition to attending meetings across the city, outreach events, receiving direct communications to IPR, and other means of collecting questions and feedback, the IPR staff reviews new articles and other sources of potential feedback on the oversight system in Portland. Below are some sources of written recommendations and recent input from stakeholders and community members:

### **Stakeholder Groups convened by City of Portland:**

[http://www.cdri.com/library/PoliceOversightStakeholderReport2010\\_V2.pdf](http://www.cdri.com/library/PoliceOversightStakeholderReport2010_V2.pdf)

<http://www.cdri.com/images/PDFs2016Forward/StakeholderMeeting11416minV1.pdf>

[http://www.cdri.com/images/PDFs2016Forward/2016\\_DRAFT\\_StakeholderResultsV2\\_2.pdf](http://www.cdri.com/images/PDFs2016Forward/2016_DRAFT_StakeholderResultsV2_2.pdf)

### **COCL Surveys and Reports:**

<http://www.cocl->

[coab.org/sites/default/files/City%20of%20Portland%20Police%20Community%20Relations%20Survey-Report\\_FINAL-00211-January%202016\\_0.pdf](http://www.cocl-coab.org/sites/default/files/City%20of%20Portland%20Police%20Community%20Relations%20Survey-Report_FINAL-00211-January%202016_0.pdf)

[http://www.cocl-coab.org/sites/default/files/COCL\\_PPB\\_Employee\\_Survey\\_Report\\_2015\\_posted.pdf](http://www.cocl-coab.org/sites/default/files/COCL_PPB_Employee_Survey_Report_2015_posted.pdf)

<http://www.cocl-coab.org/content/comment-cocls-draft-quarterly-report-1>

### **DOJ Settlement Agreement with the City of Portland:**

<https://www.portlandoregon.gov/police/article/506328>

### **Community Reactions to 2016 proposed Code Changes:**

<http://www.portlandmercury.com/blogtown/2016/08/01/18439309/in-september-portland-city-council-will-vote-on-huge-police-oversight-changes-tonight-you-can-make-your-voice-heard>

<http://www.portlandmercury.com/blogtown/2016/04/21/17934827/police-dont-show-up-for-oversight-meeting-frustrated-committee-votes-to-legally-force-them-to-show-up-next-time/comments>

<http://www.portlandmercury.com/blogtown/2016/05/05/18019245/portland-police-show-up-again-to-oversight-meeting-score-victory-in-confusing-complaint-hearing>

<http://www.portlandmercury.com/news/2016/09/14/18564973/city-council-will-soon-vote-on-changes-to-portlands-police-oversight-system>

### **PPA Response to Code Changes:**

<http://pparapsheet.org/ppa-statement-to-city-council-regarding-iprs-proposed-ordinance-12-18-13/>