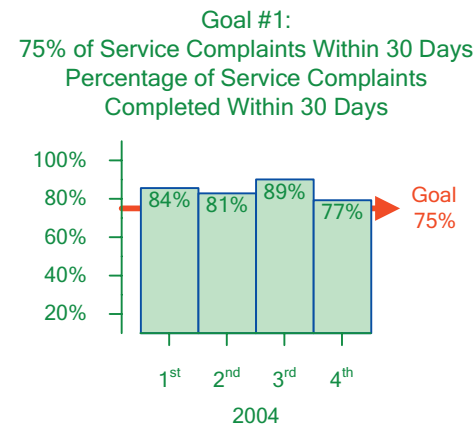


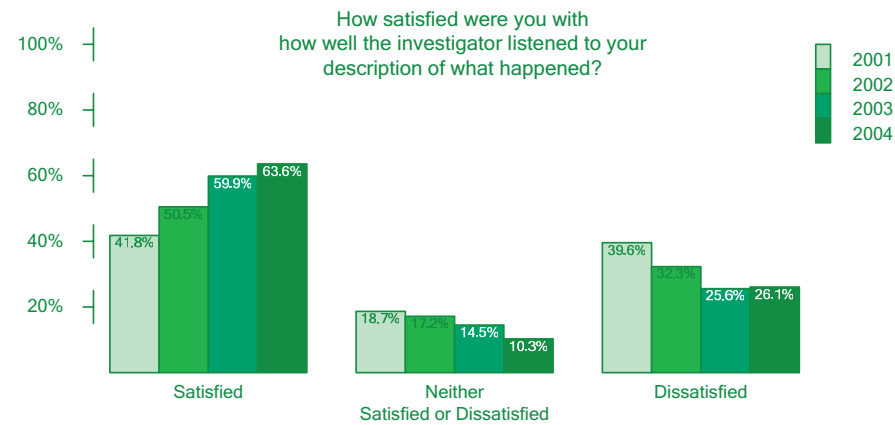
For all four quarters of 2004, PPB exceeded its goal of completing 75% of service complaints within 30 days. PPB has consistently exceeded its 30-day goal for completing service complaints since the 3rd quarter of 2003.



IAD did not meet its goal of completing 80% of full investigations within 120 days, nor did it meet its goal of completing 95% of full investigations within 150 days.

Citizen Satisfaction

Almost without exception, the surveys in 2004 indicate that respondents are increasingly satisfied with all aspects of the complaint handling process. Respondents are increasingly satisfied with the quality of the interviews, with explanations about the complaint process, with the quality of communication, and with the thoroughness and efficiency of the process. When compared to 2001 (the baseline year for the citizen satisfaction survey), the improvement in satisfaction rates is dramatic.



Increased Accountability

A fair, thorough, and efficient review of every complaint does not guarantee that each person who complains will be satisfied. Nevertheless, IPR has improved communications with complainants; improved the investigation of complaints; established an open and orderly appeal process; documented and reported on decisionmaking vis-à-vis cases; implemented a powerful case management system; set standards for timely investigations; created a mediation option; developed a constructive working relationship with police management and officers; seen CRC decisions accepted by the police; participated in IAD investigations; and obtained the assistance of experts on officer-involved shootings and deaths in-custody.

To further the City's accountability and responsiveness to its citizens, IPR will continue to seek further improvements in complaint handling and community policing. In addition to maintaining the above accomplishments, IPR will strive to improve the timeliness of case handling; to further investigate citizen satisfaction so that deficits can be mitigated; to expand the use of mediation; to monitor the implementation of recommendations on officer-involved shootings, to expand the use of the complaint tracking database; to formalize standard operating procedures; to improve outreach to the public; and to improve decisionmaking through our monitoring responsibility.

IPR's Tools for Improving Police Services

INFORMATION AND REFERRAL

Answering questions about police practices often resolves complaints. In addition, IPR may refer callers to Risk Management or another agency's internal affairs division if it is a more appropriate avenue for redress.

PERFORMANCE STANDARDS

Establishing expectations for timeliness, scope, and quality of complaint investigations will improve consistency and credibility of complaint handling.

INVESTIGATE AND TO PARTICIPATE IN INVESTIGATIONS

Involvement in significant investigations can improve their transparency, thoroughness, professionalism, and timeliness.

INDEPENDENT REVIEWS OF POLICIES AND OPERATIONS

Detailed analyses of a particular policy or management issue by IPR staff can identify areas where the Police Bureau can make improvements. Issues are often identified during appeal hearings that CRC members, IPR staff, and student interns analyze to develop recommendations to improve police services.

ANALYSIS FOR COMPLAINT PATTERNS

Better problem definition contributes to effective changes in policies, supervision practices, or intervention with particular officers.

MEDIATION

Professional mediators bring officers and complainants together to resolve many types of issues, thereby strengthening police-community ties.

CRC APPEAL HEARINGS

Public hearings provide a structured opportunity for complainants and police to testify on a complaint regarding a violation of Police Bureau procedures, and the findings that resulted from an investigation. Nine citizens vote to challenge or accept Police Bureau findings.

CITY COUNCIL APPEAL HEARINGS

When differences in CRC and Police Bureau findings cannot be resolved, a structured hearing will be conducted before City Council. Council decisions on findings are final, and the Police Chief determines discipline.

PUBLIC OUTREACH

Viewpoints, concerns, and feedback from the public in open forums and CRC meetings in various parts of the community can create channels of communication between the public and the Police Bureau, as well as help shape policy issues and priorities for CRC and IPR efforts.

EXPERT REVIEW OF OFFICER-INVOLVED SHOOTINGS

Every year, for the next five years, IPR will contract with national experts for a review of past officer-involved shootings and deaths in-custody to identify policy recommendations to help prevent future occurrences.

FOLLOW-THROUGH

Change takes time and persistence. The IPR and CRC will monitor and report on recommendations to ensure that they are being effectively implemented throughout the Police Bureau.

WORKING RELATIONSHIP WITH THE POLICE BUREAU

Improving police services means constructively challenging the thinking and behavior of all 1,400 employees in the Police Bureau through a good working relationship. IPR and CRC members regularly communicate with officers, supervisors, and managers in the Police Bureau.

For a full version of the report:
<https://www.portlandonline.com/auditor/ipr>

Independent Police Review Division

Office of the City Auditor

Annual Report 2004

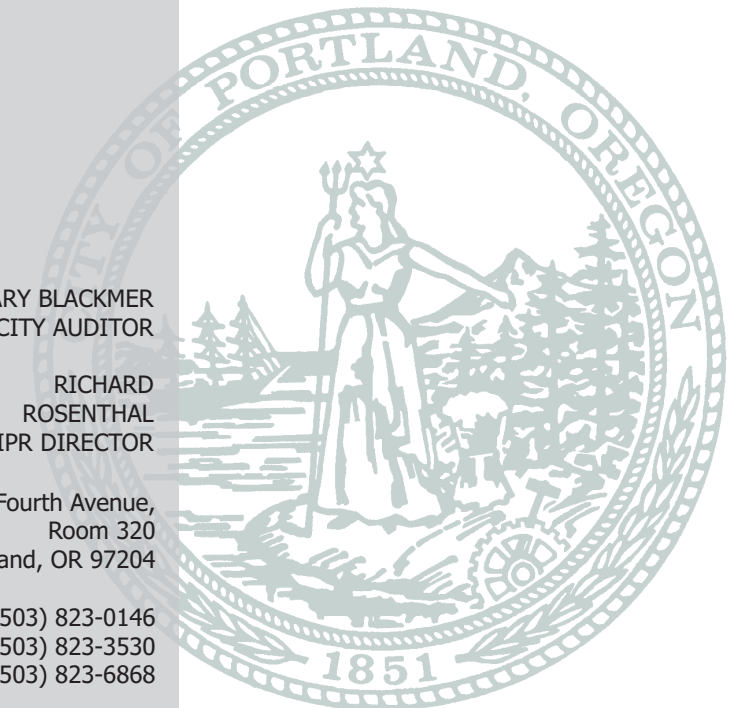
EXECUTIVE SUMMARY

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Mission

The mission of the Independent Police Review Division of the City of Portland's Auditor's Office is to improve police accountability to the public and to provide the opportunity for fair resolution of complaints against the police. The Independent Police Review works with the Citizen Review Committee and the Portland Police Bureau to ensure that: 1) proper action is taken to address complaints about police activities; 2) complainants and officers have an opportunity for a fair appeal of the results; and 3) policies are changed to prevent the recurrence of problems identified through the complaint process.

Third Year Progress

In pursuit of its mission, the IPR accomplished the following in 2004:

- Entered into a five-year contract with the Police Assessment Resource Center to review officer-involved shooting investigations, training, and policies on an annual basis;
- Researched, wrote, and published a policy review entitled: *The City of Portland's Handling of Tort Claims Alleging Police Misconduct: A Need for Consistent Referrals to the Internal Affairs Division*;
- Began working with the PPB to create a multi-disciplinary team to review the PPB's *Early Intervention System*;
- Coordinated the sharing of a database with the Chief's Office in order to improve the tracking of discipline and reviews by the Performance Review Board and the Use-of-Force Board;
- Developed and adopted written complaint handling criteria for the Independent Police Review and published these criteria on the Independent Police Review website;
- Fostered and solidified an improved working relationship between the Independent Police Review and the Citizen Review Committee;
- Collaborated with the Citizen Review Committee in order to develop a strategic outreach plan;
- Worked with a Citizen Review Committee workgroup that reviewed all Independent Police Review and Internal Affairs Division decisionmaking processes;
- Developed and adopted the Citizen Review Committee protocols for conducting formal policy reviews;
- Worked with the Citizen Review Committee to prioritize the identification of Portland Police Bureau policies that might warrant formal reviews in the future;
- Developed and presented regular reports to the Portland Police Bureau, Internal Affairs Division, and Training Division on patterns in citizen complaints, workload, and officer histories;
- Worked with the Portland Police Bureau command staff to encourage officer participation in the mediation program, completed 33 mediations, and worked to make the mediation program the largest per capita mediation program in the nation;
- Included a survey question about the City of Portland's efforts to control misconduct in the Auditor's Annual Citizen Survey;
- Developed a new process for handling tort claims alleging police misconduct;
- Monitored the timeliness of and outcomes from the Independent Police Review intakes, Internal Affairs Division assignment decisions, Internal Affairs Division investigations, case review, and decisionmaking by Police Bureau managers;
- Monitored individual complaints on a continuing basis;
- Networked and met informally with individuals and community leaders to build relations with various interest groups, and to better understand their issues and concerns;

- Served as a resource for those working to establish or modify police oversight agencies in other cities and countries, and provided advice and recommendations to representatives from other cities in the United States;
- Received recognition as an innovative program, which resulted in the Independent Police Review being invited to make a presentation at the annual conference for the National Association of Civilian Oversight of Law Enforcement (NACOLE) in Chicago;
- Hosted a Police Auditor Conference in Portland that was sponsored and funded by the University of Nebraska's Police Professionalism Initiative; and
- Met with representatives from countries throughout Europe, Asia, South and Central America, Africa, and the Middle East.

Stages of Complaint Handling

In 2004, the Independent Police Review received 781 new cases and closed 822 cases. This was a minimal increase in the Independent Police Review's workload from 2003. The 781 new complaint cases resulted in 2,704 allegations investigated by IPR.

Of the 751 cases that received intake decisions, 40% were dismissed after the initial Independent Police Review investigation. The most common reason why the Independent Police Review dismissed an allegation was because the complaint did not allege misconduct.

Once a case was referred to PPB for investigation, most cases were either handled as a service complaint or declined by IAD. Of those citizen-initiated complaints investigated by IAD, 16% resulted in one or more *sustained* findings.

In 2004, the Independent Police Review received 9 new citizen appeals, and closed 13 appeals. Only two appeals resulted in the CRC challenging findings made by the PPB.

Mediation

The IPR mediation program continues to expand as a popular and effective alternative to traditional case handling. In 2004, the Independent Police Review successfully completed 33 mediations, making our program one of the largest in the nation. Satisfaction rates with mediation continue to be very high, and almost all participants would recommend mediation to others.

| Most Common Allegation for Citizen Complaints 2004 | |
|--|---|
| Ten Most Common Allegations Reported to IPR | Number of Complaints that Involved One or More of the Following Allegations |
| Rude Behavior | 249 |
| Excessive Force | 225 |
| Unjustified Behavior | 174 |
| Failed to Take Appropriate Action | 138 |
| Filed False Charges or Citations | 116 |
| Harassment | 115 |
| Warrantless Search and/or Seizure | 79 |
| Unlawfully Detained Complainant | 72 |
| Profanity | 63 |
| Intimidation | 60 |

| IPR Intake Decisions 2004 | | |
|--|------------|-------------|
| Intake Decision | Total | Percent |
| Referred to IAD | 288 | 38% |
| Dismissed After Intake Investigation Completed | 301 | 40% |
| Resolved at Intake | 18 | 2% |
| Referred to Other Agency | 14 | 2% |
| Referred to Chief's Office-Policy Review | 5 | 1% |
| Administrative Referral | 85 | 11% |
| Pending or Completed Mediation | 40 | 5% |
| Total | 751 | 100% |

Commendations and Complaints

In 2004 there was a significant increase in the number of commendations submitted to IPR. We received 523 commendations regarding PPB officers.

Many PPB employees receive multiple commendations.

In 2004, a large number of PPB employees received no

complaints, and an even greater number of employees received commendations *and*

no complaints. There were 209 employees who received commendations and no

complaints in 2004. Of those, 90 employees received two or more

commendations. This year, IPR also reports on the number of complaints per

employee. In 2004, the number of complaint cases received by individual employees, for those

cases that were forwarded to IAD for investigation, ranged from one to six. Of those employees

receiving complaints, a majority received only one complaint (74%).

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Timeliness

In 2004, both IPR and IAD endeavored to improve the timeliness of case processing.

As a result, timeliness in general is improving; however, meeting specific goals remains an issue for both IPR and PPB.

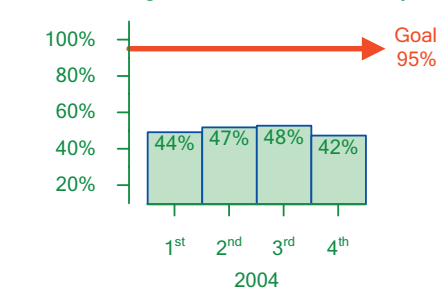
Of the three timeliness goals set by IPR, two were met in 2004.

Of the six timeliness goals set by IAD, one was met in 2004.

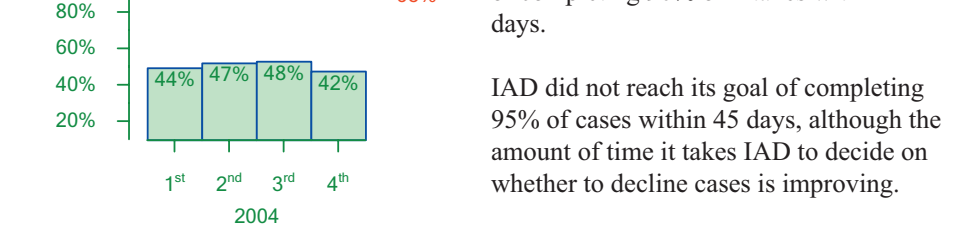
Of the six timeliness goals set by IAD, one was met in 2004.

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IAD Decline Goal 2: To Complete 95% of Declines Within 45 Days



Intake Goal 2: To Complete 90% of Intakes Within 21 Days



IAD met its performance goal of closing citizen complaints within 150 days, and, for the first time since the creation of IPR in 2002, staff met the intake goal of completing 90% of intakes within 21 days.

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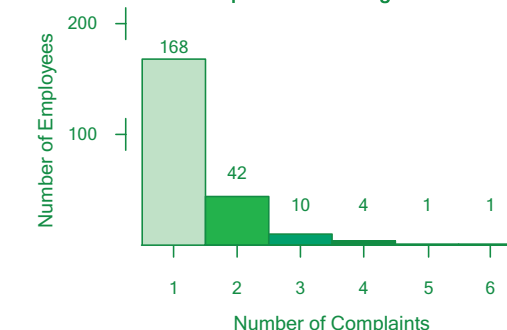
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| Number of Employees Receiving Only Commendations and/or No Complaints | | |
|---|---------------------------|---------------------|
| Number of Commendations | 2004 Number of Complaints | Number of Employees |
| 4 | 0 | 12 |
| 3 | 0 | 22 |
| 2 | 0 | 56 |
| 1 | 0 | 119 |
| 0 | 0 | 519 |
| Total | | 728 |

Number of Complaints per Employee in Calendar 2004 - Handled by IAD as a Service Complaint or Investigation



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