

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

66

Adherence and application of existing force policies

**Task Requirements:** PPB shall maintain principles in its existing use of force policies. See Agreement for specific requirements, #66.

**Status** Complete - review ongoing

**Action Steps:**

1. Ensure that current and future drafts of the Force Policy adhere to the requirements of this provision.
2. Ensure that training of Force Policy covers the requirements of this provision.

**Task Date Completed:** 2/18/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. Directive 1010.00 Use of Force
2. 2013 In Service training materials (located in folder #84)
3. Directive 315.00 Unsatisfactory Performance

### Status Note:

**2014 Q1 Update:**

**2014 Q2 Update:**

**2014 Q3 Update:** Those principles were maintained in the version of the policy proposed for the 6 month review.

**2014 Q4 Update:** The force policy revised and adopted in December, 2014 maintained those principles.

**2015 Q1 Update:** Those force principles remain in the current policy.

**2015 Q2 Update:** Those force principles remain in effect as the policy did not change this quarter.

**2015 Q3 Update:** Those force principles remain in effect as the policy was not reviewed nor revised this quarter.

**2015 Q4 Update:** Those force principles remain in effect as the policy has not been revised this quarter. It was posted for its annual review.

**2016 Q1 Update:** Those force principles remain in effect as the policy has not been revised this quarter. It remains in Executive Reconciliation.

**2016 Q2 Update:** Those force principles remain in effect as the Bureau awaits the scheduling of the review of this policy on the directives calendar. It is anticipated that it will be set in the third quarter.

**2016 Q3 Update:** Those force principles remain in effect. PPB initiated work on extensive revisions to the Bureau's suite of force directives. It is anticipated that the new force directive (which includes 1010.00, 1020.00, 1030.00, 1040.00, 1050.00, 1051.00 and 940.00) will be submitted for DOJ approval in the fourth quarter of 2016. A two day "summit" to review and discuss the proposed policy was set for Oct. 26-27.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

67

Use of Force Policy additional requirements

**Task Requirements:** PPB shall add to its use of force policy and procedures the use of force principles outlined in the Agreement. See Agreement for specifics, #67

**Status** Complete - review ongoing

**Action Steps:**

1. Draft changes to Force Policy that comply with requirements of this provision.
2. Meet with stakeholders, including PPA and DOJ, to review changes and receive input
3. Release draft policy for public comment
4. Incorporate and record feedback
5. Once policy is finalized with public comments and stakeholder review, teach to sworn personnel through in service
5. Release final policy and require personnel review and signature of comprehension

**Task Date Completed:** 2/18/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. Directive 1010.00 Use of Force
2. 2013 In Service training materials (located in folder #84)
3. Directive 315.00 Unsatisfactory Performance

## Status Note:

**2014 Q1 Update:**

**2014 Q2 Update:**

**2014 Q3 Update:** Use of Force Directive 1010.00 underwent its 6 month review. At the end of the quarter it was in the last phase of the process which is additional 15 day Union review before going to Chief for sign off.

**2014 Q4 Update:** Use of Force Directive 1010.00 was enacted on December 4, 2014 after undergoing its 6 month review process.

**2015 Q1 Update:** No changes to Use of Force Directive this quarter.

**2015 Q2 Update:** No change was made to the Use of Force Directive this quarter.

**2015 Q3 Update:** No change was made to the Use of Force Directive this quarter.

**2015 Q4 Update:** No change was made to the Use of Force directive this quarter.

**2016 Q1 Update:** The Use of Force Directive 1010.00 is currently under review by the Bureau after receipt of DOJ's red-line version. It should be the subject of a monthly DOJ/COCL/PPB directives meeting in the next quarter.

**2016 Q2 Update:** This policy was not addressed yet in one of the monthly DOJ/COCL/PPB directives meetings. Other directives, such as the mental health and training ones, took priority while discussions among stakeholders continued to try to resolve some outstanding issues central to finalizing this policy.

**2016 Q3 Update:** The PPB received approval to move forward with its plan to combine Directives 1010.00 and 940.00 and revise the current redundant and time-consuming system for After Action review so that it relates to the category of force. PPB initiated work on its draft. A guiding tenet has been ensuring that the use of force principles outlined in the Settlement Agreement are properly incorporated into Bureau policy. A two day "summit" to review and discuss the proposed policy was set for Oct. 26-27. PPB is hoping for approval of the revised policy by the end of the 4th quarter so it can be trained at In-Service in January, 2017.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## 2017 Q4 Update:

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### Task Description

68

Revision to Directive 1051.00

**Task Requirements:** PPB shall revise PPB Directive 1051.00 regarding Taser, Less-Lethal Weapon System to include the required principles outlined in the Agreement. See Agreement #68 for specific requirements.

**Status** Complete - review ongoing

**Action Steps:**

1. Draft changes to Taser Policy that comply with requirements of this provision
2. Meet with stakeholders, including PPA and DOJ, to review changes and receive input
3. Release draft policy for public comment
4. Incorporate and record feedback
5. Once policy is finalized with public comments and stakeholder review, teach to sworn personnel through in service
5. Release final policy following in service and require personnel review and signature of comprehension

**Task Date Completed:** 2/18/2013  **Received DOJ Approval?** Approval

**Evidence of Completion:**

1. Directive 1051.00 Electronic Control Weapon System
2. 2013 In Service training materials (located in folder #84)

### Status Note:

**2014 Q1 Update:** Directive 1051.00 enacted.

**2014 Q2 Update:**

**2014 Q3 Update:** Directive 1051.00 underwent its mandatory 6 month review. At the end of the quarter, after being posted for the required 30 day public comment phase, it was in the Executive reconciliation phase.

**2014 Q4 Update:** The Electronic Control Weapon (ECW) directive was enacted on December 4, 2014 after completing its 6 month review process.

**2015 Q1 Update:** No change to the ECW Directive this quarter.

**2015 Q2 Update:** There was no change to the ECW Directive this quarter.

**2015 Q3 Update:** There was no change to the ECW Directive this quarter.

**2015 Q4 Update:** This directive was posted for its annual universal review on November 1, 2015 for the required 30 day period and is now in the Executive Reconciliation process.

**2016 Q1 Update:** This directive remains in the Executive Reconciliation process awaiting discussion with DOJ.

**2016 Q2 Update:** This directive remains in the Executive Reconciliation phase awaiting scheduling with DOJ/COCL/PPB for joint review.

**2016 Q3 Update:** During the revision of Directive 1010.00, PPB decided to incorporate the contents of 1051.00 into 1010.00. The newly created policy team worked on the expanded directive in preparation for the summit with DOJ and COCL on the force policy that is scheduled for October 26-27, 2016. Once again, they have ensured that the required principles outlined in the Settlement Agreement are properly incorporated into policy.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

69

Use of Force Reporting Policy revision

**Task Requirements:** PPB shall revise its policies related to use of force reporting. See specific requirements of the Agreement, #69.

**Status** Actively in Process

**Action Steps:**

1. Draft changes to Directive 940.00 that comply with requirements of this provision.
2. Incorporate changes into new Force Policy (Directive 1010.00)
3. Ensure concepts within this provision are taught through 2013 In Service and additional Sergeant (supervisor) In Service in early 2014.
5. Release final policy and require personnel review and signature of comprehension

**Task Date Completed:** 11/26/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. 2013 In Service training materials (located in folder #84)

### Status Note:

**2014 Q1 Update:** Directive 940.00 became effective February 19, 2014.

**2014 Q2 Update:**

**2014 Q3 Update:** The 940.00 Directive was due for its mandatory 6 month review. During this quarter, it went through the standard directives process including the public comment period. At the end of the quarter, it was in Executive reconciliation.

**2014 Q4 Update:** The 940.00 After Action Report directive was enacted on December 4, 2014 after completing its 6 month review process.

**2015 Q1 Update:** No change to Directive 940.00 this quarter.

**2015 Q2 Update:** There was no change to Directive 940 this quarter.

**2015 Q3 Update:** There was no change to Directive 940 this quarter.

**2015 Q4 Update:** All policies related to the use, investigation and reporting of force are under review by the Department of Justice. The Bureau continues to work with DOJ toward crafting policies that reflect the terms of the agreement and are consistent with state and federal law. Status: Awaiting DOJ review.

**2016 Q1 Update:** Directive 940.00 remains in Executive Reconciliation phase this quarter awaiting scheduling for discussion with DOJ.

**2016 Q2 Update:** Directive 940.00 was the subject of intense discussion both with DOJ and internally after the City and PPB became aware of the differing interpretations held by the City and DOJ on the breadth of its application. PPB began exploring what resources and staffing would be required to meet the DOJ's expectation as well as how the current 940 process possibly could be streamlined to accommodate some of the significant increase in workload that is anticipated. A proposal will be developed and presented to DOJ in the next quarter.

**2016 Q3 Update:** PPB met with DOJ and COCL and their experts during the quarter to hone in on what a reasonable solution to this requirement would look like. PPB presented a proposal to which DOJ gave provisional approval to pursue.

PPB then undertook the task of extensively revising 940.00 and the requirements regarding reporting, investigation, and chain of command review are being incorporated into the Bureau's new use of force directive. In addition, the Bureau has begun beta testing a new After Action form in an effort to conduct reviews more efficiently while still performing a thorough investigation that satisfies all aspects of the Settlement Agreement. It is anticipated that the new force directive incorporating these changes will be submitted for DOJ approval in the fourth quarter of 2016.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

# Department of Justice Tasks / Quarterly Update Report

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2017 Q3 Update:

2017 Q4 Update:

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

70

Revision and continued enforcement of Directive 940.00

**Task Requirements:** PPB shall continue enforcement of Directive 940.00, which requires supervisors who receive notification of a force event to respond to the scene, conduct an administrative review and investigation of the use of force, document their findings in an After Action Report and forward their report through the chain of command. PPB shall revise Directive 940.00 to further require that supervisory officers meet the requirements noted in the agreement.

See specifics outlined in the Agreement, #70.

**Status** Actively in Process

**Action Steps:**

1. Draft changes to Directive 940.00 that comply with requirements of this provision
2. Incorporate changes into new Force Policy (Directive 1010.00) as well as the auditing function of the PSD Inspector position materials
3. Ensure concepts within this provision are taught through 2013 In Service and additional Sergeant (supervisor) In Service in early 2014
5. Release final policy and require personnel review and signature of comprehension

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:**

1. 2013 In Service training materials (located in folder #84)
2. PSD SOP #6

## Status Note:

**2014 Q1 Update:** Directive 940.00 became effective February 19, 2014.

## 2014 Q2 Update:

**2014 Q3 Update:** Supervisors continue to follow the requirements in 940 when notified of a force event while Directive 940 undergoes its 6 month review. The directive was posted for the requisite 30 days for public comment and at the end of the quarter, was in Executive reconciliation.

**2014 Q4 Update:** Supervisors received additional training on Directive 940 as part of the EIS training that occurred throughout the month of November. They continued to follow the requirements of the directive which was re-enacted on December 4, 2014 after its 6 month review.

**2015 Q1 Update:** Directive 940.00 remains in effect with no changes since December enactment.

**2015 Q2 Update:** No changes were made to Directive 940 this quarter.

**2015 Q3 Update:** No changes were made to Directive 940 this quarter. Enforcement of its provisions continues.

**2015 Q4 Update:** Directive 940.00 was posted for its annual universal review on November 1, 2015 for the required 30 day period. It is now in the Executive Reconciliation phase.

**2016 Q1 Update:** Directive 940.00 remains in the Executive Reconciliation phase this quarter although PPB and DOJ did engage in conversations regarding its requirements. Revisions re: supervisors' responsibilities are forthcoming when the directive is addressed by the

**2016 Q2 Update:** Directive 940.00 remains in the Executive Reconciliation process this quarter. During Q2 2016, PPB discussed with DOJ the discrepancies between this paragraph of the Settlement Agreement and current PPB policy and practices. As part of the conversations between the City, PPB and DOJ re: the scope of 940 reporting requirements, discussions ensued regarding the role and responsibilities of supervisors up the chain of command. All steps in the current 940 process are being examined and alternative protocols are being explored to present to DOJ for consideration given the time these reports now take and the limited human resources available to assume the significant increase in workload more 940s will generate. PPB has begun in earnest to draft new policy language and streamline the force reporting and After Action process to allow PPB to fully comply with this section. DOJ has indicated its intent to review and revise Directives 1010.00 and 940.00, the two policies

# Department of Justice Tasks / Quarterly Update Report

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that would best address these issues, next in the directives review process.

**2016 Q3 Update:** Directive 940.00 is being extensively revised, and the requirements regarding reporting, investigation, and chain of command review are being incorporated into the Bureau's new use of force directive.  
See Action item #69

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

71

Patrol supervision staffing requirements

**Task Requirements:** PPB shall maintain adequate patrol supervision staffing, which, at a minimum, means that PPB and the City shall maintain its current sergeant staffing level, including the September, 2012 addition of 15 sergeants.

**Status** Complete - review ongoing

**Action Steps:**

1. Establish supervisor ratio standard from November 2012
2. Track budget processes to ensure ratio is maintained
3. Produce budget/operations report on staffing ratio

**Task Date Completed:** 6/20/2013  **Received DOJ Approval?** Approval

**Evidence of Completion:** 1. Supervisor to officer ratio 5-year graph

### Status Note:

**2014 Q1 Update:** Sergeant staffing level remained as ordered for the quarter

**2014 Q2 Update:** Sergeant staffing level remained as ordered for the quarter

**2014 Q3 Update:** Authorized Sergeant staffing level remained as ordered for the quarter

**2014 Q4 Update:** Authorized Sergeant staffing level remained as ordered for the quarter.

**2015 Q1 Update:** Authorized Sergeant staffing level remained as ordered for the quarter.

**2015 Q2 Update:** Authorized Sergeant staffing level remained as required during this quarter.

**2015 Q3 Update:** The Sergeant staffing level required by the agreement continued to be authorized by City Council's approved budget for PPB this quarter.

**2015 Q4 Update:** The Sergeant staffing level required by the agreement continued to be authorized by City Council's approved budget for PPB this quarter.

**2016 Q1 Update:** The Sergeant staffing level required by the agreement continued to be authorized by City Council's approved budget for PPB this quarter.

**2016 Q2 Update:** The Sergeant staffing level required by the agreement continued to be authorized by the City Council's approved budget for PPB this quarter. However, the Bureau does experience occasional dips in actual numbers as sworn members retire but the number of patrol officers is also greatly reduced from the time the Agreement was signed.

**2016 Q3 Update:** The Sergeant staffing level required by the agreement continued to be authorized by the City Council's approved budget for PPB this quarter. However, the Bureau does experience occasional dips in actual numbers as sworn members retire but the number of patrol officers is also greatly reduced from the time the Agreement was signed.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**



# Department of Justice Tasks / Quarterly Update Report

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## Task Description

72

Supervisor investigation checklist for use of force investigations

**Task Requirements:** PPB shall develop a supervisor investigation checklist to ensure that supervisors carry out these force investigation responsibilities. PPB shall review and revise the adequacy of this checklist regularly, at least annually.

**Status** Complete - pending external review

**Action Steps:**

1. Draft checklist between Training Division and Professional Standards Division
2. Meet with stakeholders (including current Sergeants) to review and edit
3. Release and distribute checklist
4. Incorporate checklist into early 2014 Supervisor In Service training

**Task Date Completed:** 11/18/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. Draft checklist

### Status Note:

**2014 Q1 Update:** Supervisor's Review checklist completed and distributed.

**2014 Q2 Update:**

**2014 Q3 Update:** Checklist revised to mirror Agreement's requirements but cannot be finalized until the 6 month review of Directive 940 is complete. That is in Executive Reconciliation at this time.

**2014 Q4 Update:** After the 6 month review of Directive 940 was completed, the Directive was re-enacted on December 4, 2014. The revised checklist can now be posted on the Bureau's Intranet for reference.

**2015 Q1 Update:** The checklist was condensed to a one-page two-sided document that was laminated and provided to all Sergeants in the Operations branch.

**2015 Q2 Update:** Supervisor checklist remains available to all Sergeants for use in reviewing officers' reports.

**2015 Q3 Update:** The Supervisor checklist remains available to all Sergeants when reviewing officers' reports. Its utilization is evidenced by the quality of the reports as noted by the Inspector who reads them all.

**2015 Q4 Update:** The Supervisor checklist remains unchanged this quarter and available to all Sergeants when reviewing officers' reports. Although there is no language in the agreement supporting its position, DOJ asserts that PPB should require supervisors to use the checklist for each After Action and submit a completed copy for chain of command review as evidence of its use. The Bureau believes the checklist was intended as a quick-reference device to aid supervisors and not intended to duplicate Directive 940.00 as this would be redundant. If DOJ's position prevails, then policy must be revised first to reflect that members are required to use the checklist. If that is the expectation, it is important to establish the rules before attempting to measure compliance with them. With regard to the technical assistance suggestions from DOJ as to the content of the checklist, the Inspector does not object to their incorporation in the next revision of the checklist that is due in March 2016, or sooner if substantive changes to PPB policy occur.

**2016 Q1 Update:** The Supervisor's checklist remains available to all Sergeants when reviewing their officers' reports. It was due for its annual revision in March 2016. The Inspector believes, and Mr. Geissler agrees, that the checklist should be made to model PPB policy. Directive 940.00 is under review by PPB and then DOJ so is likely to change. Thus the Inspector suggested creating the new checklist after the directive is finalized.

DOJ has previously recommended that PPB mandate the use of the checklist and documentation of such in all cases. If adopted, the Inspector suggests this requirement be added to Directive 940.00 so members are aware and can comply.

**2016 Q2 Update:** The Supervisor's checklist remains available to all Sergeants when reviewing their officers' reports. The Checklist is due for yearly revision. The Inspector believes, and Mr. Geissler has agreed, the checklist should be made to model PPB policy. Directive 940.00 is under review by DOJ, is likely to change (see Item 70), and the Inspector suggested creating

# Department of Justice Tasks / Quarterly Update Report

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the new checklist after the finalization of the directive. Prior recommendations have been made to mandate the use of the checklist in all cases and the Inspector does not disagree. The Inspector suggests this requirement be added to Directive 940.00 so members are aware and can comply. Progress on this item is dependent upon resolution of the issues raised in Item 70 and the revision and approval of Directive 940.00 through consultation with DOJ which is anticipated in the third quarter.

**2016 Q3 Update:** The Supervisor's checklist remains available to all Sergeants when reviewing their officers' reports. The Checklist is overdue for its yearly revision. However, PPB awaits the finalized revision of 940 as noted last quarter. PPB consulted at length with DOJ and COCL re: reporting requirements and decided to combine 940.00 with 1010.00. Progress has been made in this arena and a face-to-face directives meeting has been scheduled at the end of October with DOJ and COCL. The current plan is to reformat the After Action to incorporate the checklist into the report so that it is utilized every time an After Action is completed. PPB expects that the new form will be implemented in January, 2017.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

73

Policies regarding chain of command reviews

**Task Requirements:** PPB shall revise its policies concerning chain of command reviews of After Action Reports, as necessary, to require that the policies meet all seven requirements noted in the Agreement.

See specific requirements outlined in the Agreement, #73.

**Status** Complete - pending external review

**Action Steps:**

1. PPB will review and revise Directive 940.00 accordingly to account for the requirements per the Agreement
2. PPB will ensure that the PSD Inspector implements compliance with 73 (a) - EIS reporting

**Task Date Completed:** 11/26/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. PSD SOP #6 (located in folder #70)

### Status Note:

**2014 Q1 Update:** Dir. 940.00 became effective February 19, 2014. Supervisors were trained on the proposed draft at their In-Service in January, 2014

**2014 Q2 Update:**

**2014 Q3 Update:** Directive 345.00 (EIS) was posted for its initial public comment period on August 1, 2014 and Directive 940.00 was posted for its mandatory 6 month review on the same date. Both are in final stage of Executive Reconciliation.

PSD developed a refresher training module for 940 as well as for EIS which will be conducted through the month of November, 2014 for all supervisors from Sergeants on up the chain of command.

**2014 Q4 Update:** Directive 345.00 was enacted on October 30, 2014. Section 5 through 5.3 documents the procedure for tracking all chain of command reviews of 940.00 After Action Reports. The findings, as well as any non-disciplinary corrective actions taken, will be documented in the Performance Discussion Tracker (PDT) section of the Employee Information System (EIS).

**2015 Q1 Update:** Both Directive 345.00 (EIS) and 940.00 (After Actions) remain in effect as enacted.

**2015 Q2 Update:** Directive 940.00 remained in effect with no changes this quarter. Directive 345.00 (EIS) was posted for 30 day universal review on April 1, 2015 for its required 6 month review. It remains in Executive reconciliation at the close of the quarter.

**2015 Q3 Update:** Directive 940 remained in effect with no changes this quarter. Directive 345 was sent to DOJ for review after all steps in the six-month review process were complete. PPB still awaits its return from DOJ with approval or further comments. DOJ has been reminded of this outstanding directive's need for final enactment.

**2015 Q4 Update:** Directive 940 remains in effect while it undergoes its annual review that commenced with its posting for universal review on November 1, 2015. PPB still awaits DOJ feedback on Directive 345.00. DOJ's site visit to examine the EIS was delayed until February 2016 so no progress in this regard was made.

**2016 Q1 Update:** Directive 345.00 does not align fully with this section (part a) and will be revised. DOJ participated in a day-long site visit of PPB's EIS in January. PPB now awaits DOJ's technical assistance letter with its suggestions for changes to the system. Directive 940.00 is in the Executive Reconciliation phase awaiting docketing on the monthly DOJ/COCL/PPB directives review calendar.

**2016 Q2 Update:** Directive 940 remains in effect while awaiting scheduling for a monthly PPB/COCL/DOJ Directives meeting. It is anticipated that this will occur next quarter.

Directive 345.00 was the subject of one of the PPB/COCL/DOJ monthly Directives meetings this quarter. PPB, DOJ, and COCL worked together to revise and update the EIS directive. The parties agreed to revisions and PPB sent its edited version to DOJ. It is currently awaiting DOJ's final approval. The changes proposed will significantly change the way an employee's chain of command is required to process an alert, resulting in a more timely, transparent, and accountable response to an alert. PPB and DOJ have also agreed to increase the number of events requiring an EIS entry in the interest of providing more thorough

# Department of Justice Tasks / Quarterly Update Report

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documentation of the work being done on a day-to-day basis.

In conjunction with the directive review, PSD has been revising its SOP for processing alerts. In the past, the EIS Administrator decided whether to send an alert out for supervisor review. This decision relied heavily on the EIS Administrator's judgment which appeared subjective. Although all alerts, even those recommended for declination, are scrutinized by the Lt. as well, PPB decided to establish articulable criteria for this determination. Under the new proposed structure, all alerts would be sent out to supervisors unless they fell into one of a few specified exceptions, such as the event(s). This SOP is also under review by DOJ. PPB has also been working on improving the transparency of the EIS program itself. Currently, only people assigned to review an alert and people with administrative rights are able to view alerts in EIS. Because alerts can provide valuable insights to supervisors, PPB has long wanted to make the alert system viewable to employees in the same way that the PDT is viewable. Due to a backlog of other projects and the complexity of this undertaking, PPB's contracted programmer was unable to begin this project until the 2nd quarter of 2016. He delivered a prototype early in the 3rd quarter. PPB expects to implement this upgrade sometime in the 3rd or 4th quarter of 2016, depending on how long it takes to refine the prototype into the finished product.

**2016 Q3 Update:** As noted in #72, PPB is currently in the process of revising 940.00 in conjunction with 1010.00. The Bureau is looking to complete that and gain final approval by the end of the 4th quarter.

Directive 345.00 has been completed and PPB is just awaiting the acceptance letter from DOJ. As soon as that is received, PPB will proceed to enact it and train to it. The SOP addressing the handling of EIS alerts has also been revised and is awaiting final DOJ approval. The alert system has been updated and is now viewable to employees. Supervisors' In-Service is scheduled to begin in January, 2017.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

74

Review and Audit of Force Reports and Bureau Directives

**Task Requirements:** In consultation with the COCL, the Inspector, as part of PPB's quarterly review of force, will audit force reports and Directive 940.00 Investigation Reports to ensure the requirements of the Agreement #74 are met.

**Status** Complete - review ongoing

**Action Steps:**

1. Develop SOP for Inspector position that complies with requirements of this provision
2. Inspector will work with COCL to develop report format on sufficiency of supervisory reviews of force
3. Create quarterly reports on Use of Force that include qualitative review of force events

**Task Date Completed:** 4/16/2013  **Received DOJ Approval?** Approval

**Evidence of Completion:**

1. PSD SOP #6 (located in folder #70)
2. Quarterly Reports on Use of Force
3. Email from Inspector on trends found in force reporting
4. Force Data Collection Report (FDCR) comparison graphs
5. PPB Force Trend 5-year graph

## Status Note:

**2014 Q1 Update:** Inspector continues to issue quarterly force reports while awaiting appointment of COCL. PPB anticipates a more detailed report based on the data enhancements implemented to obtain additional information required by the Agreement.

**2014 Q2 Update:** Inspector issued quarterly force reports. Given no COCL as yet, the Inspector continued to review FDCRs and 940s utilizing the subsections listed in the action item as his criteria. He found that the Bureau substantially complied with these requirements. Anticipates discussion with COCL re: methodology for audit.

**2014 Q3 Update:** The quarterly report is in process but will not be completed until mid/late November as Force reports are approximately 28 days behind in Records entry due to RegJIN issues. Inspector continued to review all FDCRs and 940s but awaits appointment of COCL to determine ultimately the auditing methodology.

**2014 Q4 Update:** The 4th quarter force reports are near completion as of the date of submission of this report. The required information from Records was available sooner than in the past and timely receipt of After Actions has improved. The City Council agreed to fund two additional crime analyst positions to work with the Inspector to enhance analytical capacity and speed reporting times once RegJIN goes live. However, due to PPB's comprehensive hiring process, these positions are not anticipated to be filled until late Spring/early Summer. Now that COCL has been selected and the contract process complete, the Inspector expects to receive guidance from him on the auditing function that is required as this item is to be performed in consultation with the COCL.

**2015 Q1 Update:** The 4th quarter report was posted at end of February. The 2014 annual report was completed in March and approved for posting to the Website. The 2015 first quarter report has been prepared and will be posted to the website. This item also requires the Inspector, in consultation with the COCL, to complete an audit of force reports and After Action Reports for specific criteria listed in the Settlement Agreement. The COCL intends to use this audit as a baseline to assess the Bureau and thus offered no input prior to the completion of this initial audit. The audit was completed on May 14, 2015 and forwarded to the Chief of Police for review. The supporting material used in the audit is retained in the Inspector's office for review as needed. The audit itself is supporting documentation of the Bureau's compliance with Item 74.

**2015 Q2 Update:** The 2nd quarter report will be delayed due to the effects of the implementation of RegJIN, PPB's new data management system. As a result of the changeover, Records Division is 11 weeks behind in processing all the reports necessary to analyze for this purpose.

**2015 Q3 Update:** The second quarter report continued to be delayed through the course of the third quarter even after data was available because of the need to address the concerns and suggestions of the COCL. The COCL indicated a desire for more visual depictions (i.e. graphs and charts) and more multivariate analysis. The Inspector's team attempted to respond to the feedback by expanding on the

# Department of Justice Tasks / Quarterly Update Report

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information provided. The new report was completed with additional charts and graphs as suggested. The draft of it was sent to COCL for approval. PPB awaited approval from COCL before posting the final force report on the website. It is the PPB's goal to establish a content and format that satisfies COCL and DOJ so that it can be utilized in a timely manner each quarter going forward. The third quarter data is available and should be ready for posting shortly if the content and format issues are resolved with COCL.

**2015 Q4 Update:** The fourth quarter report, which is much more detailed as a result of consultation with the COCL, was completed in a timely fashion and posted to the website.

**2016 Q1 Update:** The first full quarter of force audits have been completed and the Inspector is now analyzing the data collected. Two additional steps must be taken to fully comply with the terms of this section and the related sections 75, 76 and 77; an accountability system needs to be fully implemented to address the individual deficiencies found during each audit and an audit report must be completed to address trends, policy, training and systemic issues identified through the audit as a whole. These are two very distinct yet equally important functions.

To meet these goals, during this quarter the Inspector developed an individual reporting system for audit findings which are provided in real-time to RU managers, the Chief's Office, the Training Division, and the Professional Standards Division. The Inspector also provides the RU manager with a response sheet on which each individual finding must be addressed. The RU managers will be required to address the issues and report to their branch assistant chief. The branch assistant chief is responsible for determining if the RU manager's response adequately addresses the findings of the audit. Once complete, the branch Assistant Chief will provide the Inspector the audit response form, signed by both the RU manager and the branch assistant chief indicating their approval of the response. The Inspector will memorialize both the audit findings report and the audit response report. This information will be used to further inform PPB as to areas where training, policy or practice deviates from the terms of the Settlement Agreement.

The first steps in establishing this process have been initiated. The A/C of Operations and Inspector have met with Command staff to inform them of the new system. The Commanders are now working out the necessary details which must be addressed before this is fully operational.

**2016 Q2 Update:** The audit data from Q1 has been analyzed and an audit report has been drafted in consultation with COCL as required by this section. The report will be finalized during Q3 2016 and published. Additionally, the accountability system for audit findings and corrective action has been formalized and the Q1 audit finding responses have been delivered to the appropriate branch chiefs for completion. This material will be returned to the Inspector for review and submitted as supporting material during Q3 2016. Additionally, during Q2 the force audit continued, as did the findings and responses. This will be reported in Q3 as the process continues throughout the year.

**2016 Q3 Update:** The audit data from Q2 has been analyzed and an audit report has been drafted in consultation with the COCL. The report was finalized during this quarter and published. Additionally, the accountability system for audit findings that was created and implemented in Q1 is continuing and the audit findings are being delivered to the appropriate branch assistant chief. The audit material has been delivered back to the inspector for review. During Q3 the force audit continued, as did the findings and response system. This will be reported in Q4 as the process continues throughout the year. The audit findings were summarized and presented to all RU managers for review and an option for questions and discussion regarding the audit was made available. The audit system is in place to review officer force reporting as well as supervisors investigation reporting and chain of command review reporting to ensure compliance with the settlement agreement. The Q2 audit will be placed on the Portland Police Bureau website for public consumption.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

75

Inspector audits of force reports

**Task Requirements:** In consultation with the COCL, the Inspector shall audit force reports and Directive 940.00 investigations to determine whether supervisors meet the requirements outlined in the Agreement. See specific requirements outlined in the Agreement,

**Status** Complete - review ongoing

**Action Steps:**

1. Develop SOP for Inspector position that complies with requirements of this provision
2. Inspector will work with COCL to develop report format on sufficiency of supervisory reviews of force

**Task Date Completed:** 1/15/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. PSD SOP #6 (located in folder #70)

## Status Note:

**2014 Q1 Update:** Inspector is fulfilling the various requirements outlined in the Agreement for each force report pending the appointment of a COCL.

**2014 Q2 Update:** Inspector reviewed all FDCRs and 940s for supervisors' compliance. He found supervisors consistently met 11 of the criteria but failed to meet "j" which requires entry into EIS. EIS Directive is on Chief's list to be reviewed soon to address process and concerns.

**2014 Q3 Update:** Inspector reviewed all FDCRs and 940s for this purpose and provided his proposed methodology for audit to Compliance team. However, he cannot proceed without further direction/input from yet to be named COCL.

**2014 Q4 Update:** Inspector continued to review all FDCRs and 940s pending the input of the newly appointed COCL as to how to conduct the audit function. Each record subject to audit was captured and entered into an access database as were the results of whether it met the criteria outlined in this action item. Some of the points are simple compliance checks in that they either did or did not occur. Others require subjective analysis by sworn member with training and experience to make conclusions based on the "reasonable officer" standard set out in the Agreement. A day-long meeting with the COCL is scheduled for the 3rd week in January during which the Inspector will share the history of force reporting, the current method of reporting, the systems used to track and analyze data, the reporting done thus far and will seek guidance on how the COCL team wishes the Bureau to proceed.

**2015 Q1 Update:** The Inspector, in consultation with the COCL, is required to complete an audit of force reports and After Action Reports for the adequacy of supervisory investigation and reporting as well as other specific criteria listed in the Settlement Agreement. The COCL intends to use this audit as a baseline to assess the Bureau and therefore offered no input prior to the completion of this initial audit. The audit was completed on May 14, 2015 and forwarded to the Chief of Police for review. The supporting material used in the audit is retained in the Inspector's office for review as needed. The audit itself is supporting documentation of the Bureau's compliance with Item 75.

**2015 Q2 Update:** As noted in the previous report, the COCL made a conscious decision not to "consult" or provide input to the Inspector regarding the methodology to be used prior to the writing and issuance of the initial audit. However, during this quarter, the Inspector did receive feedback from the COCL team on his first audit. Based on that, some adjustments will be made to the 2nd quarter audit but that, too, will be delayed due to the changeover in the Records Management System to RegJIN.

**2015 Q3 Update:** The Inspector has consulted with the COCL to develop a methodology to be used in audits of force reports as required by Item 75. The initial draft of the methodology has been completed but the specificity that it requires would demand the collection and analysis of more than 300 data points which would impose an unsustainable burden on existing staff due to time involved. Thus COCL and PPB are re-assessing to further pare down the variables to those most critical to supply the required information. It will then be sent to DOJ for approval before auditing begins.

**2015 Q4 Update:** The Bureau is obligated, through the Force Inspector, to audit and report on members' compliance with force use, investigation and reporting policies. The agreement does not speak to how that compliance should be measured. The task of creating those metrics was left to the Inspector and the COCL. During the 4th quarter of 2015 the Inspector's Office has completed the drafting of the

# Department of Justice Tasks / Quarterly Update Report

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metrics to be used in the audit, designed and built the collection tool to be used to gather the data, tested the system and refined it to reduce duplication of work and increase reliability. The Inspector has begun auditing force cases in earnest and anticipates having data to share with COCL early in the first quarter of 2016. Together, COCL and the Inspector's Office will create public reports that document the audit finding.

**2016 Q1 Update:** The first full quarter of force audits have been completed and the Inspector is now analyzing the data collected. See Action item #74 for additional details.

**2016 Q2 Update:** See Action item #74 for details.

**2016 Q3 Update:** See Action item #74 for details.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**



# Department of Justice Tasks / Quarterly Update Report

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## Task Description

76

Inspector Quarterly Analysis of Force Data

**Task Requirements:** In consultation with the COCL, the Inspector shall conduct a quarterly analysis of force data and supervisors' Directive 940.00.

See specific requirements of audit outlined in the Agreement, #76.

**Status** Complete - review ongoing

**Action Steps:**

1. Develop SOP for Inspector position that complies with requirements of this provision
2. Inspector will create quarterly reports on Use of Force statistics and analysis
3. PPB will release reports to the public

**Task Date Completed:** 4/16/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. PSD SOP #6 (located in folder #70)
2. Quarterly Force Reports (located in folder #74)

### Status Note:

**2014 Q1 Update:** Inspector issued quarterly report with comment on his noted trends. The annual report for 2013 was also issued, presented to Training Advisory Council (TAC) and placed on PPB's DOJ section of website.

**2014 Q2 Update:** Inspector issued quarterly report with comments on significant changes in specific force events but believes it is not academically sound to draw conclusions on trends in a quarter based on lack of longitudinal data.

**2014 Q3 Update:** Inspector's quarterly report is a bit delayed due to backup in Records entry. Continues to await year's worth of data as well as the selection of the COCL for input before opining on any noted trends.

**2014 Q4 Update:** Inspector's quarterly force report will be ready for posting very shortly as the delay at Records has been reduced. The analysis piece is obviously incomplete because of that as well as the fact that consultation with the COCL, which is required by the Agreement, has yet to occur. That guidance should commence early in the next quarter as the COCL has now been named and meetings have been scheduled in January to begin these discussions.

However, the Inspector did initiate an assessment of the scope of the work required for this, the Bureau's ability to complete the task and a reasonable methodology to use as a starting point with the COCL. That analysis led to the successful lobby for additional resources for the Inspector to fulfill the requirements. Two additional crime analysts will join the team hopefully in late Spring as extensive background checks are required for the successful applicants.

**2015 Q1 Update:** The Inspector's office completed the quarterly Force Data Summary Report and the quarterly Force Demographics Summary Report. Both of these reports are included as appendices in the audit report and are published as stand-alone documents to aid in consistent reporting on the Bureau's website.

This item also requires the Inspector, in consultation with the COCL, to perform trend analysis based on the data collected from the audits referenced in Items 74 and 75. The trend analysis was completed along with the audit and included in the report completed on May 14, 2014. The audit report is supporting documentation of the Bureau's compliance with Item 76 as are the force reports. The Inspector has requested input from the COCL on the frequency of audits and reports as some of the Items in the Agreement appear to require quarterly analysis and yearly reporting while others require quarterly reporting. Because of the substantial layers of command review of force events required by Bureau policy, access to a complete dataset is not possible for up to 28 days after the end of the quarter. Timelines for review of quarterly reports require the Inspector to have all material completed 17 days after that. Given the complexity of analysis required in order to provide useful recommendations, 17 days may prove insufficient.

**2015 Q2 Update:** During this reporting period the Inspector met with the COCL team and received feedback from them regarding the audit completed in the previous quarter. This item will again be a stand-alone from the audits required under Items 74, 75 and 77. These force reports will continue in the same format as previous quarters and include more substantial trend analysis. The data used to complete these reports comes directly from the new Records Management System (RMS). The data for the second quarter is not yet ready to be analyzed as the Bureau makes changes and improvements to the system. When reliable and accurate

# Department of Justice Tasks / Quarterly Update Report

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data is available, the analysis will be completed, resulting in the reports called for in this item.

- 2015 Q3 Update:** As noted in #74, the 2nd quarter report was delayed significantly as PPB attempted to respond to COCL feedback on the content and design of the report. The COCL had suggested that the Inspector include more charts and graphs for the public's information. There was obviously some back and forth as a draft was exchanged with the COCL. As a result, the size and scope of the report was greatly enhanced. Final comment and approval by the COCL was just received at the time of this report's completion so the second quarter report will be posted shortly.  
The 3rd quarter report will be ready in a more timely fashion as the information the analysts need has been designated a priority in the RegJIN system and PPB and COCL have now come to agreement on the content and format of the report.
- 2015 Q4 Update:** As reported in #74, the new and improved Force Data Summary and Force Demographics Summary reports for the fourth quarter were completed in a timely manner and posted to the website.  
The quarterly audit portion of this item is underway as noted previously and the yearly report will be completed, in consultation with the COCL, in the first quarter of 2016.
- 2016 Q1 Update:** This item calls for a written report on the findings of the Inspector through the audit process. This is a yearly report and stands in contrast to other provisions of the Settlement Agreement that call for the same material to be presented quarterly. Given the amount of material to be analyzed, the issuance of the annual report will be simultaneous with the submission of the first quarter report due on May 15 rather than by the close of the first quarter.
- 2016 Q2 Update:** The timeline issues raised by the Inspector in the last quarterly report have not yet been addressed but the Inspector intends to release all audit reports as they are completed until further guidance is received.
- 2016 Q3 Update:** The Q2 audit report provided data to allow the Force Inspector to review for any obvious trends in force use as well as to analyze if any one reporting unit uses force at a different rate and/or type than other reporting units.

The analysis also allowed the Force Inspector the capacity to discover that the deficiencies that were identified in Q1 were improving based on the comparison with Q2 data.

- 2016 Q4 Update:**  
**2017 Q1 Update:**  
**2017 Q2 Update:**  
**2017 Q3 Update:**  
**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

77

Chain of command reviews of After Action Reports

**Task Requirements:** In consultation with the COCL, the Inspector shall audit the adequacy of chain of command reviews of After Action Reports using the following performance standards to ensure that all supervisors in the chain of command meet the specific requirements outlined in the Agreement.

See specifics outlined in the Agreement, #77.

**Status** Complete - review ongoing

**Action Steps:**

1. Develop SOP for Inspector position that complies with requirements of this provision
2. Inspector will work with COCL to develop report format on sufficiency of supervisory reviews of force

**Task Date Completed:** 1/15/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. PSD SOP #6 (located in folder #70)

### Status Note:

**2014 Q1 Update:** Inspector performs this function as matter of course during review of force reports pending the appointment of the COCL.

**2014 Q2 Update:** Absent a COCL, the Inspector continued to monitor the adequacy of the command reviews and found that "a" through "d" are consistently followed; there is an issue with "e" as noted in previous action item; and "f" and "g" have not occurred.

**2014 Q3 Update:** Inspector has drafted a proposed methodology for conducting this audit but awaits consultation with the yet to be named COCL to finalize the process. Meanwhile, he continues to read and assess the adequacy of the command reviews from his perspective.

**2014 Q4 Update:** The Inspector continued to await the guidance of the COCL to fulfill the requirements of this task. With the contracting of the COCL at the end of the quarter, it is anticipated that these discussions will commence in the next quarter. In the meantime, the Inspector expanded the database he created for Item #75 to capture the 7 performance criteria outlined in this item. By doing so, one can obtain a more robust view of the event itself which will aid in determining where performance, policy or training improvements need to occur. These criteria generally can be audited from an objective compliance perspective in that they either did occur or did not. However, some circumstances will require a subjective analysis to determine if failure to perform a task constituted a failure to meet performance criteria.

**2015 Q1 Update:** The COCL intends to use this chain of command audit as a baseline to assess the Bureau but offered no guidance as to content prior to the completion of this first audit. Thus the Inspector utilized the methodology he had developed and will await critique. The audit was completed on May 14, 2015 and forwarded to the Chief of Police for review. The supporting material used in the audit is retained in the Inspector's office for review as needed. The audit itself is supporting documentation of the Bureau's compliance with Item 75.

**2015 Q2 Update:** During this reporting period the Inspector met with the COCL team and received feedback from them regarding the audit completed under this Action Item in the previous quarter. Later, on July 16, 2015, the COCL team provided their initial input on the methodology to be used to determine compliance with Item 77. The Inspector and COCL are now collaborating on the development of the methodology to be used to address the questions posed in Item 77. When complete, an audit will be conducted and a report issued. As with the previous audit items, some questions can only be answered when there is an accurate and reliable dataset. Some of this data comes from RegJIN, the new records management system which is totally different from the previous PPDS and is experiencing implementation issues. Thus the data is not yet ready to be analyzed.

**2015 Q3 Update:** This audit, too, will rely on the methodology that the parties ultimately adopt as discussed in #75. Further decisions in that regard will be made in the next quarter and once the methodology is finalized, auditing as required will commence. The data for this endeavor is becoming more readily available as the kinks in the new RegJIN system are worked out.

# Department of Justice Tasks / Quarterly Update Report

---

**2015 Q4 Update:** During the 4th quarter of 2015 the Inspector's Office has completed the drafting of the metrics to be used in the audit, designed and built the collection tool to be used to gather the data, tested the system and refined it to reduce duplication of work and increase reliability. PPB has begun to audit force cases in earnest and anticipates having data to share with COCL early in the 1st quarter of 2016. Together, COCL and the Inspector's Office will create public reports that document the audit finding.

**2016 Q1 Update:** As noted in #74, the first full quarter of force audits have been completed and the Inspector is now analyzing the data collected. Two additional steps must be taken to fully comply with the terms of this section; an accountability system needs to be fully implemented to address the individual deficiencies found during each audit and an audit report must be completed to address trends, policy, training and systemic issues identified through the audit as a whole. These are two very distinct yet equally important functions. To meet these goals, the Inspector has developed an individual reporting system for audit findings which are provided in real-time to RU managers, the Chief's Office, the Training Division, and the Professional Standards Division. The Inspector also provides the RU manager with a response sheet on which each individual finding must be addressed. The RU manager is required to address the issues and report to his branch assistant chief. The branch assistant chief is responsible for determining if the RU manager's response adequately addresses the findings of the audit. Once complete, the branch Assistant Chief will provide the Inspector the audit response form, signed by both the RU manager and the branch assistant chief indicating their approval of the response. The Inspector will memorialize both the audit findings report and the audit response report. This information will be used to further inform PPB as to areas where training, policy or practice deviates from the terms of the Settlement Agreement. This should be operational in the next quarter after all the pieces have been implemented.

**2016 Q2 Update:** See Paragraph #74 as the information on the audit includes the chain of command piece.

**2016 Q3 Update:** See Paragraph #74 as the information on the audit includes the chain of command piece.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

79

Annual Training Plan Assessment

**Task Requirements:** The Training Division will review and update PPB's training plan annually. To inform these revisions, the Training Division shall conduct a needs assessment and modify this assessment annually, taking into consideration all of the requirements of the Agreement. See specific requirements outlined in the Agreement, #79.

**Status** Actively in Process

**Action Steps:**

1. Training Division is currently developing an annual Needs Assessment Process that incorporates the 11 components required by the Agreement
2. Training Division will work with divisions bureau-wide to develop draft needs assessment.
3. Training Division will vet draft needs assessment to ensure compliance with Agreement.
4. Training Division will conduct employee survey to obtain input from officers.

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:** 1. Draft needs assessment process outline.

### Status Note:

**2014 Q1 Update:** Training Division finalized the "needs assessment" tool which will be utilized to craft the Training Plan for 2015. The Division is already gathering input from those who went through In-Service in this quarter as well as from observers.

**2014 Q2 Update:** Training analyst continued to survey stakeholders with "tool" to determine future training needs of PPB

**2014 Q3 Update:** The training analyst aggregated info re: hazard trends from an online survey which was reviewed to determine which concerns had Training implications; analyzed officer safety issues from FPDR; received reports from PSD re: problematic uses of force and gathered IA cases for review; and began analyzing in-service surveys and feedback from instructors as well community input through the TAC. Training also considered latest research on perishability of law enforcement skills and relevant changes in state or federal law and PPB policy.

**2014 Q4 Update:** During this quarter, the Training Division continued to collect, analyze and review data pertaining to the needs assessment. The Training Division, Professional Standards Division, and Strategic Services Division implemented new data collection processes in order to better examine trends in problematic uses of force and concerns reflected in court decisions. The Training Division completed a draft of the 2014 Needs Assessment Report. This report is currently in its final stages of review.

**2015 Q1 Update:** During this time frame, the review process for the 2014 Annual Training Needs Assessment Report was completed and the report was finalized. The Training Division collected data and information pertaining to officer safety issues, changes in Oregon and Federal law, changes in the PPB policy, Police Vehicle Operations, Problematic Uses of force, research reflecting best practices, the latest in law enforcement trends, and input from the community, for the 2015 needs assessment. In addition, contacts were made to additional parties involved in providing information for the 2015 needs assessment.

**2015 Q2 Update:** In the second quarter, the Training Division collected data and information pertaining to the following sections of the 2015 needs assessment: analysis of officer safety issues; changes in PPB policy; the DOJ agreement; individual precinct needs; police vehicle operations; defensive tactics, patrol tactics and electronic control weapon; problematic uses of force; trends in hazards officers encounter; research on best practices and latest in trends; and input from the community. In addition, during this time, several sections of the needs assessment were actually drafted and vetted by Training Division staff and others.

**2015 Q3 Update:** Many sources are used to inform the needs assessment. This includes, but is not limited to, IPR reports, use of force data, officer injury data from the Fire and Police Disability and Retirement, data from the Portland Police Bureau's officer injuries log, the DOJ Agreement, the Training Advisory Committee, the Behavioral Health Unit and related community advisory committee, City Attorneys, the Portland Police Bureau's Policy Analyst, national conferences, pursuit data, surveys, and discussions with training leads, precinct commanders, DOJ coordinators, IPR staff, and officer safety liaisons.

# Department of Justice Tasks / Quarterly Update Report

---

Several sections of the 2015 needs assessment have been worked on during July through September 2015. The 2015 Annual Training Needs Assessment Report has been finalized and is attached in a separate document. A brief summary of the work on the needs assessment during the third quarter includes the following (please see the 2015 Annual Training Needs Assessment Report for further details):

-The in-service CIT refresher training needs were determined by the Behavioral Health Unit, the external Behavioral Health Unit Advisory Committee, and the Training Division's non-sworn mental health professional.

-Police Vehicle Operations (PVO)

The Vehicle Pursuit Report and pursuit incident cases that were referred to Internal Affairs were reviewed for training needs.

The Training Division Analyst and PVO lead instructor, in partnership with additional PVO instructors from PPB and other agencies, continued to conduct research on the interaction of Electronic Stability Control systems with the Pursuit Intervention Techniques. This research was presented at the 2015 ALERT Conference and is being incorporated into training.

-Misconduct Complaints

The Training Division Analyst met with IPR staff to obtain data and additional feedback pertaining to the 2014 complaints. Additional feedback regarding trends in citizen complaints was obtained from the Internal Affairs Lieutenant.

-Problematic uses of force

The Use of Force Sergeant continued to review After Actions that were referred to the Training Division for potential training implications.

Several members of the Training Division reviewed and analyzed use of force data, including officer involved shootings and cases that were referred to Internal Affairs, for trends.

-Changes in Oregon and Federal Law

A list of the new 2015 Oregon and Federal laws were obtained from the Portland Police Bureau's Policy Analyst in August. This list was vetted through the City Attorney and some of the Training Division's sergeants and command staff to determine which warranted a future training need.

-Research reflecting best practices and the latest in law enforcement trends

The Use of Force Sergeant continued to collect feedback from lead instructors regarding information from trainings, conferences, and site visits that they attended during the quarter.

-Input from the community

The Training Division continued to work with the Training Advisory Council (TAC) to obtain community input related to officer training needs. The Training Division provided a presentation to the TAC on the needs assessment in July and solicited feedback pertaining to the needs assessment process and future training need recommendations.

The Training Division continued to follow up on open tasks in the Tasks and Recommendations Assigned to the Training Division list from the Professional Standards Division.

-The 2015 Annual Training Needs Assessment Report was finalized.

**2015 Q4 Update:** During October through December 2015, the Training Division began planning and developing the 2016 Annual Training Needs Assessment. This work included, but is not limited to, reviewing and collecting data from Pursuit After Action reports, reviewing After Actions that were referred to the Training Division for potential training implications, collecting information from Training Division staff regarding research and the latest in law enforcement trends, and participating in strategic planning sessions with the Training Advisory Committee to further develop community input related to training.

**2016 Q1 Update:** During this quarter, the Training Division continued planning and developing the 2016 Annual Training Needs Assessment. This work included, but is not limited to, reviewing and collecting data from Pursuit After Action reports, reviewing After Actions that were referred to the Training Division for potential training implications, collecting information from Internal Affairs regarding cases that were referred for review or investigation, collecting data from the Bureau of Fire and Police Disability Retirement (FPDR) and the FPDR Sergeant on officer injuries, contacting the Internal Police Review for a status on 2015 complaint data analyses, collecting information from Training Division staff regarding research and the latest in law enforcement trends, and meeting with the Training Advisory Council to review and discuss some of the use of force curriculum.

**2016 Q2 Update:** During this time frame, the Training Division continued developing the 2016 Annual Training Needs Assessment. This work included, but is not limited to, collecting data and assisting with analysis of pursuit data for the Annual Vehicle Pursuit Report,

# Department of Justice Tasks / Quarterly Update Report

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meeting with the Bureau's DOJ Captain and Coordinator regarding DOJ related training needs for the In-service audience, reviewing officer involved shooting reviews for potential training needs and debriefing finding with Training Division Sergeants and Command Staff, examining use of force cases reviewed by Internal Affairs, analyzing feedback from all sworn personnel regarding their future training needs, collecting information from Precinct Command Staff, working with the City Attorney's Office to develop a system for reviewing and documenting court cases, meeting with the TAC to gather information regarding their training needs, and conducting literature research on law enforcement training.

**2016 Q3 Update:** During this quarter, the Training Division finalized the 2016 Annual Training Needs Assessment. This work included, but is not limited to, reviewing the 2016 IPR Annual Report, meeting with the IPR Director, collecting data from Internal Affairs, collecting and reviewing information on officer injuries, meeting with lead instructors regarding officer training needs, reviewing After Action reports for potential training implications, meeting with the Internal Affairs Lieutenant, working with the City Attorney's Office on a review of court case decisions, obtaining updated information regarding new PPB policies, and reviewing literature on law enforcement training.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

80

Process for collection, analysis, and review of training data

**Task Requirements:** Per DOJ - PPB shall develop and implement a process that provides for the collection, analysis, and review of data regarding the effectiveness of training for the purpose of improving future instruction, course quality, and curriculum. These evaluations shall measure and document student satisfaction with the training received; student learning as a result of training; and the extent to which program graduates are applying the knowledge and skills acquired in training to their jobs. This audit shall be reported to the Training Division Manager and shall include student evaluations of the program and the instructor.

**Status** Actively in Process

**Action Steps:**

1. Training Division will utilize an evaluation process developed by Dr. Kirkpatrick to plan and develop training evaluation process.
2. Pilot training evaluation (through survey) with ECIT training evaluation.
3. Training Division is vetting a list of core competencies for new recruit training.
4. Training Division will develop an evaluation plan around training for new recruits.
5. Training Division will use the Federal Law Enforcement Training Center (FLETC) scoring model for some scenario based training.
6. Training will prioritize evaluation of the trainings that are specifically required or relevant to this Agreement.

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:**

1. Draft process for evaluating the effectiveness of training. 10/8/13
2. ECIT training survey
3. Training Development Analyst position announcement
4. Training Development Analyst (TDA) description

### Status Note:

**2014 Q1 Update:** Training analyst has developed and implemented new survey and process for measuring training's effectiveness.

**2014 Q2 Update:** Training analyst utilized new survey in the course of the April 2014 ECIT training program.

**2014 Q3 Update:** Training analyst met with BHU re: ECIT follow up survey and sent it out in September. She also worked on Level 4 of the evaluation process re: organizational goals. For the 2014 In-Service, she began data analysis of the 2 surveys and discussed initial findings with training staff. Finally, began designing the evaluation for the Advanced Academy which will commence in October, 2014.

**2014 Q4 Update:** In this quarter, the Training Division continued to work on the Enhanced Crisis Intervention Team (ECIT) and 2014 In-service training evaluations, and began developing and implementing an evaluation process for the 2014 Supervisors EIS training. This work included:

- Collecting and preparing data for the 2014 ECIT training program evaluation report.
- Developing a survey for those working in mental health facilities, regarding their experiences and observations of police services.
- Analysis of the 2014 In-service feedback survey and the integration of portions of this survey into the 2014 Needs Assessment.
- The development and implementation of training evaluation for the 2014 Supervisors EIS training.

**2015 Q1 Update:** During this time frame, the Training Division worked on the 2014 Enhanced Crisis Intervention Team (ECIT) training evaluation report, the evaluation process for the 2014 Supervisors EIS training, and the Advanced Academy training program evaluation. This work included:

- Analyzing data pertaining to the 2014 ECIT training program evaluation report.
- Meeting with program coordinators and instructors of the ECIT training to obtain additional information on in-class learning assessments, feedback from the Behavioral Health Advisory Committee, and classroom observations.
- Preparing several sections of the 2014 ECIT training evaluation report.
- Continuing to work with the Professional Standards Division in the development of the EIS training evaluation process.
- Data analysis and reporting of survey data pertaining to the Advanced Academy training program evaluation.



# Department of Justice Tasks / Quarterly Update Report

---

**2015 Q2 Update:** During this quarter, the Training Division completed the 2014 Enhanced Crisis Intervention Team (ECIT) training evaluation report and began the process of evaluating the 2015 In-service training. This work included:

- Analyzing data pertaining to the 2014 ECIT training program evaluation report.
- Finalizing the 2014 ECIT Training Evaluation Report.
- Developing and distributing the 2015 In-service feedback surveys.

**2015 Q3 Update:** The following provides a brief summary of training evaluation activities during July through September 2015. This summary does not include actions pertaining to in-class learning assessments, as those are provided in a separate quarterly report.

Progress update on: Enhanced Crisis Intervention Training (ECIT) Evaluation

-The Training Division Analyst, ECIT program coordinators, and some of the lead instructors for the ECIT training met in September to further discuss the ECIT training evaluation findings, changes to the ECIT training curriculum, and future training evaluation plans.

-Level 4 evaluation for the ECIT training: This includes an annual examination of several bureau level measurements related to the goals of the ECIT program, such as the utilization of health facilities and community based mental health services, disengagement and other techniques for increasing de-escalation, and the Behavioral Health Unit's Electronic Referral System. An examination of use of force and the use of arrests during ECIT calls is also conducted. This evaluation began in 2014 and will continue. This is to monitor how well this program, and potentially other factors, are meeting organizational level goals related to this training, as well as monitoring on-the-job application of these resources and techniques.

An additional component of the level 4 measures in the ECIT evaluation plan is the collection of feedback from local mental health facilities and Project Respond workers. During this timeframe, the Training Division and Behavioral Health Unit Analyst continued to work on the development of this portion of the evaluation process. This included several meetings with Dr. Yves Labissiere. The planned methodology for this portion of the evaluation includes interviews and surveys of mental health professionals.

-Next Steps: prepare changes to the evaluation for the upcoming ECIT training and continue to pursue obtaining feedback from local mental health professionals.

## 2015 In-Service Evaluation

The Training Division continued distribution of the feedback surveys for the 2015 In-service. This data will be analyzed and processed at the end of in-service. At that time, additional feedback will be collected from lead instructors and program coordinators. Some of the on-the-job outcome measures related to in-service training are obtained from the ECIT training evaluation and the needs assessment process. Additional measurements will be developed as staffing capacity increases.

## 2015 Advanced Academy Evaluation

The 2015 Advanced Academy started on July 16th and operates until October 18th, 2015. During this quarter, the Training Division created, distributed, and analyzed weekly student feedback surveys. As noted above, information pertaining to the in-class learning assessments can be found in a separate document.

The next steps are to continue to analyze the feedback results, including comparisons with the previous cohort. The Training Division Analyst will then meet with lead instructors and program coordinators in order to obtain further feedback. This information will be combined with the findings on the in-class learning assessments for identifying the next steps for enhancing the program.

**2015 Q4 Update:** The Training Division has been tasked with conducting training evaluation for the purpose of improving future instruction, course quality, and curriculum. The Training Division currently utilizes multiple research methodologies within the Kirkpatrick model of training evaluation. This model examines the training event itself, student learning, on the job application and associated barriers, organizational reinforcers, and organizational goals. Some of the methodologies being implemented by the Training Division are in-class surveys, observation, verbal student feedback, instructor observation, in-class learning assessments such as written and skills tests and skills application in scenarios, follow-up student surveys, feedback from program coordinators and supervisors regarding on-the-job application, and data pertaining to on-the-job outcomes (e.g. data pertaining to the use of force, and the utilization of mental health services, de-escalation techniques, etc.).

# Department of Justice Tasks / Quarterly Update Report

---

During this time frame, the Training Division staff continued to progress in their evaluation of the Enhanced Crisis Intervention Team training, the 2015 In-service training, and the Advanced Academy training program. This work includes, but is not limited to, collecting and analyzing student survey results for the 2015 Enhanced Crisis Intervention Team (ECIT) training; collecting feedback regarding the 2015 ECIT training from the Behavioral Health Unit, instructors, and the Behavioral Health Unit's Advisory Committee; continuing to collect feedback from In-service attendees; analyzing the 2015-1 Advanced Academy survey results; collecting feedback regarding the Advanced Academy training from instructors, program managers, and curriculum development specialists; and determining changes for future Advanced Academies.

**2016 Q1 Update:** During this quarter, the Training Division staff continued to progress in their evaluation of the Enhanced Crisis Intervention Team (ECIT) training, the 2015 In-service training, and the Advanced Academy training program. This work includes, but is not limited to, analyzing the initial ECIT training evaluation results, meeting with Dr. Watson (via phone) regarding ECIT training evaluation measures, analyzing data pertaining to on-the-job outcomes of the ECIT training, analyzing and documenting in-class learning assessment results, and conducting evaluation for the 2016-1 Advanced Academy.

**2016 Q2 Update:** During this time frame, the Training Division staff continued its efforts in their evaluation of the Enhanced Crisis Intervention Team training, the 2015 In-service training, and the Advanced Academy training program. This work includes, but is not limited to, refining and distributing the ECIT follow-up survey to 2015 ECIT training attendees, working with the Behavioral Health Unit to analyze on-the-job outcomes pertaining to the ECIT program, presenting preliminary ECIT evaluation findings and receiving feedback from the Behavioral Health Unit Advisory Committee, finalizing the ECIT learning assessment results, analyzing data pertaining to In-service and developing a 2015 In-Service Evaluation Report (in attached documents), finalizing the 2016 Advanced Academy change document (in attached documents), analyzing the 2016-1 Advanced Academy student survey results, collecting and analyzing in-class learning assessments for the Advanced Academy, collecting feedback on the 2016-1 Advanced Academy training program managers and lead instructors, and compiling the 2016-1 Advanced Academy evaluation results for the program managers.

**2016 Q3 Update:** In the third quarter, the Training Division continued to refine and expand upon its evaluation work. This included, but is not limited to, beginning the level four research for the Enhanced Crisis Intervention Team (ECIT) training evaluation, developing online learning assessments for new directives, and refining the training evaluation surveys based on the COCL's recommendations and other sources. In addition, the 2015 In-service evaluation report and 2015 ECIT evaluation report were completed during this timeframe.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

81(b)

Semi-annual review of officer training records

**Task Requirements:** Each officer's immediate supervisor shall review the database for the officers under his/her command at least semi-annually.

**Status** Actively in Process

**Action Steps:**

1. Training will ensure data is available to supervisors.
2. Chief's Office will update DIR 120.00 for Semi-annual inspections by Sergeants to include the requirement to check training records.
3. Sergeants will document the review of training records in semi-annual evaluations of their subordinates.

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:**

1. Draft Directive 120.00
2. Semi-annual report on training delivered (located in folder #82)

## Status Note:

**2014 Q1 Update:** Semi-annual inspection by supervisors was completed by January 15, 2014.

**2014 Q2 Update:** Supervisor review of training database not due this quarter

**2014 Q3 Update:** Directive 120.00 with its revision to require all supervisors to review their members' training record as part of the mandated semi-annual inspection was posted for the 30 day public comment period. It is now in Executive reconciliation phase. The semi-annual reviews were completed by mid-July. The training requirement was added to the electronic form so that info was included even though revised Directive not yet enacted.

**2014 Q4 Update:** Directive 120.00 was enacted on December 4, 2014. The mandatory supervisor review of training database was not due this quarter.

**2015 Q1 Update:** All of the semi-annual inspections by supervisors were submitted to the Chief's office by February 5, 2015. The form includes acknowledgement of the training records review requirement.

**2015 Q2 Update:** The semi-annual review of training records was not due this quarter.

**2015 Q3 Update:** The frequency of inspections by supervisors of which the training records review was a part was changed by CHO from semi-annual to annual. Thus a new protocol was necessary to meet the semi-annual requirement of this item. The Training Division keeps the training records of each sworn officer. Thus it was charged with developing this new procedure. It is anticipated that this requirement will now be tied to the issuance of the training report referenced in #82 and will be fulfilled in the fourth quarter of 2015.

**2015 Q4 Update:** While attempting to develop the new protocol for this item as noted last quarter, some issues were identified that impede the proposed solution. Supervisors can check for members training hours by using the snapshot program. Snapshot shows the total hours of training the member has received for a calendar year. However, the state uses a three year cycle for a member to receive 84 total hours of training and 8 hours a year must be for use of force training. DPSST requires all training must be reported by December 31 of each year, but not all PPB members are on the same cycle. For example, only 42 PPB members' training cycle ends on December 31, 2016. Snapshot does not show the end date of the members three year cycle and it does not distinguish what hours are considered to be "use of force" training. Therefore a supervisor cannot adequately tell if a member is compliant by just looking at snapshot alone.

The second issue is the Training Division is the only entity within the Bureau that reports to DPPST and PPB is typically reporting our members' training hours up until the deadline. DPSST requires all training within a calendar year must be reported within the same calendar year. For example, if a member was to train on December 31, those hours would need to be reported to DPSST by the end of the day of December 31 in order to receive credit.

# Department of Justice Tasks / Quarterly Update Report

---

The third issue is that DPSST then has 30 days before to report back to PPB on the hours. This does not occur before the close of PPB's inspection period, which typically ends on January 15th.

Thus PPB has designed an interim solution until the new Learning Management System is implemented. The Training Division runs a certification compliance report and the report is given to the Lieutenant who oversees In-service. Currently with the configuration of In-service on the back half of the year, there may be several members who are in need of training to retain their certification. The Lt. ensures all members on the report are signed up to attend In-service and typically the hours received during In-service keeps a member well within the hours needed for certification. If a member is out of compliance, the Lt. notifies the command of the effected member and works with the RU to ensure the member receives the training hours needed. If the member is off work, the Lt. collaborates with the Personnel Lt. to ensure the member receives the needed training upon their return to work.

**2016 Q1 Update:** During Q1 two employees returned to work and were assigned to the Training Division due to their absence of longer than 180 days. The two officers received instruction from several of the 2015 Inservice Courses.

The Training Division did not need to run a training hour compliance report for Q1 as the maintenance period ends each year on December 31. PPB will be delivering 2016 Inservice during Q3 and Q4 and the sign up has not been established.

The report compiled by DPSST for training non-compliance was not completed during Q1 and we expect completion during Q2.

**2016 Q2 Update:** The DPSST noncompliance report was received this quarter. Those listed as non-compliant in one or more areas (i.e. Force; CPR) were addressed. All members were brought into compliance except the two who are both on LOS and have not made it back to work. They will be assigned to Training upon their return as they both have been gone longer than 180 days. All other members are in compliance with DPSST for 84 hours of training within the three year period of 2013 to 2015.

**2016 Q3 Update:** The semi-annual review of training records was not due this quarter.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

81(a)

Record administration of Training Division records

**Task Requirements:** PPB will ensure that the Training Division is electronically tracking, maintaining, and reporting complete and accurate records of current curricula, lesson plans, training delivered, attendance records, and other training materials in a central, commonly-accessible, and organized file system.

NOTE: The following requirement also noted in #81 is assigned to the Compliance Coordinator: Each officer's immediate supervisor shall review the database for the officers under his/her command at least semi-annually.

**Status** Actively in Process

**Action Steps:**

1. Training will identify how Skills Manager Software maintains training records for all PPB employees
2. Training will have policy that mandates lesson plan development and retention for all training delivered by the Training Division
3. Training will establish access for supervisors to training record to ensure supervisors can fulfill their duties per the requirements of this provision

**Task Date Completed:**  Received DOJ Approval? **Approval**

**Evidence of Completion:**

1. Course Attendance Summary Reports
2. Semi-annual report on training delivered (located in folder #82)

## Status Note:

**2014 Q1 Update:** Training Division tracked all required info in its current records management system while staff and TAC continue to explore new and better systems that may be implemented in the future for more efficiency and effectiveness.

**2014 Q2 Update:** Training Division tracked all required info in current system re: April 2014 ECIT training and the rest of the In-Service training sessions that ended in May.

**2014 Q3 Update:** Training Division continued to track required information while preparing the requirements to be included in the RFP for a new, more robust records management system. The development analyst completed the initial request for information and engaged with more than 15 vendors who provide that software and services. He is now working with the City's Procurement specialist to draft and publish the Request for Written Proposals. That should go out in October.

**2014 Q4 Update:** Training Division tracked its required information in its current system while awaiting action on its need for a more comprehensive records/learning management system. The RFP was completed and is ready for posting. However, now city officials must approve the plan for a new system rather than utilizing the city's current installation of SAP (City Learner).

**2015 Q1 Update:** In this quarter, the Training Division continued to await necessary City action to identify a Learning Management System (LMS) to replace our current system. In response to our draft Request for Proposal (RFP), the City's Bureau of Technology Services (BTS) conducted an assessment of existing systems within the City of Portland to determine if they could be configured to meet the unique needs of the Police Bureau. BTS has identified a system which it believes can be configured/customized to meet the needs of the Police Bureau. A technical demonstration of the system's capabilities is scheduled for May 2015. In the interim, the Police Bureau's RFP has been placed on hold until the technical demonstration has been completed.

**2015 Q2 Update:** The Training Division, in partnership with the Bureau of Technology Services, the Bureau of Human Resources, and Enterprise Business Solutions, is currently working through the City's approval process to issue a Request for Proposal for the selection of a new Learning Management System (LMS). Our initial analysis of the current Learning Technologies within the City's infrastructure has identified that the current in-house solutions are not able to meet the unique needs of the Police Bureau. We have finalized the Request for Proposal and are seeking final approval from the City's Executive Steering Committee of our current LMS technologies to solicit an outside vendor through the procurement process.

**2015 Q3 Update:** To clarify any misunderstanding that DOJ or COCL's report may have created, the Training Division uses an on-premise software called Skills Manager to "electronically track, maintain, and report complete and accurate records of current curricula, lesson plans,

# Department of Justice Tasks / Quarterly Update Report

---

training delivered, attendance records, and other training materials.” This system has been in place since 2005 and operates as the “central, commonly-accessible, and organized file system.” The system stores all current data/records associated with sworn-member training.

However, PPB continues its efforts to select and implement a new Learning Management System that will allow the Police Bureau to add multiple levels of new and enhanced functionality to officer training, including the delivery of eLearning. In addition, it will provide significantly more robust reporting capabilities than what is currently available in Skills Manager. These new features and functionalities will allow the Training Division to operate with increased efficiencies in relation to the management of its data. To that end, in this quarter further discussions were had with the City regarding how best to achieve this goal. The City is still resistant to sending out a RFP and continues to look for solutions in-house.

With that said, however, the current systems in place meet, at a basic level, the requirements of this paragraph.

**2015 Q4 Update:** The Training Division continues the process of procuring a new Learning Management System. During the 4th Quarter, the City of Portland has focused on solidifying agreement on the Master Cloud General Terms & Conditions contract between SAP and the City. Since this Master Contract governs all cloud technology for the City of Portland and not just the Bureau of Police, the process is significantly longer. However, it is critical that time is taken to define agreeable terms for both the City and SAP as this contract will be in place long term and city-wide. Once this contract has been executed, the City can begin the procurement process for the SuccessFactors Learning Management System, which will begin in 2016.

**2016 Q1 Update:** The Training Division has selected a new Learning Management System (LMS) that meets 98% of their functional requirements. In February, the Training Division invited two vendors to technical interviews to demonstrate the functionality of their products and is now working with the Office of Management and Finance (OMF), Procurement Services to award the contract to the selected vendor. Funding for the new system has been approved by the Police Bureau and a contract should be executed before the end of the fiscal year (June 30th, 2016).

**2016 Q2 Update:** The Police Bureau has been actively working with the City of Portland’s Procurement Services Division to draft an executable contract to purchase Cornerstone OnDemand, a cloud-based Learning Management System. Procurement Services issued an Intent to Award on June 16, 2016 and the contract is now currently under attorney review. Once executed, the Police Bureau will begin the implementation of the new system.

**2016 Q3 Update:** The Cornerstone Learning Management System contract was signed on September 29, 2016 which has now allowed us to move forward with the plans for the design and implementation of the new learning management system.

Prior to the signing of the contract, the attorneys were still working on reviewing the contract and agreeing to terms that mainly revolved around deemed acceptance, effect of termination and data breach notification.

The Training Division underwent a few personnel changes which required a search for assistance in the development of the learning management system. Capt. Parman and Lt. Bell were transferred from the Training Division effective September 1, 2016. Also the non-sworn employee who had taken the lead on the implementation of the learning management system resigned effective August 31.

Thus, the Training Division contacted the IT department seeking assistance with the design of the system. An IS Analyst was assigned to assist with the project. Training’s Admin Supervisor will also assume a role in the implementation process until the Learning Management Administrator position is filled. Those two individuals are scheduled for the Cornerstone “Boot Camp” in Santa Monica, CA Nov 6-10 and this will officially start the design and implementation of the system.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

82

Semi-annual reporting of training to AC and DOJ

**Task Requirements:** PPB shall report training delivered and received semi-annually to the Assistant Chief of Operations and, during the pendency of the Agreement, to DOJ.

**Status** Complete - review ongoing

**Action Steps:**

1. Training will gather appropriate data on course attendance, training provided, and other relevant information
2. Training will provide such data in a report to CHO and DOJ semi annually
3. Training will establish SOP to ensure ongoing reporting is an established protocol for the Division

**Task Date Completed:** 10/18/2013  **Received DOJ Approval? Approval**

**Evidence of Completion:**

1. Demonstration of Skills Manager as point of access for training records for all employees (upon request)
2. First semi annual report to CHO and DOJ on training delivered and received, demonstrated through Course Attendance Reports.
3. Draft new Training SOP 1-20 Semi-Annual Reporting of Training Given and Received

## Status Note:

### 2014 Q1 Update:

**2014 Q2 Update:** Training Division submitted required semi-annual report to the Assistant Chief and Compliance team forwarded it to DOJ.

**2014 Q3 Update:** This report was not due this quarter.

**2014 Q4 Update:** Training Division submitted required semi-annual report to the Assistant Chief which will be forwarded to DOJ with this report.

**2015 Q1 Update:** This report was not due this quarter.

**2015 Q2 Update:** The Training Division provided the required semi-annual report to the Assistant Chief. It will be forwarded to DOJ with this report.

**2015 Q3 Update:** This report was not due this quarter.

**2015 Q4 Update:** The Training Division provided the required semi-annual report to the Assistant Chief. It will be forwarded to DOJ with this report.

**2016 Q1 Update:** This report was not due this quarter.

**2016 Q2 Update:** A report for the all training delivered to PPB members during both Q1 and Q2 was created and forwarded the Assistant Chief of Operations.

**2016 Q3 Update:** This report was not due this quarter.

### 2016 Q4 Update:

### 2017 Q1 Update:

### 2017 Q2 Update:

### 2017 Q3 Update:

### 2017 Q4 Update:

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

83

Training officer selection and requirements

**Task Requirements:** PPB shall institute guidelines to govern its selection of officers that serve as trainers and shall ensure that those officers do not have a history of using excessive force. The trainer selection guidelines shall prohibit the selection of officers who have been subject to disciplinary action based upon the use of force or mistreatment of people with mental illness within the three (3) preceding years, or twice in the preceding five (5) years, and will take into account if a civil judgment has been rendered against the City in the last five (5) years based on the officer's use of force.

**Status** Complete - pending external review

**Action Steps:** 1. Training will revise SOP concerning Trainer Selection to include stipulations in this provision of the agreement.

**Task Date Completed:** 6/12/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. Training Division SOP 1-19

### Status Note:

**2014 Q1 Update:** SOP 1-19 effective January 1, 2014 includes the prohibitions outlined in the Agreement.

**2014 Q2 Update:**

**2014 Q3 Update:** Relevant SOP still in effect and being adhered to when selecting trainers.

**2014 Q4 Update:** SOP 1-19 still in effect and is adhered to when selecting trainers.

**2015 Q1 Update:** SOP 1-19 remains in effect and is followed when selecting trainers.

**2015 Q2 Update:** SOP 1-19 is still in effect and is adhered to when selecting new trainers.

**2015 Q3 Update:** SOP 1-19 remains in effect but no new trainers were selected this quarter so it was not implicated.

**2015 Q4 Update:** SOP 1-19 was reviewed and revised and became effective January 1, 2016. No new trainers were selected this quarter.

**2016 Q1 Update:** During this quarter, the Training Division filled a position for the Armory. The job announcement was posted on October 9, 2016 and closed on October 23, 2016. A total of seven members applied for the position. One person withdrew prior to the interview and the Training Division interviewed the six remaining candidates. The Training Lieutenant reviewed all of the interviewees' Internal Affairs Histories and checked with the City Attorney's Office and found none of them had any incidents which would disqualify them under paragraph 83 of the DOJ agreement. The Training Division Work History Review Sheet is included in the supporting documents folder. The same format that was used for selecting ECIT officers was utilized in this process.

The Training Division selected Officer Kelly Vanbloklund and notified him on February 8, 2016 that he had been selected. At the time of his selection, Officer Vanbloklund was assigned the Training Division as a Lead Firearms Instructor. Officer Vanbloklund transitioned into the Armory Position during the week of February 15th.

**2016 Q2 Update:** The relevant SOP remains in effect but there were no new employees added to the Training Division during this quarter.

**2016 Q3 Update:** An officer was transferred to FTEP on July 28, 2016. The Training Lieutenant followed the selection standards outlined in SOP 1-19, which include the requirements in Paragraph #83 in selecting this officer.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**



# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

84(a)

Officer In-Service Training on DOJ Agreement

**Task Requirements:** All training that PPB provides shall conform to PPB's current policies at the time of training. PPB shall train all officers on the Agreement's requirements during the next in-service training scheduled.

See specific requirements for officer training outlined in the Agreement, #84.

**Status** Complete - review ongoing

**Action Steps:**

1. Training will incorporate the provisions of the Agreement into its 2013 In Service training.
2. Training will incorporate Agreement provisions and resulting policies or protocols into its annual needs assessment analysis, which informs future trainings.

**Task Date Completed:** 2/22/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. 2013 In Service Lesson Plans and in-service overview

### Status Note:

**2014 Q1 Update:** Start of 2014 In-Service training conformed to current PPB policies at the time and included more scenario-based training re: persons with mental illness, discussion re: de-escalation techniques and problem-solving skills.

**2014 Q2 Update:** Training Division completed the 2014 In-Service for all PPB in May which conformed to current PPB policies and included more scenario-based training re: persons with mental illness, discussion re: de-escalation techniques and problem-solving skills.

**2014 Q3 Update:** No In-Service or DOJ related training conducted this quarter.

**2014 Q4 Update:** No In-Service training provided this quarter. However, EIS training was conducted for all supervisors throughout the month of November. The day-long session also included updated training on the revised Directive 940 and Performance Evaluations, all of which are DOJ-related.

**2015 Q1 Update:** For all intents and purposes, no In-Service training conducted this quarter as the 2015 session began on March 30 and will continue through the next quarter.

**2015 Q2 Update:** The first half of the 2015 In-service training took place from March 30 through May 21. It included a DOJ update session.

**2015 Q3 Update:** The 2015 In-Service training recommenced on August 31 after a break to allow police coverage for all the activities that occur during the summer in Portland. It will continue through mid December. It continues to include a DOJ update session.

**2015 Q4 Update:** The 2016 In-Service training continued throughout this quarter until its completion on December 10th. A DOJ update was included.

**2016 Q1 Update:** There was no In-Service training conducted this quarter.

**2016 Q2 Update:** There was no in-service training during this quarter. The Advanced Academy had an hour long class on April 11th with Captain Marshman. The topic was the DOJ settlement agreement.

**2016 Q3 Update:** PPB's 2016 In-Service commenced in September and will continue until mid-November. It covered the following DOJ-related topics:

Tactical Emergency Casualty Care  
850.20, the Mental Health mask and the upcoming opening of the Unity Center  
1051.00 and transition to X2 Taser  
Crisis Intervention refresher scenario

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

2017 Q3 Update:

2017 Q4 Update:

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

84(b)

Supervisors' Training

**Task Requirements:** With respect to supervisors, provide additional training on how to:

1. Conduct use of force investigations ... ;
2. Evaluate officer performance as part of PPB's annual performance evaluation system; and,
3. Foster positive career development and impose appropriate disciplinary sanctions and non-disciplinary corrective action.

**Status** Actively in Process

**Action Steps:**

1. Develop protocols and policies related to supervisory responsibilities identified in action item
2. Develop supervisor In Service training material to teach new responsibilities to supervisors
3. Schedule and deliver supervisor In Service training
4. Incorporate materials from supervisory In Service training into sergeants academy training

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. Directive 1010.00 - Use of Force (located in folder #66-67)
2. Supervisor Investigation Checklist (located in folder #72)

## Status Note:

**2014 Q1 Update:** Supervisors' January 2014 In-Service curriculum included training on force investigations and reports and the discipline guide.

**2014 Q2 Update:**

**2014 Q3 Update:** Inspector and EIS Lieutenant initiated work on a training lesson plan related to 940s and use of EIS for all supervisors to be conducted throughout the month of November. Executive Officer for Services branch will train on the new annual performance evaluation system as part of that same training program.

**2014 Q4 Update:** Almost all supervisors received the updated training on 940s, use of the EIS system and the new annual performance evaluation system in sessions scheduled through the month of November. A make-up session for those few who could not attend in November is scheduled for February 16, 2015.

**2015 Q1 Update:** The make-up session for the November trainings on EIS, 940s and the performance evaluation system did take place on February 16, 2015.

**2015 Q2 Update:** There was no solely "Supervisor" training held this quarter but In-Service was conducted throughout this time period which all sworn members are required to attend.

**2015 Q3 Update:** There was no exclusive "Supervisor" training held this quarter. However, 2015 In-Service started up again at the very end of August, which all sworn members are required to attend.

**2015 Q4 Update:** There was no exclusive "Supervisor" training this quarter. However, Sergeants (as well as patrol officers) attended refresher RegJIN training to address issues that have arisen since "go-live" and to prepare for the implementation of the Mental Health mask for most call types.  
Also, 2015 In-Service continued through this quarter and ended in December.

**2016 Q1 Update:** There was no exclusive "Supervisor" training this quarter.

**2016 Q2 Update:** There was no exclusive "Supervisor" training this quarter. The next session is scheduled as part of 2016 In-Service beginning in September.

**2016 Q3 Update:** The 2016 In-service training that commenced in early September did include a day of Supervisor's training that focused on Tasers, 2.02 Refresher, Reasonable Suspicion Training, After Actions, AR-15 and Tactical Emergency Casualty Care.

**2016 Q4 Update:**

**2017 Q1 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

85

Audit of training program for Agreement standards requirements

**Task Requirements:** In consultation with the COCL, the Inspector will audit the training program to ensure that PPB meets specific standards as required in the Agreement.

See specifics outlined in the Agreement, #85.

**Status** Actively in Process

**Action Steps:**

1. PSD will establish Inspector position with SOPs responding to the requirements of this provision
2. Inspector will conduct analysis in consultation with Training Division

**Task Date Completed:**  Received DOJ Approval? **Approval**

**Evidence of Completion:** 1. PSD SOP #6 (located in folder #70)

## Status Note:

### 2014 Q1 Update:

**2014 Q2 Update:** Inspector awaiting the appointment of COCL to calendar the annual audit of the 7 enumerated performance criteria.

**2014 Q3 Update:** The Inspector continues to await the appointment of the COCL to conduct this audit of the Training program.

**2014 Q4 Update:** The Inspector continued to wait for the COCL to be named to conduct this audit as COCL's consultation is required to do so. In the meantime, to aid in satisfying compliance with some of these standards, the Inspector provided the Training Division with force investigations where, in the chain of command review, areas of concern over training, performance or policy were identified. These investigations are tracked and part of the audit will focus on how these cases are incorporated into future training. The Inspector also worked with the Training Division Captain to develop the role of the Use of Force Sergeant within the Training Division as both a liaison to the Inspector and a subject matter expert on force.

**2015 Q1 Update:** This requires the Inspector, in consultation with the COCL, to complete an audit of the Bureau's training program using the performance measures specified in the Settlement Agreement. The Inspector completed this audit without input from the COCL in an effort to provide a baseline audit. The audit was completed on May 14, 2015 and forwarded to the Chief of Police for review. The audit report itself serves as supporting documentation of the Bureau's compliance with this item. Additional items from the Training Division support our assertion of substantial compliance as well.

**2015 Q2 Update:** The Inspector spoke to the COCL about the role of the Inspector in evaluating the Training Program. The Agreement calls for the Inspector to audit the program to determine if Training has completed certain tasks, such as a yearly needs assessment but it does not call for the Inspector to evaluate the effectiveness of the program as the COCL suggests. While the Inspector may have insight as to the effectiveness of certain aspects of the program such as force investigations, any qualitative analysis would need significant input from the COCL to be meaningful.

**2015 Q3 Update:** The Inspector already conducted the annual audit of the Training program. However, it is clear from the DOJ's report card and the COCL's quarterly report that the parties have differing opinions as to the scope of the audit required. This discrepancy must be resolved before the next such audit is due. PPB believes that its responsibility is to report whether the designated requirements have been met. The qualitative analyses of those elements that COCL desires is better performed by the COCL and, in fact, are being done pursuant to his analysis of PPB's compliance on other action items including #79 and #80.

**2015 Q4 Update:** The Bureau's position on the role the Inspector plays in the audit of the Training Division differs from that of the COCL and DOJ. The Inspector maintains that the agreement calls for the auditing to ensure that the Training Division has completed the tasks listed in this item, but it is NOT the role of the Inspector to opine as the efficacy of their work. The Inspector believes that other relevant paragraphs in the agreement call for the COCL to evaluate the Training Program once the Inspector has ensured the items to be audited are in place. This item has been referred to DOJ for assistance. Thus, at this point the Inspector maintains the audit was completed in 2015 and another is not required until 2016.

# Department of Justice Tasks / Quarterly Update Report

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**2016 Q1 Update:** The Inspector met with the COCL on 02/25/16 to discuss the division of labor with regards to the mandated audit of the training program. At issue is who is in the best position to determine compliance with this section. The Inspector can audit whether or not a "comprehensive needs assessment" has been conducted by the Training Division, if the COCL helps craft the methodology for determining what constitutes "comprehensive" so that PPB meets the expectations for compliance. PPB envisions this process much the same as the force audit methodology was created. By jointly developing the yardstick by which to measure compliance with the terms of this section, the Inspector can apply the objective lens of the COCL to render a finding. The COCL can then use the findings and the documents evaluated – the Needs Assessment in this circumstance – to complete the COCL's other task of evaluating the efficacy of the training program as a whole. This collaboration is key in achieving compliance with this section. The COCL advised they would provide direction after 04/01/16, once they had completed two date-certain reports mandated by the Settlement Agreement.

**2016 Q2 Update:** The Inspector again met with COCL to discuss the Training Audit and also received actionable information in the form of the COCL's Training Technical Assistance (TA) Letter. This TA letter provides a starting point from which the Inspector can gather information to inform the audit as to the comprehensiveness of the Training Plan. While not completed in Q2, significant progress was made by COCL in developing a methodology as was done with the force audits outlined in the prior sections.

**2016 Q3 Update:** PPB awaits the receipt of the proposed methodology for this audit from the COCL. This will serve as the starting point of the discussions and attempts at creating a valid operational tool to utilize to this end. PPB expects more focus on this requirement in the upcoming quarters as the force audit is finalized.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

85(g)

Thirty day advance notice to members of policy changes

**Task Requirements:** The Inspector will audit the training program to ensure that sworn PPB members are provided a copy of all PPB directives and policies issued pursuant to the Agreement, and sign a statement acknowledging that they have received, read, and had an opportunity to ask questions about the directives and/or policies, within 30 days of the release of the policy.

**Status** Actively in Process

**Action Steps:**

1. PPB will identify how to monitor review of Agreement and resulting policies and confirmation of understanding by PPB personnel.
2. PPB will ensure timely fulfillment of this expectation by all PPB personnel.
3. Inspector will audit PPB tracking of this requirement to ensure compliance.

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:** 1. Inspector SOP #5

## Status Note:

**2014 Q1 Update:** Directive process implemented wherein all PPB are notified electronically of issuance of new and revised policies and electronic process in place for officers to acknowledge receipt and understanding of contents.

**2014 Q2 Update:** The acknowledgment process was utilized for the first time with enactment of Dir. 010.00 and will be followed from hereon in.

**2014 Q3 Update:** Strategic Services Division and Communications staff are responsible for overseeing this electronic process. The Compliance team receives a report at the end of the 30 day acknowledgment period of those in the Bureau who have not fulfilled this mandate and an explanation thereafter by supervisors of the reason for the failure. Inspector was provided with reports on the Bureau's compliance with this requirement on each of the Directives that were enacted during this quarter. The results will be available for the audit that will be performed after COCL is named.

**2014 Q4 Update:** The electronic process for notice and acknowledgment is fully operationalized at this point and a system in place for supervisors to address any failure to comply. A report is received from Communications office which is available to the Inspector when he is ready to proceed with the audit of this standard. It is anticipated that now that the COCL has been appointed, work on all the auditing function will begin next quarter.

**2015 Q1 Update:** The electronic notice and acknowledgment process was utilized for the 9 directives that were enacted this quarter. The Communications staff provided the compliance report to the DOJ team which indicated that 97.5% of employees acknowledged the policies within that 30 day window.

**2015 Q2 Update:** The electronic notice and acknowledgment process continues to be used to assure officers' knowledge of new directives. This quarter nine directives were enacted. The compliance report for this process indicated that 97.75% of employees acknowledged the required policies within the 30 day time frame. Of the 2.25% outstanding, most of those individuals were on leaves of various types (FMLA; military) and thus were excused until return to duty.

**2015 Q3 Update:** During the third quarter four DOJ-related directives were enacted. The compliance report for this process showed that an average of 97.5% of PPB employees acknowledged those required policies in the 30 day time frame. Of the 2.5% who did not comply, most all were on some type of approved leave during the particular period so were not in a position to do so as they were not at work.

**2015 Q4 Update:** In the fourth quarter, three DOJ-related directives were enacted. However, due to timing only one was due to be acknowledged before Dec. 31, 2015. The compliance report showed that 97.8% of PPB employees acknowledged that directive within the 30 day timeframe. Of the 2.2% who did not comply, most were on some type of approved leave during the particular period so were not in a position to do so as they were not at work.

**2016 Q1 Update:** In the first quarter of 2016, no DOJ-related directives were enacted. However, the deadlines for acknowledging two that were enacted last quarter--344.05 and 310.00-- fell in the first quarter. The compliance report shows that 97.6% of PPB employees

# Department of Justice Tasks / Quarterly Update Report

---

acknowledged that directive within the 30 day timeframe.

Of the 2.4% who did not comply, most were on some type of approved leave during this particular period so were not in a position to do so as they were not at work.

**2016 Q2 Update:** During the second quarter of 2016, one DOJ-related directive--416.00--was enacted. This occurred in May with a June 3, 2016 deadline for acknowledgement. The compliance report shows that 97% of PPB employees acknowledged that directive within the 30 day timeframe.

Of the 3% who did not comply, most were on some type of approved leave during this particular period so were not in a position to do so as they were not at work.

**2016 Q3 Update:** In the third quarter, Directive 850.20 Police Response to Mental Health Crisis was enacted. The compliance report shows that 95% of PPB employees acknowledged this directive within the 30 day time period. Of those who did not comply, most were on some type of approved leave during this particular period so were not in a position to do so as they were not at work.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**



# Department of Justice Tasks / Quarterly Update Report

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## Task Description

86(b)

Inspector presents use of force patterns and trends to Training Division, Chief, TAC.

**Task Requirements:** In consultation with the COCL, the Inspector shall gather and present data and analysis on a quarterly basis regarding patterns and trends in officers' uses of force to the Chief, the PPB Training Division, and to the Training Advisory Council. The Training Division and Training Advisory Council shall make written recommendations to the Chief regarding proposed changes in policy, training, and/or evaluations based on the data presented. The Inspector shall also, in coordination with the COCL and PSD, identify problematic use of force patterns and training deficiencies. The Chief's Office shall assess all use of force patterns identified by the Training Division and/or Training Advisory Council and timely implement necessary remedial training to address deficiencies so identified.

**Status** Complete - review ongoing

**Action Steps:**

1. PSD will develop SOP for Investigator position including details for review and tracking of use of force
2. Inspector will present quarterly analysis of force data and trends to various stakeholders and decision makers
3. Training Advisory Council will establish subcommittee to review use of force data and trends
4. Inspector will report on problematic use of force patterns and training deficiencies

**Task Date Completed:** 11/5/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. PSD SOP #6 (located in folder #70)
2. Quarterly Force Reports (located in folder #74)
3. Training Advisory Council Task Force one-pager
4. Emails from Lt. Jim Dakin

## Status Note:

### 2014 Q1 Update:

**2014 Q2 Update:** The Inspector made a presentation to the TAC's quarterly meeting re: force data.

**2014 Q3 Update:** While awaiting the appointment of the COCL, the Inspector did provide force data on the last quarter to the Training Division and the TAC subcommittee in person as well as to the general membership through email since it did not hold a regular quarterly TAC meeting due to the opening reception of the new Training Center.  
The Inspector forwarded any After Action that raised question of problematic use of force or training deficiencies to the Training Captain and Lieutenant.

**2014 Q4 Update:** The Inspector continues to await consultation with the COCL before he identifies and reports on problematic use of force patterns and training deficiencies. The COCL has now been selected and a day-long meeting has been set for the third week in January. It is expected that action on this will begin next quarter after the Inspector has the opportunity to bring the COCL up to speed on his work thus far.

**2015 Q1 Update:** The TAC's quarterly meeting occurred one week prior to the completion of this audit report so it will be presented at a future meeting. As with prior quarterly reports, upon approval by the Chief of Police, the trend analysis included in this audit report will be forwarded electronically to the Training Division Captain for distribution to the members of the TAC.

**2015 Q2 Update:** The second quarter 2015 data is not complete so no reports have been authored. When the dataset is reliable and accurate, the analysis will begin and reports will be written according to the requirements of Item 86. They will then be forwarded to members of the TAC as is the practice.  
The new Records Management System (RMS) has delayed reporting as the Bureau works through issues relating to data collection. The Inspector's Office is working with Records and the RegJIN team to address the issues as quickly as possible.

**2015 Q3 Update:** The Inspector has requested consultation with the COCL regarding this section of the Settlement Agreement and as of October 16, 2015 this has not occurred. The Inspector is also concerned with the inconsistency in the DOJ's technical assistance in Items 85 and 86. In #85 DOJ directs COCL to consult with the Auditor and in #86 to consult with the Inspector. The Inspector requests clarification.

# Department of Justice Tasks / Quarterly Update Report

---

- 2015 Q4 Update:** COCL has not yet consulted with the Inspector on this item as requested by PPB and required by the Settlement Agreement. As was the case with the prior audit, the Inspector will proceed under the presumption that COCL does not intend to consult in advance, only comment on the product. If that presumption is incorrect, the Inspector is prepared to complete this task in close consultation with COCL, and develop an audit that achieves the goal of informing the Bureau on the efficacy of the training program.
- 2016 Q1 Update:** The COCL provided feedback on the content and format of the force report so that has been revised and expanded. The report is provided to the Training Division and the TAC as soon as it is issued on a quarterly basis. The Training Manager and Assistant Chief review that information, as well as other sources, in determining the subjects/materials to be addressed in the next In-Service training to be held in September. The Inspector is awaiting sufficient longitudinal data to analyze possible patterns or trends regarding the use of force so that it is a meaningful analysis for the Bureau.
- 2016 Q2 Update:** The Inspector presented force data at the May 11, 2016 Training Advisory Council. As noted in the prior quarter, the Inspector is awaiting sufficient longitudinal data to analyze possible patterns or trends regarding the use of force so that it is a meaningful analysis for the Bureau which will then be shared with the TAC.
- 2016 Q3 Update:** The Inspector presented the second quarter force data to the TAC on September 14, 2016. Prior to the meeting, the Co-chair had indicated the committee's desire for the Inspector to focus his remarks on force events that involved the use of 3 or more Taser applications. Discussed the lack of any trend in its use at this point because only sample of 14 uses reviewed.
- 2016 Q4 Update:**
- 2017 Q1 Update:**
- 2017 Q2 Update:**
- 2017 Q3 Update:**
- 2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

86

Inspector presents use of force patterns and trends to Training Division

**Task Requirements:** In consultation with the COCL, the Inspector shall gather and present data and analysis on a quarterly basis regarding patterns and trends in officers' uses of force to the Chief, the PPB Training Division, and to the Training Advisory Council. The Training Division and Training Advisory Council shall make written recommendations to the Chief regarding proposed changes in policy, training, and/or evaluations based on the data presented.

**Status** Actively in Process

## Action Steps:

**Task Date Completed:**  **Received DOJ Approval?** Approval

## Evidence of Completion:

### Status Note:

### 2014 Q1 Update:

**2014 Q2 Update:** Inspector presented annual report to TAC at April quarterly meeting. Introduced new Inspector to the group.

**2014 Q3 Update:** TAC did not hold its usual quarterly meeting as it attended the Grand Opening of the new Training Center as a group with other advisory groups. The Inspector did send the previous quarter's force report to the Training Division Captain who emailed it to TAC members.

**2014 Q4 Update:** The TAC met on November 6, 2014. The Inspector gave a Powerpoint presentation to the group regarding his role and responsibilities as well as a summary of force issues. The Inspector also attends the TAC's subcommittee on use of force as often as his schedule allows.  
The 3rd quarter force reports were provided to the Training Division and posted to the Bureau website on December 11, 2014. They were forwarded by the Training Division to the TAC on December 18, 2014. Upon review, this system seemed inefficient so the Inspector requested and received direct access to TAC email list so this information can be sent directly.  
The Inspector continues to work closely with the Training Captain so that the office of Inspector can become a resource for the TAC as intended.

**2015 Q1 Update:** This item requires the force trend analysis be presented to the Training Advisory Council (TAC). The TAC's quarterly meeting occurred one week prior to the completion of this audit report so will be presented at a future meeting. As with prior quarterly reports, upon approval by the Chief of Police, the trend analysis included in this audit report will be forwarded electronically to the Training Division Captain for distribution to the members of the TAC.

**2015 Q2 Update:** The 2015 second quarter data is not complete so no reports have been authored. This is due to delays resulting from RegJIN implementation. When the dataset is reliable and accurate, the analysis will be conducted and reports will be written according to this requirement.  
RegJIN, the new Records Management System (RMS), has delayed reporting as the Bureau works through issues relating to data collection. The Inspector's Office is working with Records and the RegJIN team to address the issues as quickly as possible.

**2015 Q3 Update:** The revised 2015 second quarter force report was finally completed in early October and was sent to COCL for review of new content and format. The COCL provided feedback at end of October which PPB incorporated and then returned to COCL for final approval. The Inspector will present this information to the TAC as soon as the report is posted and TAC's agenda permits although comments on patterns and trends will await enough longitudinal information.

**2015 Q4 Update:** The Inspector provided the Q2 and Q3 2015 force reports to the Training Division Captain with a request to forward them to the Training Advisory Council (TAC) in anticipation of the Inspector's presentation of a report at the next scheduled meeting of the TAC in January of 2016.

**2016 Q1 Update:** The Training Advisory Council (TAC) now meets bi-monthly. The Inspector was unable to attend the scheduled meeting of the TAC due to vacation leave. While the material is available on the Bureau's website and was sent to TAC members, the Settlement

# Department of Justice Tasks / Quarterly Update Report

---

Agreement calls for a presentation. The Inspector is now slated to report to the TAC in early May and will present both the Q4 2015 and Q1 2016 data at that time.

**2016 Q2 Update:** The Inspector presented force data at the May 11, 2016 Training Advisory Council meeting.

**2016 Q3 Update:** The 2016 Q2 Force report was sent to TAC members per protocol. A TAC meeting was scheduled for September 14, 2016. On Sept. 7th, Capt. Krantz, the new Inspector, received a request from the TAC Co-chair asking that the Captain focus his presentation on force involving Taser applications. The two met to further discuss the specific request. At the Sept. 14th TAC meeting, Capt. Krantz presented a brief summary of the quarterly force data and then focused on a deeper discussion on the use of the Taser, concentrating on applications of 3 or more cycles. A question and answer period followed which covered Taser use as well as the increase in the number of officer injuries that the PPB is experiencing. The meeting concluded with the Co-chair indicating that it had been a most productive and informative session.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

87

Open Public Training Advisory Council Meetings

**Task Requirements:** Training Advisory Council meeting will be open to the public unless the matter under discussion is confidential or raises public safety concerns, as determined by the Chief.

**Status** Completed - Closed

**Action Steps:**

1. Training will inform Training Advisory Council that their meetings will be open to the public
2. Training will advertise TAC meeting times and locations on the PPB website so that interested community members can attend

**Task Date Completed:** 2/17/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. TAC meetings published in advance online (available online)
2. TAC Quarterly meeting schedule

### Status Note:

**2014 Q1 Update:** TAC held public meeting on Feb. 20, 2014

**2014 Q2 Update:** TAC held public quarterly meeting on May 1, 2014

**2014 Q3 Update:** TAC substituted attendance at the Grand opening of the new Training Center for its quarterly meeting in September.

**2014 Q4 Update:** TAC held a public meeting on November 6, 2014.

**2015 Q1 Update:** TAC held its quarterly meeting on February 5, 2015. Training staff gave a presentation on the 2014 Needs Assessment and overviews on both the 2015 In-Service Overview and Tourniquet/Tactical Emergency Casualty Care that will be covered. The members established 2 new task forces--one on membership for application review and the other on scenario review.

**2015 Q2 Update:** The TAC did not hold a meeting during this quarter as it was set for July 8, 2015.

**2015 Q3 Update:** The TAC held its quarterly meeting on July 8, 2015. The agenda included a detailed presentation on the Needs assessment process by the analyst charged with preparing it, a discussion on the citizens' academy that is planned for TAC members' benefit, and a steering committee update.

**2015 Q4 Update:** Since the last quarter, the TAC decided to increase its meeting schedule to once every other month rather than quarterly. So TAC held its first bi-monthly meeting on November 10th. A reminder email with the agenda attached was sent to the newly developed email list before the meeting. The agendas for meetings are also posted on the PPB website, <http://www.portlandoregon.gov/police/61449>. The next meeting is scheduled for January 13th, 2016.

Below are some of the highlights of the work completed by TAC members this quarter:

- In addition to the monthly steering committee meetings, a self-selected group (everyone was invited) of TAC and PPB Training Division members met four evenings in October and November to work on a long-term strategic plan lead by TAC member Sushanah Boston. The goal of the meetings was to identify members' interest in various training topics and to develop a calendar of meaningful projects. See supporting documents for the summaries of each of those meetings.

- In October, the newest TAC members were invited to participate in eight hours of civilian training with Portland Police Bureau instructors to better understand the work done by the Training Division and some of the challenges faced by officers on patrol. Each TAC member was partnered with a patrol officer which allowed for the opportunity to develop a relationship and ask questions.

- Six members will complete their term and service to the committee in February. Planning has begun for the next round of recruitment which will commence in early 2016. There will be a focus on recruiting new members representing the diversity of Portland.

- The TAC outreach subcommittee participated in one community event during the fourth quarter (and two during the third quarter not yet previously reported) to inform and receive public input.

**2016 Q1 Update:** During the first quarter of 2016, the Training Advisory Council (TAC) held two public meetings based on new schedule--one on January 13th and the other March 9th. A reminder email with the agenda included was sent to the public email distribution list

# Department of Justice Tasks / Quarterly Update Report

---

before both meetings. The agendas for the meetings are also posted on the Portland Police Bureau Website, <http://www.portlandoregon.gov/police/61449>. Minutes from past meetings can also be found on there. The next meeting is scheduled for May 11th, 2016.

Below are some of the highlights completed by TAC members.

- At the January 13th public meeting, the TAC members were presented with the Use of Force Policy Class. This was the same class given to the Portland Police Bureau members at In-Service 2015. It was followed by a presentation by the Inspector on the Use of Force Quarterly Report. The goal of the first item was to provide an opportunity for TAC members to gain an in-depth understanding of the policy and ask questions of a subject matter expert in order increase their comprehension of the use of force data. The PPB reiterated that it is seeking written recommendations to the Chief regarding proposed changes in policy, training, and/or evaluation based on the data presented in accordance with item 86 of the agreement.

- To further identify training recommendations, TAC members were invited to review curricula focused on use of force, decision-making, and customer service. Members were provided multiple opportunities to access the lesson plans over a two week period. It was followed up by a question and answer meeting on February 24th, 2016. The meeting was attended by six TAC members and nine Training Division members comprised of instructors, command, and curriculum development staff.

- The TAC members discussed with the full TAC and public their findings and next steps at the March 9th meeting.

- Several members completed their service term and rolled off of the committee in February. Two committees were formed to identify new candidates: recruitment outreach and selection. The first phase of selection for new members has been completed; background checks are currently being conducted.

**2016 Q2 Update:** During this quarter of 2016, the Training Advisory Council (TAC) held one public bi-monthly meeting on May 11, 2016. A reminder email with the agenda included was sent to the public email distribution list before the meeting. The agendas for the meetings are also posted on the Portland Police Bureau Website, <http://www.portlandoregon.gov/police/61449>. Minutes from past meetings can also be found there. The next meeting is scheduled for July 13th, 2016.

Quarter two Training Advisory Council highlights:

- The TAC submitted a report with training recommendations entitled, 2016 TRAINING AND USE OF FORCE REPORT RECOMMENDATIONS. The report is posted for public viewing on the TAC website, <http://www.portlandoregon.gov/police/article/581581>. It is a compilation of the advisory work the TAC has be involved with over the past year. The report includes feedback on the Use of Force data, in accordance with item 86 of the agreement.

- The new TAC members will officially begin their two year volunteer term of service at the next July 13th meeting. The previous chair has completed his term of service and two new co-chairs were elected.

**2016 Q3 Update:** During the third quarter, the Training Advisory Council (TAC) held two public bi-monthly meetings, one on July 13 and the other September 14, 2016. A reminder email with the agenda included was sent to the public email distribution list before the meeting. The agendas for the meetings are also posted on the Portland Police Bureau Website, <http://www.portlandoregon.gov/police/61449>. Minutes from past meetings can also be found on the website. The next meeting is scheduled for November 9, 2016.

Quarter three Training Advisory Council highlights:

- The new TAC members officially began their two year volunteer term of service at the July 13th meeting. New members will receive hands-on training on October 19th and 26th.

- At the July 13th meeting, Co-Chair Boston and Captain Parman spoke to the interaction between the TAC Members and community members who worked on and provided feedback on the training report that was submitting during the previous quarter. The report, 2016 Training and Use of Force Report Recommendations, can be found here: <http://www.portlandoregon.gov/police/article/581581>

- On September 14th, Chief Marshman released a written response to the TAC report. Due to an already full agenda for the meeting on the 14th, the response will be covered in detail at the November 9th meeting. Also at the upcoming meeting, the annual Needs Assessment report will be presented. An overview of how the recommendations from the Training Advisory Council are utilized within the Needs Assessment was provided at the September 14th meeting.

- The September 14th meeting invited members from other Portland Police advisory groups to participate in a discussion about how

# Department of Justice Tasks / Quarterly Update Report

---

the groups can improve communication and collaboratively work together in their efforts to advise PPB. Also at this meeting the Inspector presented the most recent Use of Force report, 2016 Quarter 2 . The Training Advisory Council is working on a response to be delivered to the Chief at a future date.

Below is the schedule of future Inspector Force Report presentations:

|                    |                      |
|--------------------|----------------------|
| September 14, 2016 | Force Report 2016 Q2 |
| November 9, 2016   | NA                   |
| January 11, 2017   | Force Report 2016 Q3 |
| March 8, 2017      | NA                   |
| May 10, 2017       | Force Report 2016 Q4 |
| July 12 , 2017     | Force Report 2017 Q1 |

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

89

Establishment of Drop-off centers

**Task Requirements:** Per DOJ - The United States expects that the local CCOs will establish, by mid-2013, one or more drop-off center(s) for first responders and public walk-in centers for individuals with addictions and/or behavioral health service needs. All such drop off/walk in centers should focus care plans on appropriate discharge and community based treatment options, including assertive community treatment teams, rather than unnecessary hospitalization.

**Status** Actively in Process

**Action Steps:**

1. PPB representatives will seek participatory roles on local Coordinated Care Organization committees
2. PPB's Compliance team will convene meeting of stakeholders to reinstate discussions of a secure drop-off center

**Task Date Completed:**  Received DOJ Approval? **Approval**

## Evidence of Completion:

### Status Note:

**2014 Q1 Update:** DOJ Compliance team has initiated conversations with the various stakeholders necessary to the creation of such a facility including representatives from the State, county and CCOs

**2014 Q2 Update:** Compliance team convened the first meeting of state, county and CCO representatives on May 16, 2014 and the second was held on June 13, 2014. The first introduced the issue and identified needs of PPB and others. Discussed old CTC and current use of CATC. Desired data points id'd for next meeting. At the second, Multnomah County provided crisis system overview and the group discussed the data analysis.

**2014 Q3 Update:** Stakeholders' group continued to meet on a regular basis. The July and August meetings focused on the effects of the current system on the involved parties as well as possible alternatives that are being explored by members of the group including Alameda County, Calif and Bexar County, Texas. Also discussed state hospital flow and waitlist issues.

**2014 Q4 Update:** The stakeholders' group met in October and November. In October, the members heard an update on the DOJ as well as the State's recent efforts to enhance the crisis respite system. The bulk of the meeting, however, was spent on a report of the local hospitals' efforts to pursue the "Alameda model" for Portland. That included contact with the State re: licensure issues that require OAR revision as well as Medicaid billing code issues; renovation of Holladay Park for this purpose; initiation of conversations with CCOs re: payment; discussions among hospitals to develop a MOU; and need for all the pieces to fit in order for this to become a reality. They reported slow movement in all these arenas while acknowledging the complexity of the issues that are faced when taking on such an endeavor. The group met again in November and were joined by Mayor Hales who received an extensive updated briefing on the status of the project by Legacy officials. He expressed the City's complete support of this venture. The members decided to set their next meeting for January to afford more time to make headway on the hurdles currently being addressed by the State and various partners and report back.

**2015 Q1 Update:** The stakeholders met in January to get the latest word on the progress being made on the various fronts. The State is still working with CCOs on the "rate" to be paid for the PES service. Representatives indicated that should be done by mid-February. The licensing issue appears to be resolved as the PES will be considered a "satellite" of Legacy's hospital.

On February 5th the parties announced that a Letter of Intent had been signed by Adventist, Kaiser, Legacy and OHSU to open the Unity Center for Behavioral Health in late 2016 so the project will now move forward in earnest. PPB maintained contact with the hospital coalition during the rest of the quarter. The coalition created a number of workgroups for the myriad of topics that need to be addressed in this process. PPB is participating on the Transportation task force charged with creating a system in which EMS replaces PPB as the transporter of those placed on a civil hold and all that entails, including protocols, training, payment, etc. The group held its initial meeting on March 10th and is expected to meet monthly until the Center opens.



# Department of Justice Tasks / Quarterly Update Report

---

- 2015 Q2 Update:** The development of PES is proceeding with dispatch. PPB's stakeholder meetings have been supplanted by those of the Unity group which is a good and natural progression. PPB continues to actively participate in the Transportation subcommittee which is dealing with the myriad of legal, logistical and systemic issues that arise when determining how to transfer the "hold custody" from law enforcement to EMS or AMR.
- 2015 Q3 Update:** The work required for the creation of the Unity Center continued in earnest. Unity partners have established more than 20 subcommittees to address the vast array of issues that such an endeavor raises from design to discharge. PPB continues to be actively involved in the Transportation workgroup which focuses on all the systemic changes that must be effected to implement this model that takes law enforcement out of the transport business. PPB awaits the formation of an Oregon administrative rules work group to advocate for the necessary rule change to allow EMS/AMR to assume that responsibility. PPB will have a seat on the Unity advisory committee when that is created in 2016.
- 2015 Q4 Update:** The planning and development for the Unity Center continued as scheduled. PPB representatives attended each of the monthly Transportation subcommittee meetings this quarter where the protocols for transfer from police custody to AMR/EMS were discussed. PPB will also participate in the training that is provided to AMR/EMS staff on the changes in policy and procedures that is being developed and will be conducted in March 2016.
- 2016 Q1 Update:** The physical remodel of Holladay Park Hospital is now well underway to convert to the Unity Center. More than twenty subcommittees are working on the various issues that are implicated in creating a PES and a psychiatric inpatient facility at one site. PPB representatives continued to attend the Transportation subcommittee each month of the quarter. The group worked on the protocols for admission to PES to be utilized by AMR; discussed training for the EMTs and AMR staff; and created the questions for the beta test which is scheduled to start in April. PPB also issued a letter of support to the State prior to the rule change hearing for the necessary amendment in Oregon Administrative Rules to allow AMR to transport persons on civil commitment holds instead of PPB.
- 2016 Q2 Update:** The PPB Compliance team continued to attend the monthly Transportation subcommittee meetings as scheduled. This quarter the subcommittee's work centered around developing the protocols for future transport of individuals on holds by AMR or EMTs and creating the questions for the beta test as well as work on the required OAR revisions. Construction on the facility continued in earnest and it is really taking shape. Choices regarding internal design and furnishings are being made and personnel to staff the Center are being hired, including the CMO. The beta testing by AMR was instituted and data collected to get an idea of how many would be brought to Unity based on the medical protocol.
- 2016 Q3 Update:** PPB's Compliance team attended the Transportation subcommittee meetings that were scheduled this quarter. The discussions focused on the mechanics of the hand off of the person in crisis from PPB to AMR. Both entities are exploring technological options for the transmission of the necessary paperwork required for a civil hold. The goal is for PPB to send a copy electronically to AMR who will then forward it to receiving facility rather than rely on paper documents. The construction of the Center is proceeding as scheduled with an opening date of January 5, 2017 for the inpatient side and January 12th for the PES.
- 2016 Q4 Update:**
- 2017 Q1 Update:**
- 2017 Q2 Update:**
- 2017 Q3 Update:**
- 2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

90

Creation of Mental Health-Focused Subcommittees

**Task Requirements:** Per DOJ, the Community Care Organizations will immediately create addictions and mental health-focused subcommittee(s), which will include representatives from PPB's Addictions and Behavioral Health Unit (ABHU), the ABHU Advisory Board, Portland Fire and Rescue, Bureau of Emergency Communications (BOEC) and other City staff. These committees will pursue immediate and long-term improvements to the behavioral health care system.

See Agreement for list of specific required initial improvements, #90.

**Status** Actively in Process

**Action Steps:** 1. BHU sworn leadership will participate on local Coordinated Care Organization subcommittees.

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:** 1. Meeting Notes from Health Share Oregon Meeting (10/18/13)  
2. Emails from Deborah Friedman - Behavioral Health Director, Health Share Oregon (10/03/13 and 10/30/13)

### Status Note:

**2014 Q1 Update:** BHU staff attended various regularly scheduled subcommittee meetings this quarter.

**2014 Q2 Update:** BHU staff attended various regularly scheduled subcommittee meetings this quarter.

**2014 Q3 Update:** BHU staff attended Healthshare's Substance Use Disorders System of Care Steering committee and PCD's Public Safety subcommittee meetings.

**2014 Q4 Update:** BHU staff continued to participate in various CCO subcommittees, including the Substance Use Disorders System Care Steering Committee and the Health Commons Learning Collaborative

**2015 Q1 Update:** BHU personnel continued to represent the Police Bureau on the Health Share Substance Use Disorders System of Care Steering Committee. The purpose of the steering committee is to build consensus for a community-wide vision of a regional system of care for specialty substance use disorder services (i.e., those provided outside the primary care delivery system). The Steering Committee makes recommendations to the Transformation Oversight Committee regarding a service delivery and funding model that will support a fully developed continuum of substance use disorder treatment services in the community.

**2015 Q2 Update:** Service Coordination Team (SCT) Program Manager Emily Rochon was hired in June. She will continue to be a representative on the BHU Advisory Committee.  
Health Share of Oregon Community Advisory Council Mental Health and Addictions Sub-Committee's purpose was to empower/engage/represent communities and consumers to inform Health Share's Community Advisory Council of the mental health and addictions needs of Health Share members and ensure those needs are met. The Sub-Committee made recommendations for the Community Health Improvement Plan and has disbanded at this point.  
SCT program continues its connections with ED diversion programs within OHSU, Good Samaritan, TriCounty 911, Legacy Emanuel, Family Care Health, Kaiser, and Multnomah County. SCT Program Manager attends the Legacy ED Community Outreach meeting, which includes members of the ED diversion programs. The next Community Outreach meeting is scheduled for 8/5/15.

**2015 Q3 Update:** Service Coordination Team (SCT) Program Manager continues to attend Legacy ED Community Outreach monthly meetings and manages referrals from ED diversion programs, including SCT outreach services for referrals that meet criteria. Legacy ED Community Outreach meeting met twice in Q3. The July 2015 meeting was cancelled due to the holiday.  
In attempting to meet DOJ's desire for PPB to engage more with CCOs, SCT Program Manager made an appointment with Michael Anderson-Nathe, Chief Equity & Engagement Officer of Health Share of Oregon. The purpose of the meeting is to determine if Health Share Community Advisory Council would find benefit in having a PPB representative as a council member. The next recruitment cycle and decision on new members will start at the beginning of 2016, with priority focused on utilizers of Health Share/Oregon Health Plan, Clackamas and Washington county, and minority members. PPB is hoping to convince Healthshare

# Department of Justice Tasks / Quarterly Update Report

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that representation from law enforcement would also be beneficial.

**2015 Q4 Update:** The SCT Program Manager attended the three monthly Legacy ED Community Outreach meetings this quarter and managed referrals from ED diversion programs for outreach services for those who meet criteria. Health Share of Oregon Community Advisory Council no longer has an established Mental Health and Addictions Sub-Committee. The SCT Program Manager met with Health Share of Oregon Chief Equity & Engagement Officer on 10/15/15 to determine if representation from PPB would be considered on the full council. She was informed that new recruitment will start in early 2016, with priority focused on consumers of Health Share/Oregon Health Plan, Clackamas and Washington county, and minority members. The SCT Program Manager was invited and attended the Advisory Council meeting on 11/6/15. She and the BHU Lieutenant then presented an overview of BHU/SCT at the next Advisory Council on 12/4/15. Health Share's Senior Project Manager contacted the SCT Program Manager stating one of its priorities is to recruit consumer applicants who have been in the criminal justice system and have Medicaid. The Health Share rep proposed SCT assist in this effort together since the SCT serves those who may fit that criteria.

The SCT Program Manager met with the Quality Management Coordinator for Behavioral Health at Providence Health and Services. Providence Health and Services has an established Community Partnership Council but membership only includes consumers, patients, clients, and family members. Providence has a newly established Behavioral Health Advisory Council and is in the process of identifying appropriate members, although the recruiting is focused on consumers at this time.

**2016 Q1 Update:** The Service Coordination Team (SCT) Program Manager continues to attend Legacy ED Community Outreach monthly meetings and manages referrals from ED diversion programs, including SCT outreach services for referrals who meet criteria. Legacy ED Community Outreach met every month in Q1 although did not provide notes for the meeting in March. Representatives from Family Care and Health Share attend the meeting as well. Because of the wide representation, many providers are able to network and coordinate services for their clients. Becky Wilkinson, Chair, provided a description of the meeting: "The gathering started as a best practices group for outreach, social workers and RNs who started doing community outreach to patients that were frequenting the emergency department more than 5 times in a 6 month period and being admitted to hospitals more than once within a 30 day period, as well as some of the community partners we work with to get our clients access to services outside of the hospital. Over the years, the group has grown exponentially into people from all area hospitals, some out of the area as well (Vancouver, Klamath Falls, etc.), we have clinic folks, homeless shelters, Portland Fire & Rescue, Portland Police social service program, various branches of all tri counties, many community mental health agencies and many more."

**2016 Q2 Update:** Service Coordination Team (SCT) Program Manager submitted an "Expression of Interest," to the Oregon Health Authority State Behavioral Health Collaborative Team. This application was submitted on 6/13/16 and notification of application status is expected in Q3. "The Behavioral Health Collaborative will chart a course for excellence and sustainability in Oregon's behavioral health system, with an emphasis on cross-system coordination and collaboration."

SCT Program Manager continues to attend Legacy ED Community Outreach monthly meeting and manages referrals from ED diversion programs, including SCT outreach services for referrals who meet criteria. Legacy ED Community Outreach met every month in Q2. The group represents staff from all area hospitals, as well as some out of the area (Vancouver, Klamath Falls, etc.), Family Care, Health Share, clinics, homeless shelters, Portland Fire & Rescue, Portland Police, and multiple community mental health agencies. Because of the wide representation, many providers are able to network and coordinate services.

**2016 Q3 Update:** The Service Coordination Team (SCT) Program Manager's application for the OHA State Behavioral Health Collaborative Team was accepted and she has been attending those meetings twice a month since July 2016. Currently, the SCT Program Manager is involved in the "Scope of Responsibility Workgroup."

SCT Program Manager continues to attend Legacy ED Community Outreach monthly meeting and manages referrals from ED diversion programs, including SCT outreach services for referrals who meet criteria. Legacy ED Community Outreach met twice in Q3. The group represents staff from all area hospitals, some out of the area as well (Vancouver, Klamath Falls, etc.), Family Care, Health Share, clinics, homeless shelters, Portland Fire & Rescue, Portland Police, various branches of all tri counties, and multiple

# Department of Justice Tasks / Quarterly Update Report

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community mental health agencies. Because of the wide representation, many providers are able to network and coordinate services.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

91

Establishment of Addictions and Behavioral Health Unit (ABHU).

**Task Requirements:** PPB shall develop an Addictions and Behavioral Health Unit (ABHU) within the PPB. PPB shall assign command-level personnel of at least the rank of Lieutenant to manage the ABHU. ABHU shall oversee and coordinate PPB's Crisis Intervention Team (C-I Team), Mobile Crisis Prevention Team (MCPT), and Service Coordination Team (SCT).

**Status** Complete - pending external review

**Action Steps:**

1. Assign personnel to new Unit
2. Select and train MCU and ECIT officers
3. Hire additional mental health professionals

**Task Date Completed:** 5/31/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. Personnel Orders and position overviews for personnel assigned to the unit
2. BHU job postings for ECIT officers, MCU officers, BHU Sergeant, and CIT coordinator
3. BHU Org Chart
4. BHU Accomplishments from March, 2013
5. BHU Mission and Goals from May, 2013

### Status Note:

**2014 Q1 Update:** BHU in place.

**2014 Q2 Update:** No changes in personnel this quarter.

**2014 Q3 Update:** New officer selected and assigned to MCU #1-North Precinct

**2014 Q4 Update:** During this quarter, BHU decided to refer to the MCPTs as the Behavioral Health Response Teams (BHRTs). Officer Sean Christen, who was part of the BHU's Behavioral Response Team (BHRT/MCPT), transferred to the Service Coordination Team. Replacing Ofc. Christen on the BHRT is Officer Shaye Samora who met the DOJ-specified criteria.

**2015 Q1 Update:** The BHU team gained an additional Sergeant this quarter. Sgt. Chris Burley joined BHU in February, 2015. The purpose was to expand the Unit's ability to participate in Threat Enhancement activities.

**2015 Q2 Update:** During this quarter, the BHU hired a new SCT program manager, Emily Rochon, to replace Billy Kemmer. The BHU continues to consist of a Lieutenant, two Sergeants, an SCT program manager, an SCT officer, a CIT coordinator, 3 BHRTs, and a Crime Analyst.

**2015 Q3 Update:** During this quarter, the BHU selected a new BHRT Officer, Michael Hansen, to replace Josh Silverman who is returning to Patrol. Officer Hansen started in October 2015. The BHU continues to consist of a Lieutenant, two Sergeants, an SCT program manager, an SCT officer, a CIT coordinator, 3 BHRTs, and a Crime Analyst.

**2015 Q4 Update:** The BHU continues to consist of a Lieutenant, two Sergeants, an SCT program manager, an SCT officer, a CIT coordinator, 3 BHRTs, and a Crime Analyst.

**2016 Q1 Update:** The BHU continues to consist of a Lieutenant, two Sergeants, an SCT program manager, an SCT officer, a CIT coordinator, 3 BHRTs, and a Crime Analyst.

**2016 Q2 Update:** The BHU continues to consist of a Lieutenant, two Sergeants, an SCT program manager, an SCT officer, a CIT coordinator, 3 BHRTs, and a Crime Analyst.

The BHUAC reviewed SOP 3.3 ECIT. The draft changes in this document outline the oversight mechanism for ECIT officers. The BHUAC was also presented with a copy of the Professional Standards SOP. The committee voted to approve the draft SOP 3.3 with additional recommendations. This draft SOP requires a review and signature from the Commander of Central Precinct and will be included in the next quarterly report.

# Department of Justice Tasks / Quarterly Update Report

---

**2016 Q3 Update:** The BHU continues to consist of a Lieutenant, two Sergeants, an SCT program manager, an SCT officer, a CIT coordinator, 3 BHRTs, and a Crime Analyst. During the course of the last year, the Behavioral Health Unit Advisory Committee reviewed and made recommendations on the BHU Standard Operating Procedures. These have now been reviewed and signed by the Commander of Central Precinct.

Toward the end of this quarter, Sgt. Todd Tackett joined the BHU to transition into the position that Sgt. Bob McCormick's has held. Sgt. McCormick will be retiring on 10/12/16.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

92

ABHU manages data sharing and utilization

**Task Requirements:** ABHU will manage the sharing and utilization of data that is subject to lawful disclosure between PPB and Multnomah County, or its successor. PPB will use such data to decrease law enforcement interactions or mitigate the potential uses of force in law enforcement interactions with consumers of mental health services.

**Status** Actively in Process

**Action Steps:**

1. BHU will create a referral tool for PPB officers to refer individuals to BHU caseload
2. Hire BHU analyst to maintain, evaluate, and assess the referral tool
3. BHU Analyst will provide periodic analysis of database
4. BHU will conduct monthly assessments of referrals followed up on by the Mobile Crisis Unit and the resolution of their efforts
5. BHU will analyze Crisis Situation Reports
6. BHU will produce a monthly newsletter and distribute widely
7. BHU will create SOPs outlining the responsibilities of utilizing and sharing information generated from various databases and analyses
8. BHU will provide annual report, which includes analysis of this data

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:**

1. Monthly newsletters
2. Crisis Situation Report analysis
3. Confidential analysis of BHU Electronic Referral System (BERS) and MCU caseload (on request)
4. DRAFT SOP 2-1 for BERS

### Status Note:

**2014 Q1 Update:** BHU conducts bi-monthly meetings with system partners to discuss mutual clients and associated data.

**2014 Q2 Update:** BHU continues to hold bi-monthly meetings with its system partners to discuss clients of mutual concern as well as associated data.

**2014 Q3 Update:** BHU held its Coordination Team meetings on a regular basis through the quarter to discuss new referrals and review followup clients. MCU also met regularly to discuss clients' status and their needs.

**2014 Q4 Update:** The BHU continued to meet every Wednesday to discuss the BHRT caseload during this quarter. These meetings serve as the platform for the BHU Coordination Team (BHUCT) meeting held every other Friday. The BHU facilitated 6 BHUCT meetings.

The BHU Sergeant and CIT Coordinator developed a training plan to participate in the Multnomah County Directors Designee Training to facilitate better interaction between mental health professionals directing civil custody and police transports. The BHU participated in the first class on November 20, 2014.

**2015 Q1 Update:** BHU staff held its regular weekly Wednesday meeting throughout this quarter to discuss the BHRT caseload. These served as basis for the BHU Coordination Team (BHUCT) meeting held every other Friday with its partners. The BHU facilitated 5 BHUCT meetings in this time period.

**2015 Q2 Update:** The BHU continued to meet every Wednesday to discuss the BHRT caseload during this quarter. These meetings serve as a platform for the BHU Coordination Team (BHUCT) meeting, held every other Friday. The BHU facilitated 5 BHUCT meetings in this time period.

The SCT continued to meet every Monday to manage referrals through coordination with Central City Concern, Volunteers of America, Department of Community Justice, District Attorneys, Portland Patrol, and Multnomah County Sheriff's Office. SCT and partner agencies, Central City Concern and Volunteers of America, also met weekly to facilitate continuation of care for current SCT clients.

**2015 Q3 Update:** During this quarter the BHU continued to meet every Wednesday to discuss the BHRT caseload. These meetings serve as a

# Department of Justice Tasks / Quarterly Update Report

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platform for the BHU Coordination Team (BHUCT) meeting, held every other Thursday. The BHU facilitated 5 BHUCT meetings in this time period.

The SCT continued to meet every Monday to manage referrals through coordination with Central City Concern, Department of Community Justice, the District Attorney's office, Portland Patrol, and Multnomah County Sheriff's Office. In addition, SCT and partner agencies, Central City Concern Housing Rapid Response (housing) and Central City Concern Recovery Center (addiction treatment) started formally meeting weekly on 10/19/15 to facilitate continuity of care for current SCT clients.

BHU is continuing to look at avenues to share appropriate BERS data with its community partners.

**2015 Q4 Update:** The BHU met every Wednesday this quarter to discuss the BHRT caseload. These meetings serve as a platform for the BHU Coordination Team (BHUCT) meeting, held every other Thursday. The BHU facilitated 6 BHUCT meetings in this time period.

The SCT continued to meet every Monday to manage referrals through coordination with Central City Concern, Department of Community Justice, District Attorneys, Portland Patrol, and Multnomah County Sheriff's Office. SCT and its partners, Central City Concern Housing Rapid Response (housing) and Central City Concern Recovery Center (addiction treatment), met weekly to facilitate continuation of care for current SCT clients.

The SCT Program Manager and Central City Concern Supportive Transitions and Stabilization program (STS) supervisor (see DOJ#112) have met on several occasions to identify data collection and analytic tools necessary for reporting on performance measures. Data collection will benefit both entities in creating a baseline for outcome measures. The two will continue to meet and modify tools as necessary as the program evolves.

BHU is continuing to look at avenues to share appropriate BERS data with its community partners.

**2016 Q1 Update:** The BHU met every Wednesday this quarter to discuss the BHRT caseload. These meetings serve as a platform for the BHU Coordination Team (BHUCT) meeting, held every other Thursday. The BHU facilitated 7 BHUCT meetings in this time period.

BHU has recently started sharing BERS related data with its partners in the BHUCT meetings. These "snapshots" provide a summary of an individual's BERS history and police contact history.

The SCT continued to meet every Monday to manage referrals through coordination with Central City Concern, Department of Community Justice, District Attorneys, Portland Patrol, and Multnomah County Sheriff's Office. SCT and its partners, Central City Concern Housing Rapid Response (housing) and Central City Concern Recovery Center (addiction treatment), met weekly to facilitate continuation of care for current SCT clients.

SCT Program Manager and Central City Concern Supportive Transitions and Stabilization Program Supervisor (see DOJ#112) have met on several occasions to identify data collection and analysis tools necessary for reporting performance measures. Data collection will benefit both Central City Concern and BHU/SCT in creating a baseline for outcome measures. The two agencies will continue to meet and modify tools as necessary as the program evolves.

**2016 Q2 Update:** The BHU met every Wednesday this quarter to discuss the BHRT caseload. These meetings serve as a platform for the BHU Coordination Team (BHUCT) meeting, held every other Thursday. The BHU facilitated 6 BHUCT meetings in this time period.

BHU has continued sharing BERS related data with its partners in the BHUCT meetings. These "snapshots" provide a summary of an individual's BERS history and police contact history.

The SCT continued to meet every Monday to manage referrals through coordination with Central City Concern, Department of Community Justice, District Attorneys, Portland Patrol, and Multnomah County Sheriff's Office. SCT and its partners, Central City Concern Housing Rapid Response (housing) and Central City Concern Recovery Center (addiction treatment), met weekly to facilitate continuation of care for current SCT clients.



# Department of Justice Tasks / Quarterly Update Report

---

SCT Program Manager and Central City Concern supervisors and data analyst have continued to meet to update reporting requirements. Data collection will benefit both Central City Concern and BHU/SCT in creating a baseline for outcome measures. The two agencies will continue to meet and modify tools as necessary as the program evolves.

**2016 Q3 Update:** The BHU met every Wednesday this quarter to discuss the BHRT caseload. These meetings serve as a basis for the BHU Coordination Team (BHUCT) meeting, held every other Thursday. The BHU facilitated 6 BHUCT meetings in this time period.

BHU has continued sharing BERS related data with its partners in the BHUCT meetings. These “snapshots” provide a summary of an individual’s BERS history and police contact history.

The SCT continued to meet every Monday to manage referrals through coordination with Central City Concern, Department of Community Justice, District Attorneys, Portland Patrol, and Multnomah County Sheriff’s Office. SCT and its partners, Central City Concern Housing Rapid Response (housing) and Central City Concern Recovery Center (addiction treatment), met weekly to facilitate continuation of care for current SCT clients.

SCT Program Manager and Central City Concern supervisors and data analyst have continued to meet to update reporting requirements. Data collection will benefit both Central City Concern and BHU/SCT in creating a baseline for outcome measures. The two agencies will continue to meet and modify tools as necessary as the program evolves.

SCT has shared data and outcome measures during the SCT presentation at the Regional CIT Conference, Portland Patrol Inc., and our partner agencies.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

93

ABHU shall use data to develop response strategies and identify opportunities for improvement

**Task Requirements:** ABHU shall track outcome data generated through the C-I Team, MCPT, and SCT, to: (a) develop new response strategies for repeat calls for service; (b) identify training needs; identify and propose solutions to systemic issues that impede PPB's ability to provide an appropriate response to a behavioral crisis event; and (c) identify officers' performance warranting commendation or correction.

**Status** Actively in Process

**Action Steps:**

1. BHU will meet weekly to discuss caseloads, debrief contacts, and assess best practices
2. BHU will track analysis through meeting notes
3. The BHU sergeant and the CIT Coordinator will review all cases that are referred to the unit and enter, assign, and update each case in the BHU Electronic Referral System (BERS)
4. BHU CIT Coordinator will review the minutes from weekly meetings to pull relevant information for Training Division Needs Assessment development
5. BHU will pursue enhancements to PPB's data collection on officer interactions with individuals with behavioral health issues

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:**

1. BHU staff meeting notes, example provided, names redacted
2. Confidential analysis of MCU Active Caseload (upon request)

### Status Note:

**2014 Q1 Update:** BHU tracked outcome data for SCT, MCU and ECIT during the quarter.

**2014 Q2 Update:** BHU tracked outcome data for SCT, MCU and ECIT for the quarter.

**2014 Q3 Update:** BHU tracked outcome data for SCT, MCU and ECIT for the quarter. It is analyzing various data points to identify systemic issues that need to be addressed.

**2014 Q4 Update:** BHU continued to track outcome data for its three focus areas. It is exploring how to utilize the information in the most effective way.

**2015 Q1 Update:** BHU maintained data on the activities of its three operations.

**2015 Q2 Update:** BHU continued to collect and maintain data on its three arenas of operation. In addition, it developed and began tracking performance measures which will provide outcome data in time. Those, in turn, will be used to identify new response strategies for repeat calls, training needs and possible solutions for systemic issues that hamper its work.

**2015 Q3 Update:** BHU continued to collect and maintain data on its three arenas of operation.

**2015 Q4 Update:** BHU continued to collect and maintain data on its three arenas of operation.

**2016 Q1 Update:** BHU continued to collect and maintain data on its three arenas of operation.

The BHU ceased its collection of ECIT-related data from stand-alone text templates on February 29, 2016. All subsequent ECIT-related data will be gathered from the Portland Police Bureau's (PPB) Mental Health Mask, which was implemented by PPB's Strategic Services Division (SSD), during this quarter.

**2016 Q2 Update:** BHU continued to collect and maintain data on its three arenas of operation.

**2016 Q3 Update:** BHU continued to collect and maintain data on its three arenas of operation.

N.B: with regard to the STS beds, in this quarter, one bed in a double occupancy room was taken off-line due to systemic barriers. The count utilized for this quarter's analysis included five beds for 77 days and 6 beds for 15 days. In the future, this count will only use a 6 bed count.

# Department of Justice Tasks / Quarterly Update Report

---

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

94

Creation of Addictions and Behavioral Health Unit Advisory Committee

**Task Requirements:** PPB shall establish an ABHU Advisory Committee. The ABHU Advisory Committee shall include representation from: PPB command leadership, CIT, MHCPU, and SCT; BOEC; civilian leadership of the City government; and shall seek to include representation from: the Multnomah County Sheriff's Office; Oregon State Department of Health and Human Services; advocacy groups for consumers of mental health services; mental health service providers; coordinated care organizations; and persons with lived experience with mental health services.

**Status** Complete - pending external review

**Action Steps:**

1. BHU will invite appropriate representatives to participate on BHU Advisory Committee
2. Advisory Committee will establish charter
3. BHU will ensure agendas and minutes for advisory committee are tracked

**Task Date Completed:** 3/27/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. Roster of the committee
2. BHUAC agendas
3. Confidential BHUAC meeting minutes (upon request)
4. BHUAC Charter
5. Example meeting presentation from June, 2013

### Status Note:

**2014 Q1 Update:** BHUAC continued to meet regularly during the quarter. It reviewed relevant Directives for comment and advised on upcoming ECIT session to be held in April.

**2014 Q2 Update:** BHUAC met each month of the quarter. The remaining required representative members were selected to join the Council.

**2014 Q3 Update:** BHUAC met each month of the quarter. Members reviewed relevant Directives, Unit's SOPs and heard presentations on the various units within BHU including MCU and SCT.

**2014 Q4 Update:** BHUAC met twice this quarter. There were no changes to the membership roster.

**2015 Q1 Update:** BHUAC underwent significant membership changes this quarter. Dora Perry replaced Brendan Finn from City Government; Melanie Payne replaced Toni Sexton from BOEC; Deborah Frieman took a new position within Health Share of Oregon so stepped down from the committee due to time demands but are working on a replacement.  
•Sgt. Chris Burley was added to the roster

**2015 Q2 Update:** BHUAC again experienced a major change in membership as Cristina Nieves has taken Dora Perry's place as a representative of City Government; Maggie Bennington-Davis left Cascadia and was hired by Health Share of Oregon but she will continue to sit on the committee as a representative from Health Share of Oregon; Beth Epps, the Chief Clinical Officer for Cascadia, joined the committee to represent providers; and Emily Rochon, the new SCT Program Manager, replaced Billy Kemmer on the committee. Additionally, Annasper decided to step away from the committee to dedicate her time to the new Unity Center. Shannon Pullen and Lt. Tashia Hager are looking for another person with lived experience to replace her.

**2015 Q3 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met each month of the quarter. There were no changes to the membership roster this quarter.

**2015 Q4 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met only twice during the fourth quarter due to the holidays. The Commander has not been a member of the BHUAC and has been removed from the member list so that her absence is not seen as an issue.

**2016 Q1 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met three times during the quarter. In an effort to further relationships with peer organizations, last summer NorthStar was contacted and asked to inquire if any members were interested in joining the BHUAC. Several expressed interest and the BHU Lieutenant, along with the committee Chair, spoke to each and selected one.

# Department of Justice Tasks / Quarterly Update Report

---

During this quarter the BHU Lieutenant decided to add a position for a peer on the committee in an effort to further connections to the peer community. The Lieutenant sought out a person connected with Mental Health America Oregon. Janie Marsh, Director: EVOLVE Peer Delivered Services, accepted a position on the committee in January.

**2016 Q2 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met three times during the quarter. There was only one change in membership during this time period. At the end of the quarter, Joe Hagedorn left the Metropolitan Public Defenders Office and resigned from the committee. This position is not required by the DOJ agreement but it has been an important voice at the BHUAC meetings. The BHUAC Chair and the BHU Lieutenant are pursuing a replacement.

**2016 Q3 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met three times during the quarter. The BHUAC Chair and the BHU Lieutenant are pursuing a replacement for the resignation of the representative from the Metropolitan Public Defenders Office that occurred in 2016 Q2; however, the position is not required by the DOJ agreement.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

95

Role and reporting requirements of the ABHU Advisory Committee

**Task Requirements:** The ABHU Advisory Committee shall provide guidance to assist the City and PPB in the development and expansion of C-I Team, MCPT, SCT, BOEC Crisis Triage, and utilization of community-based mental health services. The ABHU Advisory Committee shall analyze and recommend appropriate changes to policies, procedures, and training methods regarding police contact with persons who may be mentally ill or experiencing a mental health crisis, with the goal of de-escalating the potential for violent encounters. The ABHU Advisory Committee shall report its recommendations to the ABHU Lieutenant, PPB Compliance Coordinator, COCL (as described in the Agreement), and the BOEC User Board.

**Status** Actively in Process

**Action Steps:**

1. BHUAC will provide guidance to assist in the expansion and training of the BHU
2. BHU will provide BHUAC with opportunity to attend ECIT training for exposure to training in action
3. BHU will provide BHUAC with all relevant data and documents related to the unit's makeup, training, BOEC Crisis Triage, and police officer utilization of and relationship with community-based mental health services and organizations.
4. The BHUAC will note any formal recommendations for training improvements for each meeting, if such recommendations do arise.

**Task Date Completed:**  Received DOJ Approval? Approval

**Evidence of Completion:** 1. BHUAC Mission Statement and Agendas (located in folder #94)

### Status Note:

#### 2014 Q1 Update:

**2014 Q2 Update:** BHUAC continued to review policies, procedures and training methods of the PPB, including the ECIT training conducted in April. 2014. It did not issue reports on its findings, as yet.

**2014 Q3 Update:** BHUAC filed monthly reports with the parties designated in the Agreement re: what topics it had covered at the meeting and what, if any, recommendations it had as a result of that review.

**2014 Q4 Update:** BHUAC met twice during the quarter. It heard a presentation on the Multnomah County Crisis Line and made a site visit to the Bureau of Emergency Communications (BOEC) where 911 calls are received and dispatched to observe that system. Members also reviewed the quarterly timelines and the BHUAC reporting requirements now that the agreement is in effect. It did not make any formal recommendations this quarter.

**2015 Q1 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met monthly during this quarter. In January, the group officially welcomed Lieutenant Hager as head of the BHU and expressed appreciation to Lieutenant Bacigalupi for his groundbreaking work. They then debriefed the DRO public outreach event held in December and reviewed Directives 850.20 and 850.25. The DRO public outreach event held in December and reviewed Directives 850.20 and 850.25. In February, after approving minutes from 3 previous meetings, they heard a presentation on the proposed CIT Refresher Training scenarios by members of the Training Division. They received updates on the Unit's new hires and then held a lengthy discussion on where the BHU should go from here---what are its priorities for the next 6 months and what are its responsibilities in regard to the DOJ settlement agreement? Finally, in March they were introduced to the new BHU Sergeant; had a followup discussion and vote on the CIT Refresher training and BHU Status Report for DOJ action item #96; and had a long discussion on the action items that specifically relate to the BHUAC.

**2015 Q2 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met 3 times during this quarter. Topics covered in those meetings included:

- Review of Directives 850.20-.25
- Term limits for BHUAC Members
- Bylaws

# Department of Justice Tasks / Quarterly Update Report

---

- SCT Presentation
  - Discussion on in-service CIT Refresher training topics
  - Review of DOJ action items related to BHUAC
- Recommendations on some of these items were forwarded to the designated parties in the settlement agreement.

**2015 Q3 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met 3 times during this quarter. Topics covered in those meetings included:

- Upcoming ECIT Training in November
- Whether BHUAC meetings should be open to the public
- SCT Program criteria for six new mental health beds
- Selection Qualifications for BHRT/ECIT Officers
- Recommendations for 2016 CIT In-Service

Any recommendations resulting from these discussions were forwarded to the designated persons.

**2015 Q4 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met twice during the fourth quarter. Topics covered in those meetings included:

- Presentation and discussion: Trauma Informed Care Class for Upcoming ECIT Training in November
- Final discussion and planning for members to observe ECIT Training
- Work plan and DOJ Requirements for 2016
- Debrief: Observations of ECIT Training

**2016 Q1 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met three times during the quarter. Topics covered in those meetings included:

- BOEC Policies and Procedures
- ECIT training observation feedback and recommendations
- ECIT In-service Training
- BHU's Standard Operating Procedures

**2016 Q2 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met three times during the quarter. Topics covered in those meetings included:

- Review of BHU's Standard Operating Procedures
- Discussion with Training Division on ECIT class

**2016 Q3 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met three times during the quarter. Topics covered in those meetings included:

- BOEC Training Presentation
- Review SOP 3.1 SCT
- Presentation/Discussion on Oregon Performance Plan
- Presentation on Directive 850.20 Mental Health Response and In-Service Training
- BHU Data Discussion

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

96

ABHU Status Reports

**Task Requirements:** The Addictions and Behavioral Health Unit Advisory Committee will provide status reports on the implementation of the ABHU and BOEC Crisis Triage, and identify recommendations for improvement, if necessary. PPB will utilize the ABHU Advisory Committee's recommendations in determining appropriate changes to systems, policies, and staffing.

**Status** Actively in Process

**Action Steps:**

1. BHU analyst will work with BHUAC to draft outline of first BHU Annual Report
2. BHU will work with BHUAC to identify areas of success and opportunities for improvement
3. The BHU will meet with both internal and external stakeholders to discuss what is to be included in the Annual Report
4. BHU Advisory Committee will prepare an Annual Report

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

## Evidence of Completion:

### Status Note:

**2014 Q1 Update:** BHUAC provided feedback and created report on its recommendations re: ECI training to be considered by BHU and Training in its development of curriculum for April 2014 training. Also finalized annual report summarizing its 2013 activities .

**2014 Q2 Update:** BHUAC submitted its comments on the proposed mental health Directives 850.20 and 850.25. It began its review of the 2014 ECIT program as well as some of the BHU's SOPs.

**2014 Q3 Update:** BHUAC documented its review and recommendations on the Unit's SOPs that were presented by staff. It filed its reports on those actions with the designated parties for consideration.

**2014 Q4 Update:** The BHUAC did not make any formal recommendations this quarter.

**2015 Q1 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met 3 times during this quarter but did not make any formal recommendations.

**2015 Q2 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met 3 times during the second quarter. The BHUAC made the following formal recommendations:

- BHUAC supports the expansion of the Service Coordination Team's available resources to include six mental health beds and an increase in the array of outpatient services offered by the program.
- BHUAC further recommends to the Service Coordination Team that there be a preference to involve peers (people with lived mental health experience) in direct services, planning and management with an emphasis on training peers for management levels.
- BHUAC reviewed Mental Health directive 850.20 et seq and made formal recommendations on the wording and content (see supporting documents).

The BHUAC also submitted the status report that was required within 240 days of the signing of the agreement which is also included in the supporting documents.

**2015 Q3 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met 3 times during the third quarter. The BHUAC made the following formal recommendations:

- Suggested CIT topics for the Annual In-Service training of which the top three topics included Juvenile Mental Health and the Juvenile System, a Peer Panel, and new/updated Policies related to BHU Unit and ECIT Program. The committee understands BHU will forward these topics to the Portland Police Bureau Training Division.
- to post the BHUAC agenda on the PPB/BHU website prior to the upcoming monthly meeting.
- to post committee-approved Minutes on the PPB/BHU website starting with the August 2015 minutes so that the previous ones would not have to be redacted.
- to post all previous and future reports to the PPB/BHU website.
- to have Beth Epps represent the BHUAC at the COAB's mental health subcommittee meetings.
- to approve the selection criteria as presented by the BHU for the use of the six new mental health beds as part of the expansion of



# Department of Justice Tasks / Quarterly Update Report

---

the SCT program with an understanding that clarification on the sex offender language would be provided at a later date.

- to approve the qualifications for the ECIT job posting as presented by the BHU with the following amendments:
  - add the word “minimum” in front of qualification to apply
  - include “Demonstrate emotional self-management skills” as a prerequisite
  - include “Demonstrate de-escalation skills” as a prerequisite
  - include the statement “There will be an extensive work history review with input from command staff (which will include an Internal Affairs & Employee Information System Review).”

September’s recommendations will be included in the next quarterly report.

**2015 Q4 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met twice during the fourth quarter. The BHUAC made the following formal recommendations:

-that certain topics be covered in the Trauma Informed Care class of the upcoming ECIT Training including highlighting the link between the ACE Study and adult behavior and make connection between the ACE Study and police work; highlight hypervigilance issues; discuss universal triggers; add a resiliency survey and a personal reflection component that is strength-based.

**2016 Q1 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met three during the first quarter. The BHUAC made the following formal recommendations:

- The BHUAC committee voted to accept BOEC’s procedure on processing calls involving suicidal threats, attempted suicide and suspected or actual deaths (PO – Suicide RG – 01202016) with the addition of “any of the following” to dispatcher note #2:
  - “Dispatch an ECIT officer, if available, when a call involves a mental health crisis and any of the following:”
- The BHUAC accepts the BOEC ECIT dispatch protocol presented with the following recommended changes:
  - The BHUAC committee voted to recommend BOEC change “Thought Disorders” to “Thought or Perceptual Disorder” and change “Catastrophic Events” to “Traumatic Life Events” in PO – Mental Health and ECIT Dispatch Protocol Resource Guide – 02122016.

The BHUAC committee also voted to recommend BOEC dd “and then” to #1 in the Dispatcher section of the Resource Guide to ensure that ECIT officers are sent in addition to the district patrol officers.

**2016 Q2 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met three times during the quarter. The BHUAC made the following formal recommendations:

- The BHUAC vote to accept the proposed curriculum of the 2016 ECIT In-service class. (March 2016)
- The BHUAC vote to accept the proposed changes to SOP 3.3 with the following additional changes:
  - In section #2 changing “Communicate with ECIT officers Lieutenant” to “Communicate with the Lieutenant of the ECIT officer”.
  - In section #2 changing “Any decision to remove an ECIT officer from the team will be coordinated by the Central Precinct Commander” to “Coordinate any decision to remove an ECIT officer from the team with the Central Precinct Commander.
- The BHU voted and approved to accept SOP 1.1 without changes
  
- The BHUAC reviewed and approved Standard Operating Procedure #3-2 with the following recommendations:
  - Under #2, add the word “minimum” to read “Officers must meet the following minimum qualifications to apply for the position:”
  - Also under #2, add “Strong collaborative skills” to list of minimum qualifications
  - Change all references of “Project Respond clinicians” to “clinicians” throughout document
  - Change all references of “client” or “consumer” to “individual” throughout document
  - Change all references of “social service resources” to “community resources” throughout document
  - Under #3, Remove the 3rd sentence and bullet points and replace with the following: “Portland Police Bureau has a strong commitment to ensuring BHRT officers and clinicians attend the following training based on availability and funding:
    - Applied Suicide Intervention Skills Training (ASIST)
    - Trauma Informed Care
    - Civil Commitment Investigator Training
    - HIPAA and Law Enforcement Threat Assessment”
  - Under #6 (3rd bulletchange “Connect to community mental health services” to “Connect to appropriate community services”

# Department of Justice Tasks / Quarterly Update Report

---

- Under #7 (1st sentence of 2nd paragraph change “mental health services” to “community services”
- Under #8 MCU Officer responsibilities and #9 MCU Clinician responsibilities, add the following bullet: “Assist in engaging the individual.”
- Change the order by moving the entire paragraphs #10 and #11 to follow #7 and come before #8
- Under #13 (1st sentence change “are mentally ill.” to “have actual or perceived mental illness.”
- Under #14 (3rd bullet change “a person with mental illness.” to “an individual with actual or perceived mental illness.”

•The BHUAC voted and approved the ECIT training as it stands with the following recommendations:

- 1) The content of the Trauma Informed Care should be tied into the learning objectives of the Family Panel and be scheduled (when possible) prior to the Family Panel.
- 2) N persons should be allowed to observe the ECIT Training unless there is a significant change made to classes or content or a new BHUAC member comes on board.
- 3) Invite ECIT officers to the committee to share feedback and experience on the ground using skills learned during training
- 4) New classes or material that may be added to future ECIT Trainings could be “taught” or presented to the committee as was previously done with the Trauma Informed Care class.

•The BHUAC recommended the BHU develop a special opportunity at the Training Facility for members of the community to observe the content and instructors of the ECIT Training as if they were officers, in order to build trust with the community and demystify what happens in training.

•The BHUAC reviewed and approved Standard Operating Procedure (SOP) #1-4 for the BHU Crime Analyst position with the following recommendation:

- 1) add “and protected” to the Policy to read: The Behavioral Health Unit (BHU) has the responsibility to ensure statistical data is reliable, valid and protected.”

**2016 Q3 Update:** The Behavioral Health Unit Advisory Committee (BHUAC) met three times during the quarter. The BHUAC made the following formal recommendations:

- to accept the course material and outline presented on BOEC training.
- to recommend that eight (8) hours of training for BOEC dispatchers is not sufficient and that there should be a minimum of eight (8) additional hours.
- to accept the proposed changes to SOP #3.1 with the following additional changes:
  - Throughout SOP #3-1 change “chronic offenders,” to, “individuals who are chronically arrested.”
  - In the Procedure section #2: replace, “. . . can be traced to addiction from the following referral sources,” to read, “. . . is related to substance use disorders. The individuals are referred from the following sources:”
  - In the Procedure section #2a and #2b: Combine #2a and #2b or provide a list instead of separate sections.
- to accept the proposed changes to SOP #1-3 with the following additional changes:
  - In the Policy section, first sentence; remove “or drug or alcohol abuse” after “mental illness” to read “The Crisis Intervention Team (CIT) Coordinator will have a primary role in the Portland Police Bureau’s response to individuals who are experiencing behavioral crises that may result from mental illness.”
  - In the Procedure section #1, first sentence; replace “mission” with “role”, “citizen” with “persons”, and “suspected” with “perceived” to read: “The role of the CIT Coordinator is to develop training and resources in support of the Enhanced Crisis Intervention Team to identify and assist persons having frequent contact with police due to known or perceived mental illness.”
  - In the Procedure section #2 change the first sentence to read, “The position of CIT Coordinator will be filled by an officer...”
- to accept the proposed changes to SOP #2.1 with the following additional changes:
  - In the Purpose section, first sentence; add “and the referral process” to the end of the sentence to read: “To define the BHU Electronic Referral System (BERS), the nature of the information it contains, and protection and dissemination of the information, and the referral process.”
  - In the Purpose section, remove the second sentence “The BHU assists people with mental illness or people in crisis.”
  - In the Procedure section 1A Referral Information Management # 1; replace “suspected” with “perceived” to read “Only referrals that contain information indicating an individual has a known or perceived mental illness will be accepted.”

# Department of Justice Tasks / Quarterly Update Report

---

-In the Procedure section 7C Civil Commitment; replace the current language with “The person was civilly committed or accepted a 14-day diversion as a result of a notice of mental illness.”

-In the Procedure section 8 remove the first sentence that begins “Due to limited resources....” so that the section starts with the sentence “The following are reasons the BHU....”

•to accept the proposed changes to SOP 1.2 with the following additional changes:

-In the Policy section, replace “mission” with “purpose”, “suspected” with “perceived” and “or drug and alcohol addiction” with “and/or substance abuse” to read: “The purpose of the Behavioral Health Unit (BHU) is to coordinate the response of law enforcement and the behavioral health system to aid people in behavioral crisis resulting from known or perceived mental illness and/or substance abuse.”

-In the Procedure section #2 replace the current language with “The BHU will have a designated Central Precinct Captain (or Commander), Lieutenant, Sergeant and Service Coordination Team Program Manager, who will coordinate with the Training Division, Precinct Command, mental health system providers and community partners.”

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

97

Officer Training on Crisis Intervention

**Task Requirements:** PPB will continue to train all officers on Crisis Intervention.

**Status** Complete - pending external review

**Action Steps:** 1. PPB will identify materials that demonstrate continued commitment to training all officers on Crisis Intervention as a core competency.

**Task Date Completed:** 10/2/2013  **Received DOJ Approval?** Approval

**Evidence of Completion:** 1. 2012-2014 training materials (located in folder #98)

### Status Note:

#### 2014 Q1 Update:

**2014 Q2 Update:** No Advanced Academy was held this quarter.

**2014 Q3 Update:** No Advanced Academy was held this quarter. Any new officers awaiting that training (which includes the rest of the CIT hours begun at DPSST) are not allowed to work the streets by themselves but must be with a coach.

**2014 Q4 Update:** In October, BHU representatives, along with training division staff, observed DPSST's basic Crisis Intervention (C-I) Training classes and scenarios to assist the Training division in conducting a needs assessment to refocus PPB's basic C-I training on de-escalation, scenarios, and the elimination of redundancy with DPSST C-I training.

**2015 Q1 Update:** PPB training division conducted basic Crisis Intervention training (CIT) during the PPB Advanced Academy, sponsoring a 40-hour basic CIT course for some PPB officers and Multnomah County Sheriff deputies and conducting a 4-hour basic CIT overview for the Metro Reserve Officer Academy.

**2015 Q2 Update:** No Advanced Academy was held this quarter. Any new officer awaiting the next scheduled Academy where the CIT is conducted is not allowed to work the streets alone but must be with a coach.

**2015 Q3 Update:** PPB Training division conducted basic Crisis Intervention training (CIT) during the PPB Advanced Academy, sponsoring a 40-hour basic CIT course for five PPB officers.

**2015 Q4 Update:** No Advanced Academy was held this quarter. Any new officer awaiting the next scheduled Academy where the CIT is conducted is not allowed to work the streets alone but must be with a coach.

**2016 Q1 Update:** Advanced Academy was commenced this quarter with 18 probationary officers. As of March 31, 2016, they had received 13 of the scheduled 16.5 hours of CIT Training after completing the initial 16.5 hours at basic training at DPSST.

**2016 Q2 Update:** PPB completed an Advanced Academy with 18 probationary officers in Q2. During Q2, the students had 3.5 hours of CIT training to complete a total of 16.5 during the entirety of the Advanced Academy. With the addition of the training received at DPSST, these officers have all completed 40 hours of CIT training. Most of these officers are still working with coaches, but the ones who are performing patrol or call-response duties on their own have only done so after finishing the Advanced Academy. Four new officers hired in Q1 have completed the basic academy in Q2 with 23.5 hours of CIT training. They will finish the 40 hours of CIT training in the next Advanced Academy due to start in September. PPB currently has six other officers who are still attending the basic academy. None of the recent basic academy graduates or any of the current basic academy students have assumed any patrol duties on their own.

**2016 Q3 Update:** PPB did not have an Advanced Academy during Q3.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

2017 Q4 Update:

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

98

C-I Training Requirements

**Task Requirements:** PPB agrees to continue to require a minimum of 40 hours of C-I training to all officers before officers are permitted to assume any independent patrol or call response duties. Additionally, PPB shall include C-I refresher training for all officers as an integral part of PPB's on-going annual officer training. PPB's Training Division, in consultation with ABHU Advisory Committee, shall determine the subjects and scope of initial and refresher C-I training for all officers.

**Status** Actively in Process

**Action Steps:**

1. PPB will document requirements for CI training in advance of graduating the police academy
2. PPB will identify how Training Division has included Crisis Intervention refresher training to date
3. BHUAC will review current training curricula and will work with Training staff to identify opportunities for CI refresher training in the future

**Task Date Completed:**  Received DOJ Approval? **Approval**

**Evidence of Completion:**

1. DPSST Training Outline
2. PPB Advanced Academy Training Outline
3. 2013 In-service Training Outline/Slides
4. 2013 In-service schedule

### Status Note:

**2014 Q1 Update:** No Advanced Academy conducted this quarter. Any new officers awaiting that training (which includes the rest of the CIT hours begun at DPSST) are not allowed to work the streets by themselves but must be with a coach.

**2014 Q2 Update:** No Advanced Academy scheduled this quarter.

**2014 Q3 Update:** No Advanced Academy held this quarter. Next one is scheduled from October 23, 2014 until February 5, 2015. Training Division planning for inclusion of CIT Refresher course in 2015 In-Service.

**2014 Q4 Update:** The BHU CIT Coordinator co-facilitated the PPB Advanced Academy Crisis Intervention Training on November 19, November 24, and December 3. The BHU clinicians also provided support to Advanced Academy Crisis Intervention scenarios.

**2015 Q1 Update:** During this quarter, the CIT Coordinator supported the PPB training division in conducting basic Crisis Intervention training (CIT) during the PPB Advanced Academy, sponsoring a 40-hour basic CIT course for some PPB officers and Multnomah County Sheriff deputies and conducting a 4-hour basic CIT overview for the Metro Reserve Officer Academy.

**2015 Q2 Update:** In the second quarter, the CIT Coordinator supported the PPB training division in conducting crisis intervention training for 17 PPB Reserve officers and 3 Mentally Ill Offender Probation Officers on June 23, 24 and 27, 2015. This training included an overview of the BHU and availability of ECIT officers as well as other community resources to assist on crisis calls.

**2015 Q3 Update:** In the third quarter, the CIT Coordinator supported the PPB Training Division in conducting crisis intervention training for PPB's Advance Academy on August 19, 24, 25 and September 15, 22, 28.

The CIT Coordinator also supported the PPB Training Division in completing the 40-hour crisis intervention training course for 17 PPB Reserve officers and 3 Mentally Ill Offender Probation Officers on July 7, 9, and 11. This training concluded with scenario-based training on response to crisis calls.

The BHUAC voted on CIT topics for the Annual In-Service training. The top three topics included Juvenile Mental Health and the Juvenile System, a Peer Panel, and new/updated policies related to BHU and ECIT Program. The BHU forwarded this information to the Training division. As a result Juvenile Mental Health and Mental Health policy updates will be incorporated into PPB's 2016 in-service training for CI refresher training for all PPB members.

**2015 Q4 Update:** During this quarter, the CIT Coordinator assisted the Training Division in completing the basic crisis intervention training for new PPB officers attending the 2015 Advanced Academy.

# Department of Justice Tasks / Quarterly Update Report

---

**2016 Q1 Update:** During this quarter, the CIT Coordinator assisted the Training Division in completing the basic crisis intervention training for new PPB officers attending the 2016 Advanced Academy.

The CIT Coordinator also assisted the Training Division in conducting a 4-hour mental health training class for the Metro Reserve Police Academy sponsored by Clackamas County Sheriff's Office. This training is provided to reserve officers from law enforcement agencies throughout the state of Oregon.

**2016 Q2 Update:** There was no In-Service training during Q2. There will be a CI refresher component to the 2016 In-Service being planned to commence in September.

**2016 Q3 Update:** The 2016 In-service training plan included a CI refresher component in the form of scenarios as well as a session on newly enacted Directive 850.20.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

99-100

Establishment of ECIT

**Task Requirements:** PPB shall establish a Memphis Model Crisis Intervention team ("C-I Team") that shall be comprised of officers who volunteer for assignment. The number of C-I Team members will be driven by the demand for C-I Team services, with an initial goal of 60-80 volunteer, qualified officers.

\*NOTE: PPB refers to "C-I Team" as "Enhanced Crisis Intervention Trained officers" (ECIT officers)

**Status** Complete - pending external review

**Action Steps:**

1. BHU (with BHUAC) will develop PPB Enhanced Crisis Intervention Team (ECIT) positions and function
2. BHU will develop and present roll call video to PPB officers to educate them on the new ECIT program
3. BHU and Training Division will train volunteer members of the new ECIT
4. BHU will provide annual opportunities for ECIT training
5. BHUAC will advise on changes to ECIT training based on information and data reviewed and analyzed
6. PPB will establish annual 8-hour Crisis Intervention Training in-service for ECIT officers
7. BHU created an internal ECIT Advisory Committee

**Task Date Completed:** 5/31/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. ECIT Personnel Roster
2. ECIT Selection Process documentation (located in folder #101)
3. ECIT class roster for BHUAC attendees (located in folder #102)
4. 2013 ECIT Roll Call information
5. ECIT Advisory Council Meeting example Agenda and Minutes

### Status Note:

**2014 Q1 Update:** Applications accepted from volunteer officers for next training set for April 8 -11, 2014.

**2014 Q2 Update:** Twenty-five officers participated in the ECIT program held April 8-11. Upon completion, there were 78 ECIT designated officers in the Bureau.

**2014 Q3 Update:** ECIT Advisory committee held its quarterly meeting to discuss relevant issues.

**2014 Q4 Update:** The ECIT Advisory committee did not meet this quarter. Due to the holidays in December, they scheduled the quarterly meeting for early January.

**2015 Q1 Update:** No new ECIT officers were added this quarter. The next annual ECIT course is scheduled for November 17-20, 2015. It is anticipated that approximately 25 additional ECIT members will be trained at that time. The BHU meets quarterly with the ECIT Advisory Council to determine effectiveness of the ECIT program, determine additional resources needed at the operational level, and identify additional training requirements and areas for improvement. An ECIT Advisory Council meeting was held on January 7, 2015 to discuss implementation of ECIT report templates to meet DOJ data collection requirements. The next ECIT Advisory Council meeting is scheduled for April 29, 2015.

**2015 Q2 Update:** No new ECIT officers were added this quarter. The next annual ECIT course is still scheduled for November 17-20, 2015. The BHU meets quarterly with the ECIT Advisory Council to determine effectiveness of the ECIT program, determine additional resources needed at the operational level, and identify additional training requirements and identify areas for improvement. An ECIT Advisory Council meeting was held on April 29, 2015 to discuss:

- ECIT Report Template
- Threat Advisory Team overview
- PPB Mental Health Directives update
- RegJIN transition and BERS Referrals to the BHU for follow up

**2015 Q3 Update:** No new ECIT officers were added this quarter. The next annual ECIT course is scheduled for November 17-20, 2015. The ECIT



# Department of Justice Tasks / Quarterly Update Report

---

course announcement was posted on September 9 and closed on September 23 to initiate the new ECIT officer selection process.

The BHU meets as needed with the ECIT Advisory Council to determine the effectiveness of the ECIT program, what additional resources are needed at the operational level, and to identify additional training requirements and areas for improvement. There was no ECIT Advisory Council meeting in this quarter. The next ECIT Advisory Council meeting is scheduled on October 14, 2015.

A total of 77 ECIT officers/sergeants are currently trained and working throughout the Police Bureau to assist in behavioral crisis calls. One ECIT officer retired from the Bureau this quarter. The November 2015 ECIT course announcement was posted from September 9-23 generating 37 applicants. The BHU Sergeant initiated the screening process this quarter. Ultimately, 25 officers will be selected to attend the November training.

**2015 Q4 Update:** A 40-hour ECIT course was conducted from November 17-20, 2015. There were 37 officers that volunteered for this training, of which 25 officers were selected. Additionally, officers new to the BHU within the last year attended the training. So a total of 28 new ECIT members were certified. There are now 105 ECIT PPB members.

The BHU hosted an internal ECIT Advisory Council meeting this quarter on October 14, 2015. The primary discussion was centered on receiving operational feedback on the proposed Mental Health Contact Mask that was in development with a planned implementation date of January 1, 2016.

**2016 Q1 Update:** At the end of the quarter there are a total of 103 ECIT members certified and working throughout the police bureau to assist on behavioral health crisis calls. Two ECIT members separated from the Bureau, one transferred to another law enforcement agency, the other transitioned to a non-sworn position. The next ECIT course is projected for Fall of 2016.

The internal ECIT Advisory Council did not meet this quarter. The primary topics of discussion, the Mental Health Contact Mask and the updated PPB Mental Health directive, were delayed. The meeting was rescheduled for next quarter.

**2016 Q2 Update:** PPB continues to maintain its improved version of the Memphis Model. There are a total of 99 ECIT members certified and working throughout the Bureau to assist on behavioral health crisis calls. Since last quarter, four members retired/resigned from PPB. The next ECIT certification course is scheduled for December 13-16, 2016. The internal ECIT Advisory Council met in June 2016. The primary topics of discussion were the Mental Health Contact Mask, the new Mental Health Response Directive, BHU STS temporary beds and the Unity Center. The ECIT Advisory Council consists of ECIT officers, patrol officers and sergeants from each precinct to provide operational feedback to the BHU on program effectiveness.

**2016 Q3 Update:** The Portland Police Bureau continues to implement its modified and acclaimed version of the Memphis Crisis Intervention Model through the Behavioral Health Unit and the Enhanced Crisis Intervention Team (ECIT). PPB has dedicated significant personnel resources to meeting the core elements of the Memphis Model as it strives to create a model that addresses the unique nature of its own community.

As of September 30, 2016, there are a total of 13 members in BHU and 98 ECIT certified PPB members. The internal ECIT Advisory Council did not meet this quarter but communication with advisory council members remains open at all times to address any concerns or suggestions to improve the ECIT Program.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

101

ECIT member qualifications

**Task Requirements:** No officers may participate in C-I Team if they have been subject to disciplinary action based upon use of force or mistreatment of people with mental illness within the three years preceding the start of C-I Team service, or during C-I Team service. PPB, with the advice of the ABHU Advisory Committee, shall define criteria for qualification, selection, and ongoing participation of officers in the C-I Team.

\*NOTE: PPB refers to "C-I Team" as "Enhanced Crisis Intervention Trained officers" (ECIT officers)

**Status** Complete - pending external review

**Action Steps:**

1. BHU will perform background review of all volunteer ECIT officers, per the requirements of the agreement and other standing PPB requirements
2. PPB will document review in confidential BHU personnel files

**Task Date Completed:** 5/31/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. Vetting questions for ECIT applicants
2. ECIT vetting process overview
3. E-mails with Precinct Commands covering ECIT officer and Advisory Board selection
4. ECIT position vetting - Sgt. Recommendation forms
5. ECIT Officer posting, 10.15.12
6. PPB ECIT qualifying roster (confidential, available upon request)

### Status Note:

**2014 Q1 Update:** During this time period, BHU and Training staff engaged in the screening process utilizing this criteria for the next group of officers who volunteered to participate in ECIT training to be held in April.

**2014 Q2 Update:** All of the officers who participated in the April training met the qualifications outlined in the Agreement.

**2014 Q3 Update:** No changes were made to the qualifications this quarter nor were any additional officers trained for ECIT.

**2014 Q4 Update:** The qualifications for participation in ECIT remain the same. There was no ECIT course offered this quarter so no screening of applications was necessary.

**2015 Q1 Update:** The ECIT selection process will not start until Fall 2015. However, when it is initiated, these criteria will be applied. BHU Sergeant is working with IA to establish a protocol to be notified if an ECIT officer is subsequently the subject of disciplinary action based upon use of force or mistreatment of persons with mental illness.

**2015 Q2 Update:** The BHU lieutenant coordinated with Professional Standards Division (PSD) to ensure the BHU receives notification on any ECIT member subject to disciplinary action based upon use of force or mistreatment of people with mental illness. This process will be documented in the PSD standard operating procedure (SOP) that is currently being written. The BHU lieutenant also receives all PPB After Action Reports that involve the use of force on persons with mental illness for review.

**2015 Q3 Update:** The BHU Sergeant(s) began the screening process of the officers who volunteered to participate in ECIT training scheduled in November 2015. The BHU Sergeant(s) are working with Professional Standards Division and the supervisors of officers interested in ECIT as well as independently conducting a review of each applicant's EIS record in order to determine eligibility.

**2015 Q4 Update:** The BHU Sergeants finished the screening process of the volunteers who applied to participate in ECIT training scheduled in November 2015. The BHU Sergeants consulted with Professional Standards Division, the Internal Affairs Division, and the supervisors of these officers as well as independently conducted a review of each applicant's EIS record in order to determine eligibility.

The BHU Sergeants also used ECIT related data (Dispatched Calls, ECIT Templates, and Officer Rosters) to help identify any trends and guide decision making in the selection of potential ECIT officers.

# Department of Justice Tasks / Quarterly Update Report

---

**2016 Q1 Update:** No changes were made to the qualifications this quarter. However, the Behavioral Health Unit Advisory Committee (BHUAC) reviewed SOP 3.3 and discussed revisions to the criteria for qualification, selection, and ongoing participation. The minutes and monthly report for this meeting have not yet been approved by the committee nor have the changes to SOP 3.3 been finalized. This will occur and be reported in the next quarter. There were no additional officers trained for ECIT during this time period.

**2016 Q2 Update:** No changes were made to ECIT qualifications this quarter nor were there any additional officers ECIT certified.

The BHUAC reviewed SOP 3.3 ECIT. The draft changes in this document contain the criteria for qualification, selection, and ongoing participation of ECIT officers. The BHU approved the draft SOP with additional recommendations. This SOP requires a review and signature from the Commander of Central Precinct so will be included in the next quarterly report.

**2016 Q3 Update:** The BHUAC took the opportunity to review SOP 3.3 ECIT. The draft changes in this document contain the criteria for qualification, selection, and ongoing participation of ECIT officers. The BHU approved the draft SOP with additional recommendations. The SOP was reviewed and signed by the Commander of Central Precinct.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

102

Specially train ECIT members

**Task Requirements:** PPB shall specially train each C-I Team member before such member may be utilized for C-I Team operations. PPB, with the advice of the ABHU Advisory Committee, shall develop such training for C-I Team members consistent with the Memphis Model.

\*NOTE: PPB refers to "C-I Team" as "Enhanced Crisis Intervention Trained officers" (ECIT officers)

**Status** Complete - pending external review

**Action Steps:**

1. BHUAC will develop training materials and course outline for ECIT Training with assistance from Training Division
2. Selected members of ECIT will participate in training
3. BHUAC members will attend ECIT training to provide assessment of training curriculum

**Task Date Completed:** 5/31/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. Relevant BHUAC agendas/minutes
2. BHUAC ECIT Training Attendance Roster
3. 2013 ECIT Training Plan
4. 2013 ECIT Lesson Plans and Power Points
5. Example ECIT Officer Certification memo

## Status Note:

**2014 Q1 Update:** After a thorough screening process, 25 PPB officers were selected to participate in the April 2014 training.

**2014 Q2 Update:** The 25 selected went through the specialized 40 hour training in April.

**2014 Q3 Update:** No ECIT was conducted this quarter.

**2014 Q4 Update:** No ECIT was conducted this quarter. However, The CIT Coordinator attended the following trainings in order to further develop Crisis Intervention training and the Enhanced Crisis Intervention Team program:

- October 8-9, Civil Commitment Training: Involuntary Commitment Proceedings, instructed by the Civil Commitment Coordinator at the Oregon Health Authority, Addictions & Mental Health Division.
- October 13-15, The International Crisis Intervention Training Conference in Monterey, California.
- October 30, The Children's Intellectual/Developmental Disability & Mental Health Collaboration Summit sponsored by Providence Medical Center.

**2015 Q1 Update:** On August 19, 2014, the BHU Advisory Committee provided training recommendations to further develop the Enhanced Crisis Intervention Team (ECIT) training curriculum. All training recommendations were reviewed and this quarter were implemented, as appropriate, into the planned 2015 ECIT course. During this quarter, the CIT Coordinator also worked with PPB training specialists to review the 2014 ECIT training course evaluation and further develop learning assessment tools for the ECIT curriculum.

During the week of February 17-20, all ECIT officers were required to attend an ECIT briefing to discuss changes and developments in the ECIT program. The primary changes included the requirement of an ECIT report for mental health crisis calls and the addition of access to a threat advisory resource in the BHU. Previous methods of accounting for ECIT dispatched calls had lower results than expected. In response, a new ECIT reporting process was implemented in February 2015. The ECIT report will be required every time an ECIT officer responds and utilizes one's crisis skills, regardless of the location or dispatch method of the call.

Additional local training and conferences were offered to all ECIT officers as noted in the ECIT update handout. Attendance by ECIT members is dependent on their RU scheduling and funding availability.

This included an invitation to attend a conference on February 26th in Portland sponsored by the Oregon Psychiatric Association on the Criminal Justice system and Behavioral Health Issues. The conference focused on fostering local integration between

# Department of Justice Tasks / Quarterly Update Report

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behavioral health and law enforcement.

**2015 Q2 Update:** During this quarter, six (6) additional ECIT members were able to attend the two-day Applied Suicide Intervention Skills Training (ASIST) sponsored by Multnomah County Mental Health and Addiction Services. Course dates were April 28-29, June 4-5 and June 25-26.

Additionally, BHU members had separate meetings with a member of the Global Health Center at OHSU and a peer support specialist from Urban League of Portland regarding integrating ECIT and BHU programs into diverse populations as well as to seek opportunities to incorporate more diversity into future crisis intervention trainings.

The date on the response memo for the 2014 ECIT recommendations from the BHUAC was inadvertently left the same. The final recommendation memo from the BHUAC was dated on August 19th 2014. Lt Hager's response memo should have been dated April 1st 2015. While reviewing documents Lt. Hager was unable to locate the final recommendation memo from BHUAC or a response memo. She requested the memo from the BHUAC chair who provided the final document to her on March 27th 2015. The response memo was completed the following week.

**2015 Q3 Update:** BHU Advisory Committee provided training recommendations to further develop the ECIT curriculum.

- The BHUAC vote to approve the qualifications for the ECIT job posting as presented by the BHU with the following changes:
  - add the word "minimum" in front of qualification to apply
  - include "Demonstrate emotional self-management skills" as a prerequisite
  - include "Demonstrate de-escalation skills" as a prerequisite
  - include the statement "There will be an extensive work history review with input from command staff (which will include an Internal Affairs & Employee Information System Review)."

- The BHUAC also vote to approve the following additions to the 2015 ECIT training. These recommendations are currently being incorporated into the next ECIT course:

- Include self-knowledge and self-care management in the Trauma Informed Care class.
- Include how mental health presents differently in various age groups during the Mental Status Indicators class
- Include a person with a co-occurring diagnosis (mental health and I/D disability) in one of the patrol tactics scenarios.

During this quarter, four (4) additional ECIT members were able to attend the two-day Applied Suicide Intervention Skills Training (ASIST) sponsored by Multnomah County Mental Health and Addiction Services. Course dates were August 27-28 and September 22-23.

**2015 Q4 Update:** A 40-hour ECIT course was conducted on November 17-20, 2015. The course included classroom instruction that leads into skills exercises and patrol tactical scenarios that relate to response to crisis calls. This course included 25 community partners participating in instruction, panel discussions and scenario training for the students. It incorporated recommendations from the BHU Advisory Committee (BHUAC) review in 2014.

BHUAC members attended the 2015 ECIT course and will provide formal feedback during the next scheduled BHUAC meeting. Also observing were representatives from DOJ and the COCL team.

BHU and 15 ECIT members had the opportunity to attend training at the Pacific NW Negotiators Seminar on October 15-16, 2015. ECIT officers and Bureau of Emergency Communication (BOEC) dispatchers formed a team to participate in the crisis communication skills competition for practical experience and to improve officer and dispatcher collaboration.

The BHU collaborated with local law enforcement partners to develop future crisis intervention training opportunities. The BHU was invited to provide input on the development of future CIT training for the Multnomah County Sheriff's Office deputies.

**2016 Q1 Update:** During this quarter, five (5) ECIT officers were able to attend the two-day Applied Suicide Intervention Skills Training (ASIST) hosted by Multnomah County Mental Health and Addiction Services. Also, five (5) different ECIT officers attended the first of a new Mental Health training series sponsored by the Oregon Department of Public Safety Standards and Training (DPSST). The first training consisted of one-day training on "Working with Mood and Trauma Related Disorders." The FBI also sponsored training in Portland on "Active Shooters: Behavioral, Legal, and Threat Mitigation Issues for Mental Health Specialists" which

# Department of Justice Tasks / Quarterly Update Report

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eight (8) BHU and ECIT members attended.

The BHU collaborated with the Oregon DPSST CIT Coordinator in the updating of the state academy's mental health training curriculum. The PPB CIT Coordinator and PPB Mental Health Training Specialist reviewed the state academy curriculum and provided input on updates to the program. PPB's crisis intervention training and ECIT course builds upon the mental health training provided at DPSST.

**2016 Q2 Update:** The first ECIT course was conducted in May 2013. Over the last 3 years, the ECIT training curriculum has been reviewed by the Department of Justice (DOJ), the Community Oversight Advisory Board (COAB), the Compliance Officer Community Liaison (COCL) and the Behavioral Health Unit Advisory Committee (BHUAC). These reviews, in conjunction with PPB ECIT members' feedback, prompted changes to the ECIT training curriculum that was presented in November 2015 ECIT course. Thus a need was identified for those ECIT members who were certified in 2013 and 2014 to receive this updated material and information. So a class was developed and in May 2016, thirty (30) ECIT members attended this refresher In-service training. The remaining ECIT officers will participate in a second offering in July 2016.

One ECIT member attended the Department of Public Safety Standards and Training (DPSST) one-day training on PTSD & Veterans in May 2016.

**2016 Q3 Update:** The BHU completed ECIT in-service for ECIT members who were certified in 2013-2014. This in-service training focused on materials from the updated 2015 ECIT curriculum. The sessions were held on July 8th and July 15th.

This quarter the CIT Coordinator reached out to the Latino Network in order to incorporate learning objectives into ECIT scenarios that would reflect cultural diversity considerations. Latino Network representatives provided insight into what officers may encounter in non-English speaking families, families with mixed immigration statuses and how attitudes towards mental illness may differ in other cultures.

Some ECIT officers volunteered to attend additional training during this quarter. This training included:

- July 11-12 & 13-14: Protecting and Serving: Enhance Law Enforcement Response to Children Exposed to Violence, sponsored by the International Association of Chiefs of Police (IACP), the Yale Child Study Center, and the Office of Juvenile Justice and Delinquency Prevention (OJJDP)
- August 12, 15, 16 & 19: Counseling on Access to Lethal Means (CALM), presented by Elaine Frank, MHS from Dartmouth, New Hampshire
- August 16: Psychopathy and Sociopathy: A criminal justice professional's guide to identification and strategies for interaction, sponsored by Oregon DPSST
- September 20-22: NW Regional CIT Conference in Tacoma, WA

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

103

Guidelines for ECIT dispatch

**Task Requirements:** C-I Team members will retain their normal duties until dispatched for use as a C-I Team. BOEC or PPB may dispatch C-I Team members to the scene of a crisis event.

\*NOTE: PPB refers to "C-I Team" as "Enhanced Crisis Intervention Trained officers" (ECIT officers)

**Status** Complete - pending external review

**Action Steps:**

1. Establish roles and responsibilities for ECIT officers on crisis calls
2. Establish BOEC triage protocols related to ECIT calls
3. Train ECIT officers, resulting in the achievement of a skill identifier "EC" available for BOEC triage

**Task Date Completed:** 11/15/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. BOEC Updated Dispatch Protocols
2. BOEC In-service Training
3. PPB Roll Call Information and Video: ECIT Dispatch Protocol-June 2013 (script provided, DVD available)
4. BHU PPB In-service Training

## Status Note:

**2014 Q1 Update:** Protocol in place and utilized for dispatch of ECIT officers. Will respond, if available, to calls with mental health component and are violent; have a weapon; are at a known residential mental health facility; suicidal "jumper;" at request of responding officer; or at request of a citizen.

**2014 Q2 Update:** ECIT officers dispatched to appropriate calls.

**2014 Q3 Update:** BOEC continues to dispatch "EC" designated officers to mental health calls that meet the specified criteria.

**2014 Q4 Update:** BHU staff members Sgt. McCormick, Officer Bruner-Dehnert and Analyst Silva taught 4 classes at BOEC In-service this quarter and will finish these In-service classes in January 2015. The staff reviewed the established ECIT Dispatch Criteria with BOEC personnel.

**2015 Q1 Update:** BHU staff completed their participation in the BOEC annual inservice with the follow up training of dispatchers and call takers on January 15-16 that began in the Fall. . Primary objectives of the training included:

- Understand Portland Police Bureau and BOEC's responsibilities in response to the settlement agreement between the Department of Justice (DOJ) and City of Portland.
- Describe the organization and mission of the PPB Behavioral Health Unit (BHU)
- Dispatch Enhanced Crisis Intervention Team Officers to the appropriate mental health crisis calls.

The BOEC training provided an opportunity to receive feedback from dispatchers and call takers on BHU programs with the focus on how to better integrate BOEC with the BHU in resolving behavioral health crisis calls and gathering required performance measure data.

**2015 Q2 Update:** BOEC continues to dispatch ECIT officers to mental health calls that meet the specified criteria. However, when working on the revision of the Bureau's mental health directives with COCL and DOJ and their respective experts this quarter, PPB agreed to expand the dispatch criteria for ECIT in its policy to include all suicide calls. That change will be implemented upon the enactment of the revised directives.

**2015 Q3 Update:** BOEC continues to dispatch ECIT officers to mental health calls that meet the specified criteria or upon request of a citizen or officer. However, when working on the revision of the Bureau's mental health directives with COCL and DOJ and their respective experts this quarter, PPB agreed to expand the dispatch criteria for ECIT in its policy to include all suicide calls. That change will be implemented upon the enactment of the revised directives.

**2015 Q4 Update:** BOEC continues to dispatch ECIT officers to mental health calls that meet the specified criteria including upon request of a citizen or officer. However, when working on the revision of the Bureau's mental health directives with COCL and DOJ and their

# Department of Justice Tasks / Quarterly Update Report

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respective experts this quarter, PPB agreed to expand the dispatch criteria for ECIT in its policy to include calls where the person is attempting suicide. That change will be implemented upon the enactment of the revised directives.

**2016 Q1 Update:** Bureau of Emergency Communications (BOEC) Policies and Procedures covering mental health crisis calls and ECIT dispatch criteria were reviewed and approved by the Behavioral Health Advisory Committee (BHUAC) this quarter. The BHUAC provided recommendations to further clarify the requirement to dispatch ECIT on specified crisis calls.

**2016 Q2 Update:** As part of the final revision of PPB Directive 850.20, Police Response to Mental Health Crisis, ECIT dispatch protocols were updated to include the following:

ECIT members will respond as the primary member on a mental health crisis call involving the following:

- Upon request of a citizen,
- Upon request of the responding member,
- The subject is violent,
- The subject has a weapon,
- The subject is threatening or attempting suicide, or
- The call is at a residential mental health facility.

This update was discussed at the ECIT Advisory Council meeting and covered at ECIT in-service training.

**2016 Q3 Update:** BOEC continues to dispatch ECIT members to mental health calls in accordance with the protocol contained in the finalized version of PPB Directive 850.20.

During PPB's 2016 in-service training that commenced in September, the BHU Sergeant will take the lead on the training regarding the newly updated Directive 850.20, Police Response to Mental Health Crisis. This includes a discussion on dispatch protocols for ECIT members.

ECIT dispatch protocols were also discussed with members attending the July ECIT in-service training.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**



# Department of Justice Tasks / Quarterly Update Report

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## Task Description

104

Highlight the work of the ECIT

**Task Requirements:** PPB will highlight the work of the C-I Team to increase awareness of the effectiveness of its work.

\*NOTE: PPB refers to "C-I Team" as "Enhanced Crisis Intervention Trained officers" (ECIT officers)

**Status** Actively in Process

**Action Steps:**

1. BHU will establish a BHU website
2. BHU will establish a monthly newsletter
3. BHU will increase awareness of the effectiveness of its work, through various communication mediums that will highlight the efforts of the BHU and the positive work of MCU, ECIT, SCT and the BHU's partners

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:**

1. BHU Community Outreach, Training events and Conference participation
2. BHU Newsletters
3. BHU Community Resource Guide
4. BHU website (online)
5. ECIT Roll Call flyer
6. ECIT/MCU Commendation letters
7. Example materials from Adult Mental Health System Advisory Council
8. Example materials from Children's Mental Health System Advisory Council

## Status Note:

**2014 Q1 Update:** BHU issued newsletters for the months of January, February and March, each of which contained a story of ECIT's work with a person in mental health crisis.

**2014 Q2 Update:** BHU newsletters which discuss the work of ECIT were distributed for April, May and June. In addition, PPB's PIO sent out press releases highlighting some of the incidents involving ECIT officers who were instrumental in avoiding a bad outcome for a person in a behavioral health crisis.

**2014 Q3 Update:** BHU produced its newsletter for the months of July, August and September. Members also engaged in a number of outreach activities in the quarter to educate the various parties about BHU and ECIT.

**2014 Q4 Update:** The BHU published newsletters for the months of October and November which related cases where ECIT officers were utilized in crisis situations. These newsletters are posted on the PPB's website as well as sent electronically to various internal and external stakeholders and partners.

Also, various staff of BHU facilitated, attended, or trained at 16 different programs including a consumer/citizen's forum sponsored by Disability Rights Oregon at the Bud Clark Commons.

Further, the BHU was featured in an article in the Lund Report which described how the PPB has set up this special behavioral health unit, training officers on how to handle such calls and working with mental health providers and CCOs to observe officers in action.

**2015 Q1 Update:** The BHU continues to take advantage of opportunities to conduct community engagement presentations in order to introduce the BHU, BHRT, ECIT and SCT programs. During the 1st quarter, the BHU conducted community engagement presentations for the following organizations:

- William Temple House (Mental Health Counseling Services)
- Mercy Corps (Re-integration and Transition Program)
- Multnomah County Domestic Violence shelter coordinators
- PPB Community Academy
- Lines for Life (Always Hope annual fundraiser)

# Department of Justice Tasks / Quarterly Update Report

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- Folktime (annual breakfast)

- SW Neighborhood Public Safety meeting

Presentations are catered to the specific requests of the organization and augmented with informational brochures developed by the BHU. The BHU uses two brochures, one is an overview of the BHU and the other was developed in conjunction with NAMI titled “Working with Emergency Responders” that educates individuals on what to expect from emergency responders when someone is in behavioral crisis. The BHU also provides Mental Health Resource cards and access to a comprehensive behavioral health community resource guide through the PPB BHU website.

The BHU has representatives attending numerous behavioral health community service coordination monthly/quarterly meetings in order to foster integration with the behavioral health community and to increase awareness of the effectiveness of the BHU programs.

The BHU also continues to receive positive publicity through news articles, PIO releases and internal SITREPS highlighting the success of the ECIT program.

**2015 Q2 Update:** During the 2nd quarter, the BHU conducted community engagement presentations for the following organizations;

- Mental Illness & Crisis Communication Training for City of Portland Park Rangers on April 8

- FBI Citizen Academy Alumni group on April 16

- Central Lutheran Church Staff Crisis Response Training on April 29

- Special Olympics Breakfast with Champions on April 29

- NAMI Luncheon on April 8

- BHU team support to the NAMI Walk on May 17

- PPB Citizens Academy for the Community Oversight Advisory Board (COAB) on June 29

Presentations are catered to the specific requests of the organization and augmented with informational brochures developed by the BHU. The BHU uses two brochures, one is an overview of the BHU and the other was developed in conjunction with NAMI titled “Working with Emergency Responders” that educates individuals on what to expect from emergency responders when someone is in behavioral crisis. The BHU also provides Mental Health Resource cards and access to a comprehensive behavioral health community resource guide through the PPB BHU website.

During the quarter the BHU has participated in the planning for the Northwest Regional CIT Conference to be held in September 2015 in Vancouver, Washington. The BHU will present as well participate in all conference events to collaborate with local CIT programs within the region.

The BHU continues to provide representatives at the following community service coordination monthly/quarterly meetings in order to foster integration with the behavioral health community and to increase awareness of the effectiveness of the BHU programs:

- Adult Mental Health and Substance Abuse Advisory Council (AMHSAAC)

- Children’s Mental Health System Advisory Council (CMHSAC)

- Local Public Safety Coordinating Council (LPSCC) for Multnomah County

- Metropolitan Acute Care Advisory Committee (MACAC)

- Metro EASA Advisory Council (MEAC)

- Homeless Youth Oversight Committee (HYOC)

- Developmental Disability Advisory Committee (DDAC)

- Downtown Public Safety Action Committee (DPSAC)

- Cascadia-Legacy Emanuel Coordination Meeting

ECIT members continue to receive positive publicity through news articles, PIO releases and internal Crisis Situation Reps (CSRs)(included in supporting documents) highlighting the activities and successes of the ECIT crisis response. CSRs are a collection of the significant events that are related to a possible mental or behavioral crisis.

Several outside law enforcement/mental health agencies contacted the BHU this quarter seeking more information on the Behavioral Health Unit. Representatives from the following locations conducted site visits with the BHU:

# Department of Justice Tasks / Quarterly Update Report

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- Albuquerque, New Mexico Police Department
- Sacramento, California Police Department
- Papua New Guinea World Affair Council

BHU just published its quarterly newsletter at the beginning of July which highlighted events that took place in the second quarter.

## 2015 Q3 Update:

During the third quarter, the BHU continued to take advantage of opportunities to conduct presentations or engage with the community to champion the work of BHU, BHRT, ECIT and SCT. Those included:

- BHU officers acting as training partners for COAB members who attended the PPB Citizen Academy in July.
- BHU staff participating in the Multnomah County Law Enforcement Torch Run for Special Olympics to raise funds and awareness for Special Olympics athletes in July.
- BHU officers participating in the Special Olympics Oregon State Summer Games in July.
- BHU conducting a presentation at the Portland English Language Academy in July
- BHU members and select ECI officers participating in Camp Rosenbaum, a summer camp for low income, at-risk youth in July
- BHU presenting at CODA/Queen's University event in August.
- BHU hosting Milwaukie, WI police department in August to discuss PPB's crisis response model and provide an overview of the BHU.
- BHU providing NYPD information on the Behavioral Health Unit.
- BHU presenting at the Homeless Alcohol and Drug Intervention Network/HADIN in September.
- HU presenting during the FBI Campus Safety Conference in September.

Further, the BHU was invited to present at the Mental Health/1st Responder Conference in Spokane, Washington in July 2015.

The BHU presented during two different sessions, a BHU overview and an executive briefing on considerations when starting a Behavioral Health Unit. BHU members were also invited to attend other conference breakout sessions and had the opportunity to conduct regional networking.

In addition, the BHU presented an overview of its work during two different sessions at the Northwest Regional CIT Conference in Vancouver, Washington in September. All members of the BHU attended and BHU hosted a display booth throughout the conference to share information with conference attendees. One BHU member, Clinician Cindy Hackett, was nominated by her partner, Officer Josh Silverman, and selected as the NW Regional Mental Health practitioner of the year. The BHUAC chair, Shannon Pullen, was nominated by LT Tashia Hager and selected as the NW Regional Community Partner of the year.

On September 28, the BHU submitted a proposal to present a workshop entitled "Expanding a Crisis Intervention program into a multi-layered response" at the 2016 International CIT Conference in order to share information on the Behavioral Health Unit and PPB crisis response model.

ECIT members continue to receive positive publicity through news articles, PIO releases and internal Crisis Situation Reps (CSRs) highlighting the activities and successes of the ECIT crisis response.

BHU just published its quarterly newsletter at the beginning of October that highlighted events that took place in the third quarter.

## 2015 Q4 Update:

The BHU participated in 24 community outreach and training presentations this quarter. Highlights included:

- Invite to participate in a NAMI "evening with experts" and presented BHU panel discussion.
- Presented a BHU program overview and discussion on crisis response to several agencies that routinely interact with people with mental illness including:
  - Multnomah County librarians
  - Mercy Corps transitions center
  - Transitions Projects Inc (TPI)
  - Portland Patrol Inc/Clean & Safe
  - Rose Haven Resource Fair
  - Allied Health Staff
  - OHSU Intercultural Psychiatric Program
- The BHU was invited to present the PPB Crisis Response model to major community groups that included:
  - Community Psychiatrist Group sponsored by the OHSU Psychiatry Department
  - Leadership Portland Mental Health Panel
  - Community Oversight and Advisory Board (COAB)

# Department of Justice Tasks / Quarterly Update Report

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-Health Services Advisory Council

-Department of Community Justice (DCJ)

•On December 9, 2015 the BHU assisted Family Services Division in sponsoring the first “Toys & Joy” event to further develop the relationship between police and persons with an intellectual or developmental disability.

•Assisted with the PPB Citizen Academy for the PPB Training Advisory Committee (TAC) members.

On November 5, 2015, the BHU, including current ECIT members, were awarded a PPB Unit Commendation for their accomplishments over the last several years. This award was formally presented at the PPB Awards Ceremony open to the community.

ECIT officers continue to employ their skills to assist people in crisis as evidenced by multiple incidents of suicidal subjects safely being taken to receive medical attention. This work was highlighted in PPB news releases, the most noteworthy being “Portland Police Address Numerous Suicidal Subject Calls.”

**2016 Q1 Update:** During the quarter, the BHU continued to take advantage of opportunities to conduct presentations or engage with the community to champion the work of BHU, BHRT, ECIT and SCT. It participated in over 45 outreach events. Listed below are highlights of this quarter:

•The BHU Lieutenant presented on Portland’s crisis response model at the community forum on 21st Century Police-Community Engagement hosted for US Attorney General Lynch during her visit to Portland.

•The BHU conducted mental health awareness and crisis response training for a variety of agencies including the William-Temple House, US Post Office, and the Portland Bureau of Transportation.

•The BHU was invited to present at two conferences this quarter, the Oregon Psychiatric Physicians Association Public Safety/Mental Health Collaboration Conference and the Association of Threat Assessment Professionals quarterly conference.

•The BHU conducted program overview presentations for representatives of several academic organizations that included University of Portland, Portland State University, Portland English Language Academy, Iowa State University and the Senior Studies Institute.

•The BHU attended supportive events for our community partners which included a pizza party at Northstar Clubhouse, Lines for Life Gala, Special Olympics Polar Plunge, Folktime Annual Breakfast, and the NAMI Walk kickoff luncheon.

•The BHU hosted a reporter from the NY Times for two days to give her a thorough understanding of PPB’s crisis response model.

•The BHU Sergeant presented information on the BHU to new BOEC dispatchers.

•The CIT Coordinator worked with Arbor Place Secure Residential Treatment Facility and a Morrison Child and Family Services representative to discuss a collaborative effort in improving police response to their facilities.

•The SCT Program manager engaged with Transition Projects Inc, US Probation Community Resource specialist, Central City Concern, Portland Rescue Mission, and the Multnomah County Defenders Office to develop further partnerships .

•The CIT Coordinator and PPB Training Division representative presented an overview of PPB’s crisis intervention training program to the COAB Mental Health Sub-Committee.

•BHU members conducted outreach in the public schools through the GREAT and Safety Zone programs.

In addition to the highlighted outreach events, the BHU hosted other law enforcement agencies and provided information to others interested in the PPB’s crisis response model and Behavioral Health Unit. The BHU Lieutenant partnered with a Cascadia Behavioral Health representative to present on collaboration between the mental health system and law enforcement at the Smart Policing Initiative Conference hosted by Portland Police Bureau. There were attendees from more than 10 law enforcement agencies across the nation. The BHU hosted representatives from Lakewood, Washington Police Department seeking information on developing a mental health response team. The BHU also spoke to representatives from Bellingham, Washington and Edmund, Oklahoma law enforcement agencies seeking information on establishing a mental health unit. Shoreline PD, who previously visited the BHU, hosted the BHU analyst to receive more information on establishing a mental health unit.

The BHU was contacted by Dr. Landy F. Sparr, Director of OHSU Forensic Psychiatry Training Program, requesting to sponsor the BHU in submitting an application to present the BHU program at the upcoming American Academy of Psychiatry and the Law

# Department of Justice Tasks / Quarterly Update Report

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(AAPL) conference in the Fall of 2016. Dr. Sparr attended a BHU presentation at OHSU and believes other Forensic Psychiatrists would be interested in Portland's crisis response model.

The BHU provided a program overview to the Oregon Department of Public Safety Standards and Training (DPSST) CIT Coordinator. This meeting led to the two collaborating on the BHU's review of DPSST's mental health training curriculum, assisting in the hiring process for a mental health clinician for the state CIT program, and agreeing to partner in future training opportunities.

The BHU published the quarterly newsletter highlighting the new ECIT members, current ECIT officer's successes, and BHU programs.

**2016 Q2 Update:** During this quarter, the BHU received positive national attention through a NY Times article by Erica Goode published April 25, 2016 titled "For Police, a Playbook for Conflicts Involving Mental Illness."

The BHU was also positively referenced during Deputy Attorney General Sally Yates' speech at the Stepping Up: National Summit on April 19, 2016 and in Deputy Attorney General Vanita Gupta's speech during the CIT International Conference on April 22, 2016.

The BHU participated in more than twenty (20) community outreach and training events. Highlights of this quarter included;  
-The BHU presented the PPB Crisis Response Model and BHU program at the 2016 CIT International Conference in Chicago, IL. BHU members were also able to attend the conference to network and gain information on ideas to further expand our program.

-In April 2016, the BHU assisted in providing safety training to Cascadia Project Respond mental health crisis workers. Project Respond clinicians accompany police on crisis calls and this training provides further collaboration between PPB and mental health crisis responders.

-In April 2016, the BHU also presented at the Guardian/Conservator Association of Oregon annual conference, discussing police response to persons in crisis.

-In May 2016, participated with the PPB team in the NAMI Walks Northwest to raise awareness for NAMI and build community relationships.

-The BHU conducted mental health awareness and crisis response training to local community groups that included Church security teams, Eastside Concern, and Rite Aid security team.

-The BHU continued to expand our resources for veterans by meeting and collaborating with the Portland Vet Center Staff and the Veteran's For Peace

-The BHU met with staff and assisted in coordinating police response at Columbia Care Powell Butte and Arbor Place residential mental health facilities.

-BHU members continued to conduct outreach to vulnerable populations within the community including a presentations at the Portland English Language Academy, Safety Zone instruction, and assisting with Special Olympics Oregon.

-The Service Coordination Team conducted outreach with DePaul Treatment Center, Central City Concern, Outside In, and the Oregon Judicial Department and hosted a formal graduation ceremony at City Hall this quarter.

The BHU collaborated with the Department of Public Safety Standards and Training (DPSST) CIT Coordinator and Bureau of Emergency Communications (BOEC) training manager to assist in the development of a BOEC CIT course for dispatchers.

In June, the CIT Coordinator attended the Oregon DPSST Basic Police Academy mental health response training and observed the

# Department of Justice Tasks / Quarterly Update Report

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mental health response scenarios. The CIT Coordinator continues to work with the state CIT Coordinator in developing curriculum and ensuring PPB's CIT curriculum is complimentary and expanding on the Basic Police Academy training.

In order to further share information and collaborate with local law enforcement agencies, the BHU submitted a program overview on the Oregon Knowledge Bank website. The BHU also provided program information to the DPSST CIT Coordinator to use in assisting other agencies developing CIT programs in Oregon.

In June 2016, ECIT Officer Jason Jones was awarded the Nathan Thomas Distinguished Service Medal honoring his commitment to improving police response to persons in crisis.

The BHU Newsletter was published in April 2016 highlighting the visit by US Attorney General Loretta Lynch, outreach with Northstar, the Mental Health & Public Safety Collaboration Conference and the positive work ECIT officers are doing in the community.

This quarter the BHU updated the Mental Health Community Resource guide and posted it on the BHU external website and the PPB intranet for community members and officers to obtain information on local resources.

**2016 Q3 Update:** In the third quarter, the BHU continued outreach to organizations assisting veterans in our community. The BHU hosted collaborative meetings with Veteran's Homeless Outreach representatives and the Oregon Health Sciences University Care Coordinating Team. The CIT Coordinator also presented information on the BHU to the local Veteran's For Peace chapter.

The BHU assisted in hosting the NW Regional CIT Conference in Tacoma, WA. The CIT Coordinator helped with conference operations and worked a BHU display table to provide information and answer questions. During the conference, BHU members Emily Rochon and Sean Christian also presented the SCT program, highlighting the program's success in "Breaking the Cycle of Addiction and Criminality"

Additional outreach and engagement activities this quarter included:

- Presentation at the National Court Unit Executive Conference Studies in Organizational Leadership. The conference theme was "Innovate, Collaborate and Invigorate!"
- Support to Camp Rosenbaum, a summer camp for at-risk youth sponsored by PPB, National Guard and Home Forward
- Outreach meetings with Janssen Pharmaceutical Regional Representative for network opportunities and access to ECIT training aids.
- Attendance at the Central City Concern Recovery Empowerment Center Open House and Employee Networking picnic
- Presentation to CODA Social Work Scholars.
- Support to Special Olympics Oregon
- Presentation to students at the Portland English Language Academy
- Participation in National Night Out
- Participation in annual Shop with a Cop, a program providing low income children back to school clothing and supplies
- Stakeholder in a Suicide Prevention Event sponsored by Multnomah County with the intent to work together to develop a plan to reduce access to lethal means for those individuals considering suicide.
- Met with the Portland State University (PSU) School of Social Work Dean to discuss opportunities for sponsoring a PSU intern in the BHU
- Conducted several informational meetings with Dr. Yves Labissiere, Portland State University to discuss the mission of the BHU for his work with the PPB Training Division research project.
- Attended newly developed "Crisis Interface" meetings in which Multnomah County Crisis Program manager brings together key stakeholders in the local crisis response system.
- Attended the "Celebrating Community, Diversity and the Police" dinner hosted at a local restaurant.

The BHU Newsletter was published highlighting the BHU's presentation at the CIT International Conference in Chicago, ECIT Officer Jones receiving the Nathan Thomas Award, the recent SCT graduation ceremony and the good work ECIT officers are

# Department of Justice Tasks / Quarterly Update Report

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doing on crisis calls.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

105

ECIT members will gather appropriate data during crisis events

**Task Requirements:** For each crisis event to which an C-I Team officer is dispatched, the C-I Team member shall gather data that ABHU shall utilize to track and report data on public safety system interactions with individuals with perceived or actual mental illness or who are in crisis.

For specific data requirements, see DOJ Agreement #105

\*NOTE: PPB refers to "C-I Team" as "Enhanced Crisis Intervention Trained officers" (ECIT officers)

**Status** Actively in Process

**Action Steps:**

1. BHU Analyst will work with partners to develop data capturing code (SQL code) for use in PPB's data systems
2. BHU will gather data from crisis calls where an ECIT officer is dispatched
3. BHU will pull data from various reports of an incident (i.e. incident reports, force reports, narratives of the event, etc.) in order to perform analysis

**Task Date Completed:**  Received DOJ Approval? **Approval**

**Evidence of Completion:** 1. Email conversations to and from IT staff

### Status Note:

**2014 Q1 Update:** BHU and SSD continued discussions with BOEC to establish mechanism/code for BHU to readily identify those calls specifically requesting ECIT officer's response. Proposed solution being vetted at BOEC

**2014 Q2 Update:** ECIT code was created and went into effect on May 15, 2014. BHU analyst now gathering data from those dispatched calls to track and report on most of the data points listed in the Agreement.

**2014 Q3 Update:** BHU continued to gather data on most of the data points listed in the Agreement on ECIT calls for which a report was written. It has been discovered that not all ECIT dispatched calls result in written report so remedies for that are now being explored so that more accurate data might be obtained.

**2014 Q4 Update:** As noted last quarter, because not all ECIT dispatched calls result in a report being written by the ECIT officer at this point, the data collected for this purpose is far from complete. Much time this quarter was spent with various staff members brainstorming the possible technical fixes that could be implemented pending the go-live date for RegJIN, PPB's new data system. A couple of options were identified as the most feasible. Obviously, the immediate resolution of this problem is complicated by the fact that IT personnel are overwhelmed by the demands of RegJIN right now so response to programming requests is delayed. In the meantime, a meeting was held with the ECIT internal advisory committee to emphasize the need for ECIT officers to report on these calls until a technical solution is

**2015 Q1 Update:** Because of the low response rate/report rate of ECIT dispatched calls in previous quarters, an ECIT Template was introduced and implemented in February 2015. The template is the tool used to collect required data on certain calls. Officers are required to complete the template if they use ECIT skills on a mental health crisis call whether it is their district call or they are dispatched to assist. The analysis for ECIT calls for this quarter is included in the supporting documents folder.

**2015 Q2 Update:** For this quarter, ECIT officers completed 209 templates, on 207 dispatched calls (multiple ECIT officers respond to same call). That template requires all the data outlined in this action item. There was an average of 2.3 templates filled out per day, in which ECIT officers responded to and used their specialized training during the call. For the 209 completed templates, ECIT officers indicated that 52.6% (N=110) of the time they responded to a call, they either assisted and or consulted on the call.

**2015 Q3 Update:** In the third quarter, ECIT officers completed 158 templates on 155 dispatched calls (multiple ECIT officers respond to same call). That template requires all the data outlined in this action item. There was an average of 1.7 templates filled out per day, in which ECIT officers responded to and used their specialized training during the call. For the 158 completed templates, ECIT officers



# Department of Justice Tasks / Quarterly Update Report

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indicated that 53% (N=83) of the time they responded to a call, they were primary officer on the call.

The reason for the decline in the number of templates from last quarter was not readily apparent. Thus the BHU sent out a memo reminding officers of the ECIT template process, the importance of measuring and capturing the work of the ECIT officers, and why it is crucial that ECIT officers fill out an ECIT Template or a handwritten ECIT report on every call where there is a person in mental health crisis and the officer uses one's CIT/ECIT skills.

**2015 Q4 Update:** For this quarter, ECIT officers completed 174 templates on 172 dispatched calls (multiple officers respond to same call) to which they responded and used their specialized training during the call. The template requires all the data outlined in this action item.

**2016 Q1 Update:** The BHU ceased its collection of ECIT related data from stand-alone text templates on February 29, 2016. So for the two months (1/1/16 – 2/29/16), ECIT officers completed 146 templates on 144 dispatched calls (multiple officers respond to same call) to which they responded and used their specialized training during the call. The template requires all the data outlined in this action item.

All subsequent ECIT related data will be gathered from the Portland Police Bureau's (PPB) new Mental Health Mask, which was implemented by PPB's Strategic Services Division (SSD), over the course of this quarter.

**2016 Q2 Update:** The BHU began using ECIT related data gathered from the Portland Police Bureau's (PPB) Mental Health Mask (MHM) this quarter. For 2016 Q2, PPB received 1,127 MHMs that reported an ECIT officer was on scene and acting in their capacity as an ECIT officer. ECIT officers authored 660 of these MHMs. Also, ECIT officers self-dispatched themselves to 47% of these calls.

**2016 Q3 Update:** The BHU is still using ECIT related data gathered from the Portland Police Bureau's (PPB) Mental Health Mask (MHM) for this quarter. For 2016 Q3, PPB received 1,115 MHMs that reported an ECIT officer was on scene and acting in their capacity as an ECIT officer. ECIT officers authored 660 of these MHMs. Also, ECIT officers self-dispatched themselves to 44% of these calls

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

106-107

Expansion of Mobile Crisis Prevention Team

**Task Requirements:** ... the City shall expand Mobile Crisis Prevention Team (MCPT) to provide one MCPT car per PPB precinct. Each MCPT car shall be staffed by one sworn PPB officer and one qualified mental health professional. MCPT shall be the full time assignment of each such officer.

\*NOTE: PPB refers to "MCPT" as "MCU" or "Mobile Crisis Unit"

**Status** Complete - pending external review

**Action Steps:**

1. BHU will advertise for two additional MCU positions.
2. BHU will perform background checks per the requirements of the agreement on all applicants for the MCU positions
3. BHU will expand contract with Project Respond to include two additional Qualified Mental Health Professionals
4. The BHU will staff all three MCUs with one sworn PPB officer and one qualified mental health professional

**Task Date Completed:** 4/2/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. Personnel orders and Personnel Action Forms (PAFs) (located in folder #91)

## Status Note:

**2014 Q1 Update:** There is a MCU for each of the three precincts.

**2014 Q2 Update:** Three MCU teams continue to serve the Bureau.

**2014 Q3 Update:** The number of Mobile Crisis teams remains at 3, each serving one of the Precincts.

**2014 Q4 Update:** The number of Mobile Crisis teams remains at 3. However, they were re-designated as the Behavioral Health Response Teams (BHRT) in order to better reflect the mission as a follow up team and not a crisis response unit. In BHRT2 (East Precinct), Officer Sean Christian moved to the Service Coordination Team Officer so Officer Shaye Samora took his place.

**2015 Q1 Update:** There were no BHRT changes this quarter.

**2015 Q2 Update:** There were no changes to the three Behavioral Health Response Teams this quarter. The BHU continues to oversee three police officer/mental health clinician partner cars that conduct follow up on referrals from patrol officers.

**2015 Q3 Update:** During this quarter, the BHU selected a new BHRT Officer, Michael Hansen, to replace Josh Silverman who is returning to Patrol. Officer Hansen started in October 2015. He met all required criteria. BHRT will be his fulltime assignment and he will be paired with a mental health professional.

**2015 Q4 Update:** There were no changes in the BHRTs this quarter.

**2016 Q1 Update:** There were no changes in the BHRTs this quarter.

**2016 Q2 Update:** There were no changes in the BHRTs this quarter.

**2016 Q3 Update:** There were no changes in the BHRTs this quarter.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

108

MCPT member qualifications

**Task Requirements:** No officers may participate in MCPT if they have been subject to disciplinary action based upon use of force or mistreatment of people with mental illness within the three years preceding the start of MCPT service, or during MCPT service. PPB, with the advice of the ABHU Advisory Committee, shall define criteria for qualification, selection, and ongoing participation of officers in the MCPT.

\*NOTE: PPB refers to "MCPT" as "MCU" or "Mobile Crisis Unit"

**Status** Complete - pending external review

**Action Steps:**

1. BHU will review EIS system for all MCU applicants
2. BHU will ask supervisors of applicants to fill out performance questionnaires in addition to standard PPB Chain of command selection process reviews
3. BHU will interview applicants with assistance from Project Respond and Advisory Council will develop protocols for selection

**Task Date Completed:** 4/2/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. MCU 2013 Supervisor questionnaires
2. MCU 2013 Interview panel questionnaires
3. MCU position announcements from November, 2012 and June, 2013
4. ECIT Supervisor Questionnaire (located in folder #101)

### Status Note:

**2014 Q1 Update:** No changes to qualifications

**2014 Q2 Update:** No changes to the qualifications.

**2014 Q3 Update:** No changes to the qualifications.

**2014 Q4 Update:** Officer Samora participated in the selection process in the 3rd Quarter of 2014 and went through the established evaluation process ( i.e. Interview, EIS review, Supervisor review). She was transferred to the BHRT officer position on 11/06/14.

**2015 Q1 Update:** No changes to the qualifications nor to the BHRT membership this quarter. However, BHU Sergeants continue to monitor current BHRT members to ensure these qualifications continue to be met.

**2015 Q2 Update:** BHU Sergeants continue to monitor current BHRT members to ensure BHRT qualifications are met.

**2015 Q3 Update:** BHU Sergeants and the Lieutenant continue to monitor current BHRT members through EIS and PSD to ensure BHRT qualifications are maintained throughout the course of the assignment.

**2015 Q4 Update:** BHU Sergeants and the Lieutenant continue to monitor current BHRT members through EIS and PSD to ensure BHRT qualifications are maintained throughout the course of the assignment. BHUAC weighed in previously on the criteria for assignment.

**2016 Q1 Update:** BHU Sergeants and the Lieutenant continue to monitor current BHRT members through EIS and PSD to ensure BHRT qualifications are maintained throughout the course of the assignment.

The BHUAC began reviewing SOP 3.3 which will include criteria for qualification, selection, and ongoing participation. This review will continue into the next quarter.

**2016 Q2 Update:** BHU Sergeants and the Lieutenant continue to monitor current BHRT members through EIS and PSD to ensure BHRT qualifications are maintained throughout the course of the assignment.

The BHUAC took the opportunity to review SOP 3.2 BHRT. The draft changes in this document contain the criteria for qualification, selection, and ongoing participation of BHRT officers. The BHU approved the draft SOP with additional

# Department of Justice Tasks / Quarterly Update Report

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recommendations. This draft SOP requires a review and signature from the Commander of Central Precinct and thus will be included in the next quarterly report.

**2016 Q3 Update:** BHU Sergeants and the Lieutenant continue to monitor current BHRT members through EIS and PSD to ensure BHRT qualifications are maintained throughout the course of the assignment.

The BHUAC took the opportunity to review SOP 3.2 BHRT. The draft changes in this document contain the criteria for qualification, selection, and ongoing participation of BHRT officers. The BHU approved the draft SOP with additional recommendations. The SOP was reviewed and signed by the Commander of Central Precinct.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

109

Specially train MCPT members

**Task Requirements:** PPB shall specially train each MCPT member before such member may be utilized for MCPT operations. PPB, with the advice of the ABHU Advisory Committee, shall develop such training for MCPT members.

\*NOTE: PPB refers to "MCPT" as "MCU" or "Mobile Crisis Unit"

**Status** Complete - pending external review

**Action Steps:**

1. BHU will require MCU officers and clinicians to attend the ECIT training course
2. New MCU officers and clinicians will ride with an experienced officer or clinician before being permanently paired up with a partner
3. MCUs will attend additional training based on availability and funding, including: Applied Suicide Intervention Skills Training (ASIST); Trauma Informed Care; and Civil Commitment Investigator Training

**Task Date Completed:** 5/31/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. Civil Commitment Investigator Training Lesson Plan
2. Trauma Informed Care Training Lesson Plan
3. ASIST Training Lesson Plan

## Status Note:

**2014 Q1 Update:** No change in MCU staffing so no special training held.

**2014 Q2 Update:** No change in staffing so no special training held

**2014 Q3 Update:** MCPT members participated in the Threat Management Conference in August and Youth Mental Health First Aid in September.

**2014 Q4 Update:** During this quarter, BHRT officers and clinicians attended Threat Assessment Training at Willamette University in Salem, Oregon on October 4-16; on October 15, Clinician Cindy Hackett (BHRT3) attended the NW Crisis Negotiators Conference; and on November 20-21, BHRT Officer Jim Stegemeyer attended the Applied Suicide Intervention Skills Training (ASIST).

**2015 Q1 Update:** On January 22-23, BHRT1 (North) and BHRT2 (East) officers completed the Civil Commitment Investigator Training. All BHRT officers and clinicians received the following additional training during this quarter:

- February 26, Criminal Justice-Behavioral Health Issues Conference
- February 10, Psychiatric Emergency webinar on Excited Delirium

BHRT officers and clinicians assisted PPB training division in basic Crisis Intervention Training scenarios on February 13, 2015 and in Cascadia's Project Respond clinician safety training on March 10-11, 2015. BHRT officers also assisted in PPB Crisis Negotiation Training scenarios on March 18, 2015.

**2015 Q2 Update:** BHRTs continue to avail themselves of trainings provided by community mental health partners and law enforcement to enhance their skills and abilities. Various members attended the following:

- Trauma Sensitive and Informed Approach to Behavioral Health and Criminal Justice--April 7
- FBI Basic Hostage Negotiation Training--May 11-15
- Assistance in SERTtraining scenarios-April 15
- Marijuana and Synthetic Drug Effects on the Brain --June 26

**2015 Q3 Update:** The BHRTs continue to avail themselves of trainings provided by community mental health partners and law enforcement to enhance their skills and abilities. Various members attended the following:

- Mental Health/1st Responder Conference in Spokane, Washington (September 2015)
- Association of Threat Assessment Professionals (ATAP) Annual Threat Management Conference in California (August 2015)
- Trauma Informed Care 201/Behavioral Health & Criminal Justice System in Portland (August 2015)
- NW Regional CIT Conference in Vancouver, Washington (September 2015)

# Department of Justice Tasks / Quarterly Update Report

---

**2015 Q4 Update:** Officer Michael Hansen, a new BHRT member, attended additional training this quarter in Trauma Informed Care, Applied Suicide Intervention Skills Training, and Threat Assessment to strengthen his crisis intervention knowledge and skills. Additionally, BHRT officers attended the Willamette University Threat Assessment training, the Pacific Northwest Negotiator Seminar, and a workshop on updates in the civil commitment process sponsored by Multnomah County Mental Health and Addiction Services.

BHRT 2 (Officer Samora and Clinician Brooks) represented the BHU at the I/DD and Mental Health Consultation Group Seminar, a training focused on a holistic approach to serving people with a dual diagnosis of Mental Health and Intellectual/Developmental Disability.

**2016 Q1 Update:** All BHRT personnel have received the initial required training of ECIT, Applied Suicide Intervention Skills Training, Trauma Informed Care, and Civil Commitment proceedings. In addition, the BHU continues to send BHRT members to crisis intervention and mental health trainings or conferences sponsored by county, state, and service provider agencies. Training opportunities are based on availability of officers and impact on the BHU's operational mission. During this quarter BHRT members attended the following training to further develop their knowledge of resources and skills to assess and interact with people diagnosed with a mental illness.

- The Oregon Psychiatric Physicians Association Public Safety/Mental Health Collaboration Conference (BHRT2- Officer Shaye Samora and Clinician Dinah Brooks)
- Too Much Stuff, A training for professionals who help with hoarding, sponsored by the Portland State University School of Social Work and Multnomah County Hoarding Task Force (All BHRTs)
- Civil Commitment Training; Involuntary Commitment Proceedings sponsored by Oregon Health Authority (BHU Sergeant and BHRT Officer Michael Hansen)
- Association Of Threat Assessment Professionals, NW Chapter quarterly training hosted by Portland Police Bureau (All BHRTs)

**2016 Q2 Update:** All BHRT personnel have completed ECIT, ASIST, Trauma Informed Care and Civil Commitment proceedings training. In addition, the BHU continues to send BHRT members to crisis intervention, assessment and mental health collaboration trainings that are available through county, state and local service providers. Training opportunities are based on availability of officers, available funding, and impact on the BHU's operational mission. During this quarter, BHRT Officers Samora and Hansen attended the annual Employee Assistance Program training which included information on communication, assessment and resources.

In May 2016, BHRT2 Officer Samora attended the FBI Basic Negotiations Course.

Also in May 2016, BHRT3 Officer Hansen attended a Threat Assessment Terrorism Mitigation Course.

The BHUAC reviewed and approved SOP 3.2 BHRT which contains the training recommendations for the BHRT officers. This draft SOP requires a review and signature from the Commander of Central Precinct so will be included in the next quarterly report.

**2016 Q3 Update:** All BHRT personnel have previously completed the required courses. In addition, the BHU continues to send BHRT members to crisis intervention, assessment and other mental health related trainings that are available through county, state and local service providers. Training opportunities are based on officers' schedules, available funding, and impact on the BHU's operational mission.

On July 26-27, Behavioral Response Team 1 (Officer Mike Hansen and Clinician Cindy Hackett) attended the Together Everyone Achieves More (TEAM) Conference in Spokane, Washington. The theme for the conference was Trauma Informed Care and First Responders (Response, Resiliency, Recovery).

On August 16-19, 2016, a majority of the BHU members attended the Threat Management Conference sponsored by the Association of Threat Assessment Professionals.

The BHUAC reviewed and approved SOP 3.2 BHRT which contains the training recommendations for the BHRT officers. The SOP was reviewed and signed by the Commander of Central Precinct.

# Department of Justice Tasks / Quarterly Update Report

---

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

110

Utilize ECIT data proactively

**Task Requirements:** MCPT shall utilize C-I Team data to proactively address mental health service, in part, by connecting recipients with service providers.

\*NOTE: PPB refers to "C-I Team" as "Enhanced Crisis Intervention Trained officers" (ECIT officers)

**Status** Complete - review ongoing

**Action Steps:**

1. BHU will create an electronic referral system to help connect service recipients to service providers.
2. MCUs meet weekly with Project Respond supervisors to discuss and coordinate connecting recipients with appropriate services
3. Establish Behavioral Health Coordination Team (BHCT), comprised of community service providers and criminal justice representatives, as a forum to develop specific action plans for individuals that are having frequent police contact and are mentally ill
4. MCUs meet with the BHCT every other week to develop individual plans to connect consumers to appropriate resources

**Task Date Completed:** 9/12/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. BHU Electronic Referral System SOP (located in folder #92)
2. BHCT Attendance Roster
3. Example BHCT meeting agenda
4. Email from Dorothy Brown dated 9/12/13
5. Confidential BHCT Meeting Minutes available (upon request)

## Status Note:

**2014 Q1 Update:** BERS operating. Weekly meetings continue each Friday with BHU, MCU and community providers in attendance to discuss treatment plans for clients

**2014 Q2 Update:** Data now obtainable through ECIT code is available to MCPT. When ECIT officer sends referral through BERS, BHU staff screen for assignment to MCU team.

**2014 Q3 Update:** MCPTs obtain info on ECIT calls and act on that info. Also utilize it in the coordination team meetings with partners to find appropriate treatment services.

**2014 Q4 Update:** The BHU continued to meet every Wednesday during the 4th quarter to discuss the BHRT caseload. These meetings serve as the platform for the BHU Coordination Team (BHUCT) meeting, held every other Friday. The BHU facilitated 6 BHUCT meetings. Referrals made by ECIT officers are evaluated and given higher priority for assignment to BHRT units to follow up.

**2015 Q1 Update:** The BHU met every Wednesday with the BHRTs and Cascadia supervisors to discuss referrals with whom the BHRTs are currently working. This meeting provides weekly coordination between law enforcement and the county mental health providers to develop strategies to connect the people referred to the appropriate services. The information from this weekly meeting is also utilized at the larger systems coordination meeting (BHUCT) which is held every other Thursday. The latter brings together numerous community partners to discuss strategies to guide people with mental illness who are having repeated contact with the criminal justice system into appropriate behavioral health services. This meeting also provides a forum for PPB and local behavioral health system stakeholders to discuss broader concerns or issues.

Multnomah County received a SAMSHA grant this quarter to support its Behavioral Health Treatment Court (MBHTC). The BHU is a member of the Community Coordination Council which will assist in the implementation of this grant. This council meets monthly to discuss referral processes and improvements to the county jail diversion programs. This meeting also lead to the discussion on additional resources that may be made available to police officers when seeking assistance for someone in crisis. The CATC currently has Justice Triage Beds that can accept people have contact with the criminal justice system and need assistance in getting connected to behavioral health services.

**2015 Q2 Update:** The BHU continues to participate on the Community Coordination Council for the Multnomah Behavioral Health Treatment Court SAMSHA grant. This grant provides input in developing a county systems-wide approach to serve individuals involved in the



# Department of Justice Tasks / Quarterly Update Report

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criminal justice system who have severe behavioral health disorders.

The BHU hosts Behavioral Health Coordination Team meetings every other Thursday to collaborate on care plans for individuals with mental illness in the criminal justice system as well as identify and address ways to improve communication with system partners. Representatives from the following agencies attend the coordination team meeting;

- Multnomah County Mental Health and Addiction Services
- Cascadia Behavioral Health
- Multnomah County Detention Center Mental Health
- Mentally Ill Offenders Parole and Probation
- Multnomah County Department of Community Justice
- Veteran's Affairs Police
- Outside In (homeless youth outreach)
- Multnomah County District Attorney for Mental Health Court
- Multnomah County Forensic Diversion
- Multnomah County Involuntary Commitment Program
- Forensic Assertive Community Treatment

**2015 Q3 Update:** The BHU continues to participate on the Community Coordination Council for the Multnomah Behavioral Health Treatment Court SAMSHA grant. This grant is designed to assist in developing a county system-wide approach to serve individuals involved in the criminal justice system who have severe behavioral health disorders.

The BHU met every Wednesday with the BHRTs and Cascadia supervisors to discuss referrals with whom the BHRTs are currently working. This meeting provides weekly coordination between law enforcement and the county mental health providers to develop strategies to connect the people referred to the appropriate services. The information from this weekly meeting is also utilized at the larger systems coordination meeting (BHUCT) comprised of PPB's ongoing partners that is held every other Thursday. The latter brings together numerous community stakeholders to discuss strategies to guide people with mental illness who are having repeated contact with the criminal justice system into appropriate behavioral health services. This meeting also provides a forum for PPB and local behavioral health system representatives to discuss broader concerns or issues.

BHU Sergeants read every report that has a mental health component which is routed to the BHU queue in PPB's RMS. Some of these reports include ECIT Templates. Officers are to complete the template if they use ECIT skills on a mental health crisis call whether it is their district call or they are dispatched to assist. The BHU Sergeants forward appropriate information gathered from these reports to the BHRTs and its Project Respond partners so that they can be fully informed and coordinate a suitable response.

**2015 Q4 Update:** The BHU continues to participate on the Community Coordination Council for the Multnomah Behavioral Health Treatment Court SAMSHA grant.

The BHU met every Wednesday with the BHRTs and Cascadia supervisors to discuss clients with whom the BHRTs are currently working. This meeting provides for regular coordination between law enforcement and the county mental health providers to develop strategies to connect individuals to the appropriate services. The information from this weekly meeting is also utilized at the larger systems coordination meeting (BHUCT) comprised of PPB's ongoing partners that is held every other Thursday.

The latter brings together numerous community stakeholders to discuss strategies to guide people with mental illness who are having repeated contact with the criminal justice system into appropriate behavioral health services. This meeting also provides an opportunity for PPB and local behavioral health system stakeholders to discuss broader concerns or issues.

BHU Sergeants read every report that has a mental health component which is routed to the BHU queue in PPB's RMS. Some of these reports include ECIT Templates. The BHU Sergeants forward appropriate information gathered from these reports to the BHRTs and its Project Respond partners so that they can be fully informed and coordinate a suitable response.

**2016 Q1 Update:** The BHU continues to attend the Community Coordination Council for the Multnomah Behavioral Health Treatment Court SAMSHA grant.

The BHU met every Wednesday with the BHRTs and Cascadia supervisors to discuss clients with whom the BHRTs are currently working. This meeting provides for regular coordination between law enforcement and the county mental health providers to

# Department of Justice Tasks / Quarterly Update Report

---

develop strategies to connect individuals to the appropriate services.

The information from this weekly meeting is also utilized at the larger systems coordination meeting (BHUCT) comprised of PPB's ongoing partners and are held every other Thursday. The BHUCT brings together numerous community stakeholders to discuss strategies to guide people with mental illness who are having repeated contact with the criminal justice system into appropriate behavioral health services. This meeting also provides an opportunity for PPB and local behavioral health system stakeholders to discuss broader concerns or issues. BHU has recently started sharing BERS related data with its partners in the BHUCT meetings. These "snapshots" provide a summary of an individual's BERS history and police contact history.

BHU Sergeants read every report that has a mental health component that is routed to the BHU queue in PPB's RMS. Some of these reports include ECIT related data. The BHU Sergeants forward appropriate information gathered from these reports to the BHRTs and its Project Respond partners so that they can be fully informed and coordinate a suitable response.

BHU currently produces a BERS trend report. During this quarter we began to compile a list of community partners to share this with. This list should be complete in the next quarter and BHU will begin to send the BERS reports to our partners.

**2016 Q2 Update:** The BHU continues to attend the Community Coordination Council for the Multnomah Behavioral Health Treatment Court SAMSHA grant.

The BHU met every Wednesday with the BHRTs and Cascadia supervisors to discuss clients with whom the BHRTs are currently working. This meeting provides for regular coordination between law enforcement and the county mental health providers to develop strategies to connect individuals to the appropriate services. The information from this weekly meeting is also utilized at the larger systems coordination meeting (BHUCT) comprised of PPB's ongoing partners and are held every other Thursday. The BHUCT brings together numerous community stakeholders to discuss strategies to guide people with mental illness who are having repeated contact with the criminal justice system into appropriate behavioral health services. This meeting also provides an opportunity for PPB and local behavioral health system stakeholders to discuss broader concerns or issues. BHU has recently started sharing BERS related data with its partners in the BHUCT meetings. These "snapshots" provide a summary of an individual's BERS history and police contact history.

BHU Sergeants read every report that has a mental health component that is routed to the BHU queue in PPB's RMS. Some of these reports include ECIT related data. The BHU Sergeants forward appropriate information gathered from these reports to the BHRTs and its Project Respond partners so that they can be fully informed and coordinate a suitable response.

BHU currently produces a BERS trend report. This quarter the BHU began to compile a list of community partners with whom to share this report. The list should be complete in the next quarter and distribution will begin.

At the Coordination Team Meeting on April 21, 2016, the BHU presented its findings on an analysis of the specific individuals who had been the subject of discussion in this group. The result shows a decrease in police contacts after this group has worked together to find an effective strategy.

**2016 Q3 Update:** The BHU continues its participation on the Community Coordination Council for the Multnomah Behavioral Health Treatment Court SAMSHA grant.

The BHU met every Wednesday with the BHRTs and Cascadia supervisors to discuss clients with whom the BHRTs are currently working. This meeting provides for regular coordination between law enforcement and the county mental health providers to develop strategies to connect individuals to the appropriate services. The information from this weekly meeting is also utilized at the larger systems coordination meeting (BHUCT) comprised of PPB's ongoing partners and are held every other Thursday. The BHUCT brings together numerous community stakeholders to discuss strategies to guide people with mental illness who are having repeated contact with the criminal justice system into appropriate behavioral health services. This meeting also provides an opportunity for PPB and local behavioral health system stakeholders to discuss broader concerns or issues.

BHU has recently started sharing BERS related data with its partners in the BHUCT meetings. These "snapshots" provide a

# Department of Justice Tasks / Quarterly Update Report

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summary of an individual's BERS history and police contact history.

BHU Sergeants make an effort to read every report that has a mental health component that is routed to the BHU queue in PPB's RMS. Some of these reports include ECIT related data. The BHU Sergeants forward appropriate information gathered from these reports to the BHRTs and its Project Respond partners so that they can be fully informed and coordinate a suitable response.

BHU currently produces a BERS trend report. This quarter the BHU began to compile a list of community partners to share this with. This list should be complete in the next quarter and BHU will begin to send the BERS reports to our partners.

On September 28, 2016 the BHU presented an analysis at the BHU Advisory Committee. This analysis included information on mental health calls and offenses, ECIT information, and BERS related information.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

111

Development of policies related to transfer of custody/voluntary referral

**Task Requirements:** PPB, with the advice of the Addictions and Behavioral Health Unit Advisory Committee, shall develop policies and procedures for the transfer of custody or voluntary referral of individuals between PPB, receiving facilities, and local mental health and social service agencies. These policies and procedures shall clearly describe the roles and responsibilities of these entities and of MCPT officers in the process.

**Status** Actively in Process

**Action Steps:**

1. PPB will review current practice contained in policy
2. BHU will explore what, if any, legal barriers exist to impede any referral or transfer
3. BHU will seek appropriate remedy to identified problems with changes in policy, if required

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

## Evidence of Completion:

### Status Note:

#### 2014 Q1 Update:

**2014 Q2 Update:** Discussions initiated with some system partners to define moment of transfer which is prerequisite to creating policy.

**2014 Q3 Update:** Now that Agreement is signed, PPB will initiate discussion with DOJ for clarification on its intent in this regard.

**2014 Q4 Update:** PPB and BHUAC still await clarification from DOJ regarding this action item.

**2015 Q1 Update:** PPB and BHUAC have not yet received further guidance in this regard from DOJ.

**2015 Q2 Update:** PPB and BHUAC continue to await some clarification from DOJ on this item.

**2015 Q3 Update:** DOJ indicated in its periodic compliance status assessment of September 10, 2015 that it looked forward to PPB initiating a meeting to further discuss this action item. PPB did so and the parties agreed to address this issue at one of its next newly created regularly scheduled PPB/DOJ/COCL meetings. PPB expects that clarity will be obtained with regard to this matter which can be reported next quarter.

**2015 Q4 Update:** PPB, DOJ and COCL discussed this issue and agreed that this will be addressed when the revisions to the relevant mental health directive are made. This will be done by the time of the opening of the Unity Center's Psychiatric Emergency Services (PES) due to the anticipated changes to the transfer and transport protocols.

**2016 Q1 Update:** This will be addressed when the revisions to the relevant mental health directive are made. This will be done prior to the opening of the Unity Center's Psychiatric Emergency Services (PES) due to the anticipated changes to the transfer and transport protocols.

**2016 Q2 Update:** This issue is being addressed incrementally in anticipation of the opening of the Unity PES. The pertinent Oregon Administrative Rule has gone through the required Rules Advisory Council ? (RAC) process for an amendment to allow secure transport agencies including ambulances and EMTs, rather than law enforcement, to transport persons who have been placed on a police hold or a director's hold to the PES or appropriate ER for care and treatment. DOJ has approved PPB's Directive 850.20 and is currently reviewing 850.21, .22 and .25. Where necessary, PPB will revise those directives to comport with the new procedures related to PPB's role vis a vis the Unity Center at a time closer to its opening, currently scheduled for January 2017.

**2016 Q3 Update:** This issue is being addressed incrementally in anticipation of the opening of the Unity PES. The pertinent Oregon Administrative Rule has gone through the required Rules Advisory Council process for an amendment to allow secure transport agencies including ambulances and EMTs to transport persons who have been placed on a police hold or a director's hold to the PES or appropriate ER for care and treatment.

PPB is awaiting acceptance letters from DOJ on Directives 850.21, .22 and .25. Where necessary, PPB will revise those directives

# Department of Justice Tasks / Quarterly Update Report

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to comport with the new procedures related to PPB's role vis-à-vis the Unity Center at a time closer to its opening, currently scheduled for January 2017.

PPB has amended the Peace Officer Custody form required by O.R.S. 426.228 to include information requested by the PES medical staff and is currently working on an electronic delivery method for this document.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

112

SCT shall continue to service dual-diagnosis individuals with criminal records

**Task Requirements:** The Service Coordination Team ("SCT"), or its successor, shall serve to facilitate the provision of services to individuals who interact with PPB that also have a criminal record, addictions, and highly acute mental or physical health service needs.

**Status** Complete - pending external review

**Action Steps:**

1. Ensure continued public funding for the service coordination team
2. Demonstrate that SCT serves a population of offenders with behavioral health issues who are not adequately served by the community health care system
3. On an ongoing basis, demonstrate that SCT evolves to ensure that population served reflects criminalized individuals with behavioral health issues

**Task Date Completed:** 5/31/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. IGA Central City Concern FY13-14
2. IGA Multnomah County/Volunteers Of America FY13-14
3. City Budget FY13-14
4. SCT Org Chart
5. SCT Eligibility Criteria
6. SCT Program Flow Chart
7. SCT Program Manual 2013-2014
8. SCT SOP

## Status Note:

**2014 Q1 Update:** SCT continued to operate as designed during the quarter.

**2014 Q2 Update:** SCT continued to serve the designated population. It held a graduation ceremony on June 26, 2014 for 19 successful participants.

**2014 Q3 Update:** SCT continued to serve its designated population.

**2014 Q4 Update:** The mission of SCT remained the same this quarter. There were 89 different individuals served by the SCT program. Fifty-six people "exited" the program. Forty nine percent of the referrals made to the SCT program were from the District Attorney's Office.

**2015 Q1 Update:** The SCT program has expanded its connections with ED diversion programs within OHSU, Legacy, Multnomah County and Family Care Health Plans. These programs seek alternative resources for high utilizers of emergency medical services. The overlap in client profiles creates a natural referral stream into SCT services when appropriate and available. In addition, significant progress has been made toward the expansion of the Service Coordination Team. A proposal has been formalized that would increase the capacity of the program in both addictions treatment and engagement of mentally ill and dually diagnosed individuals.

The program expansion would add six behavioral health stabilization beds to the current program structure. These beds would allow the BHU to more ably address the needs of those with higher acuity mental illness and co-occurring disorders by creating a direct housing resource for the BHRTs. Access to stabilization beds would be an invaluable tool for intervention and engagement as evidenced by SCT's previous experience. Providing persons in crisis a stable place to land can significantly change the outcomes of these interactions.

In addition, such individuals often require a higher level of care than the current program model is designed to provide. In these cases, access to behavioral stabilization beds would allow an uninterrupted opportunity to connect to appropriate mental health systems. Further enhancements would be made to the current SCT model through:

- Additional outreach
- Increased addictions services for women
- Culturally specific services

# Department of Justice Tasks / Quarterly Update Report

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- Extended treatment (Suboxone & pain management )
- Expanded use of peer mentors

The proposed expansion will not require additional funding but rather reallocation of current funding.

**2015 Q2 Update:** Starting FY 2015-16, the Service Coordination Team will increase the capacity of the program in both addictions treatment and engagement of mentally ill and dually diagnosed individuals. The expansion did not require additional funding, but reallocated the entire SCT budget to Central City Concern. This shift ended funding to VOA when the current IGA expired. BHUAC voted in support of the proposed expansion. City Council approved the proposal/ordinance on June 25, 2015.

SCT will add six behavioral health stabilization beds to the current program structure. These beds will allow the BHRTs to assertively address the needs of those with higher acuity mental illness and co-occurring disorders by creating a direct housing resource for the BHRTs. Such access should be an invaluable tool for intervention and engagement as individuals referred to the BHRTs often experience periods of unstable housing during times of crisis. This will provide a stable place to land which will hopefully significantly change the outcomes of these interactions.

In addition, SCT participants living with dual diagnosis or exhibiting higher acuity symptoms of mental illness often require a higher level of care than the current program model is designed to provide. In these cases, access to behavioral stabilization beds will allow uninterrupted access to services and an opportunity to connect to appropriate mental health systems.

Enhancements will also be made to the current SCT model through:

- Enhanced outreach
- Increased addictions services for women
- Culturally specific services
- Extended treatment (Suboxone & pain management )
- Domestic Violence treatment
- Expanded use of peer mentors

SCT Program Manager will be involved in the development and implementation of the six behavioral stability beds as well as managing new partnerships with the addiction treatment provider, Central City Concern.

**2015 Q3 Update:** The Service Coordination Team (SCT) continues to serve its designated population, providing access to supportive housing, medical care, employment and addiction and mental health treatment services. Engagement activities include outreach on the street and in jail, hospitals, detox centers, and other community agencies to offer SCT services and provide a smooth transition to SCT housing without returning to homelessness. Service Coordination Team Officer and Central City Concern Outreach Case Manager also work as a team to identify and offer services as part of street outreach. They also focus on educating community providers (shelters, treatment programs...) about the SCT program and referral process.

SCT has supported the increase in the hiring and utilization of Peer Mentors to support SCT participants in the engagement stage, providing basic needs, transportation to appointments, pro-social activities, connection to the recovery community, and life skills.

Partnership with Central City Concern Recovery Center (CCCRC) has enriched SCT services by providing gender and culturally specific addiction treatment, domestic violence treatment, and access to Suboxone and pain management services. CCCRC and the Housing Rapid Response staff are represented at the weekly SCT referral meeting to coordinate best care for the SCT participants.

Central City Concern/Housing Rapid Response continues to develop the six-bed behavioral health stabilization program. Central City Concern is currently in the process of hiring staff, developing program guidelines, and renovating the rooms and staff office. Program eligibility criteria was presented and approved by BHU Advisory Council on 8/26/15. These beds will allow the BHRTs to assertively address the needs of those with higher acuity mental illness and co-occurring disorders by creating a direct housing resource for the Behavioral Health Response Teams.

**2015 Q4 Update:** The Service Coordination Team (SCT) continues to serve its designated population, providing access to supportive housing,

# Department of Justice Tasks / Quarterly Update Report

---

intensive case management, medical care, and addiction and mental health treatment services. The SCT model is designed to address the high-needs of the participants throughout the stages of the program. Engagement activities include outreach on the street, jail, hospitals, detox centers, and other community agencies to offer SCT services and provide a smooth transition to SCT housing without returning to homelessness. The SCT Officer and Central City Concern (CCC) Outreach Case Manager work as a team to identify and offer services as part of street outreach. They also focus on educating community providers (shelters, treatment programs, etc) about the SCT program and referral process.

Utilization of Peer Mentors throughout the program help to provide basic needs, system navigation, transportation to appointments, participation in pro-social activities, connection to the recovery community, and life-skill building. Participants give back to the community by participating in formal volunteer activities and are assigned an Employment Specialist. Participants work with a Housing Specialist to address barriers in transitioning to permanent housing. Supportive services continue for a year after transitioning to permanent housing.

Partnership with Central City Concern Recovery Center (CCCRC) has enriched SCT services by providing access to gender and culturally specific addiction treatment, domestic violence treatment, and Suboxone and pain management services. CCCRC and the Housing Rapid Response staff are represented at the weekly SCT referral meeting to coordinate best care for the current and potential SCT participants.

Central City Concern/Housing Rapid Response has implemented the Supportive Transitions and Stabilization (STS) program. The six beds allow the Behavioral Health Response Teams to assertively address the needs of those with mental illness and co-occurring disorders who temporarily require a more extensive level of care by creating a direct housing resource. STS provides low barrier housing, intensive case management, and peer support services. STS addresses basic needs, transportation, access to health care, provides referrals to appropriate mental health and addiction treatment, connection to outside recovery communities, housing and income barriers. Formal STS referrals were considered on 11/30/15, with first bed utilization on 12/16/15. STS Program Supervisor is a representative at the Service Coordination Team referral meeting weekly for coordination of care for potential and current participants.

**2016 Q1 Update:** The Service Coordination Team (SCT) continues to serve its designated population, providing access to supportive housing, intensive case management, medical care, and addiction and mental health treatment services. The SCT model is designed to address the high needs of the participants throughout the stages of the program. Engagement activities include outreach on the street, jail, hospitals, detox centers, and other community agencies to offer SCT services and provide a smooth transition to SCT housing without returning to homelessness. SCT Officer and Central City Concern Outreach Case Manager work as a team to identify individuals and offer services as part of street outreach. They also focus on educating community providers (shelters, treatment programs...) about the SCT program and referral process.

Utilization of Peer Mentors throughout the program helps to provide basic needs, system navigation, transportation to appointments, participation in pro-social activities, connection to the recovery community, and life-skill building. Participants give back to the community by participating in formal volunteer activities and are assigned an Employment Specialist. Participants work with a Housing Specialist to address barriers in transitioning to permanent housing. Supportive services continue for a year after transitioning to permanent housing.

Partnership with Central City Concern Recovery Center (CCCRC) has enriched SCT services by providing access to gender and culturally specific addiction treatment, domestic violence treatment, and Suboxone and pain management services. CCCRC and the Housing Rapid Response (housing) staff are represented at the weekly SCT referral meeting to coordinate best care for the potential and current SCT participants.

Central City Concern/Housing Rapid Response has implemented the Supportive Transitions and Stabilization (STS) program. The six beds allow the Behavioral Health Response Teams to assertively address the needs of those with higher acuity mental illness, co-occurring disorders, and unstable housing by creating a direct housing resource. STS addresses basic needs, transportation, access to health care, provides referrals to appropriate mental health and addiction treatment, connection to outside recovery communities,



# Department of Justice Tasks / Quarterly Update Report

---

housing and income barriers. Formal STS referrals were considered on 11/30/15, with first bed utilization on 12/16/15. STS Case Manager assists clients with daily needs, navigation of the Mental Health and Health Services systems, and screens potential clients Mon-Fri from 8:00am – 4:00, and Intake from 8:00-2:00pm. This will streamline the intake process, and will help triage and address mental health, addiction and homelessness in a timely manner. Peer Support Specialists introduce participants to the recovery community, Dual Diagnosis support groups, and other mental health support agencies and groups. STS participants are included in the community meals and activities provided in the building which promotes pro-social interactions with others. STS Program Supervisor is a representative at the Service Coordination Team referral meeting weekly for coordination of care for potential and current participants. STS Program Supervisor and SCT Program Manager meet regularly to discuss any policy and/or procedure changes.

The grant agreement was amended in order to expand existing resources, ultimately creating at least 8 low-barrier beds that are connected to supportive services and SCT may have access to in the future. The Mayor was in full support of the amendment, which will be contributing in a small way to the solution of the Housing Emergency in Portland.

**2016 Q2 Update:** Service Coordination Team (SCT) honored 31 graduates from the program at City Hall on 5/26/16. Speakers included a SCT Alumni, Mayor Charlie Hales, and Portland Police Assistant Chief Robert Day. Each present graduate spoke about their participation in the program and their journey in the recovery process. It was a very moving ceremony for all.

SCT Program Manager conducted outreach to several service agencies in order to provide participants access to additional services. This included: Oregon Judicial Department's Responsible Paying Parent program, Metropolitan Public Defender's Clean Slate program, Multnomah County Mental Health and Addictions, DePaul Treatment Center, Outside In, Central City Concern Eastside Concern, and Transition Projects Inc.

The grant agreement was amended in order to extend the current grant until October 31, 2016. Service Coordination Team is in the process of converting the grant to a service contract through a Request for Proposal. The extension will avoid a gap in services until the RFP process is complete and the new service contract executed.

**2016 Q3 Update:** The Service Coordination Team (SCT) continues to serve its designated population, providing access to supportive housing, intensive case management, medical care, addiction and mental health treatment services. The SCT model is designed to address the high-needs of the participants throughout the stages of the program. Engagement activities include outreach on the street, jail, hospitals, detox centers, and other community agencies to offer SCT services and provide a smooth transition to SCT housing without returning to homelessness. SCT Officer and Central City Concern Outreach Case Manager work as a team to identify and offer services as part of street outreach. They also focus on educating community providers (shelters, treatment programs...) about the SCT program and referral process.

Utilization of Peer Mentors throughout the program help to provide basic needs, system navigation, transportation to appointments, participation in pro-social activities, connection to the recovery community, and life-skill building. Participants give back to the community by participating in formal volunteer activities and are assigned an Employment Specialist. Participants work with a Housing Specialist to address barriers in transitioning to permanent housing. Supportive services continue for a year after transitioning to permanent housing.

Partnership with Central City Concern Recovery Center (CCCRC) has enriched SCT services by providing access to gender and culturally specific addiction treatment, domestic violence treatment, and Suboxone and pain management services. CCCRC and the Housing Rapid Response (housing) staff are represented at the weekly SCT referral meeting to coordinate best care for the potential and current SCT participants.

Central City Concern/Housing Rapid Response has implemented the Supportive Transitions and Stabilization (STS) program. The six beds allow the Behavioral Health Response Teams to assertively address the needs of those with higher acuity mental illness, co-occurring disorders, and unstable housing by creating a direct housing resource. STS addresses basic needs, transportation, access to health care, provides referrals to appropriate mental health and addiction treatment, connection to outside recovery communities, housing and income barriers. STS Case Manager and SCT Program Manager worked together to streamline the screening and

# Department of Justice Tasks / Quarterly Update Report

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intake process, which will help triage and address mental health, addiction and homelessness in a timely manner. Peer Support Specialists introduce participants to the recovery community, Dual Diagnosis support groups, and other mental health support agencies and groups. STS participants are included in the community meals and activities provided in the building which promotes pro-social interactions with others. STS Program Supervisor is a representative at the Service Coordination Team referral meeting weekly for coordination of care for potential and current participants. STS Program Supervisor and SCT Program Manager meet regularly to discuss any policy and/or procedure changes.

One note regarding the STS beds; in QTR 3 of 2016, one bed in a double occupancy room was taken off-line due to systemic barriers. This count utilized for this quarter's analysis included five beds for 77 days and 6 beds for 15 days. In the future, this count will only use a 6 bed count.

The program opened the Recovery Empowerment Center, which is a space separate from the housing units for SCT participants to utilize for pro-social activities, education/life-skill groups, community events, and Alumni functions. The grand opening was on 7/14/16 and SCT Manager was invited to speak to highlight the history and evolution of the program.

SCT Program Manager conducted outreach/networking to several service agencies in order to provide participants access to additional services. This included: Multnomah County Mental Health Jail transition counselor, Multnomah County Public Defender's Office/Clean Slate Program, Oregon Health & Science University New Directions Program, Multnomah County Mental Health & Addictions Culturally Specific Clinical Services, Multnomah County Mental Health & Addictions Exceptional Needs Care Coordinator.

SCT Program Manager and SCT Officer accompanied a staff from the City Budget Office to a community event for the SCT participants. Program Manager also met with City Commissioner Fritz to provide overview and updates on the SCT. SCT Program Manager, SCT Officer, and two SCT graduates presented, "Breaking the Cycle of Addiction and Criminality," at the Reginal CIT Conference in Tacoma, WA. The SCT graduates are also employed by our contracted agency.

The RFP process was completed this quarter, converting the current SCT grant agreement into a service contract. The next steps include presenting the award decision to City Council and developing the final contract, which are both done through Procurement. The new contract will start 11/1/16.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

113

Call Triage for Mental Health Issues

**Task Requirements:** Per DOJ - BOEC and PPB, with the advice of the Addictions and Behavioral Health Unit Advisory Committee, shall complete policies and procedures to triage calls related to mental health issues, including changes to protocols for assigning calls to Multnomah County Crisis Call Center, and adding new or revised policies and protocols to assign calls to the PPB ABHU or directly to NGOs or community-based mental health professionals.

**Status** Actively in Process

**Action Steps:** 1. BHU will facilitate meetings with Multnomah County, BOEC, and PPB personnel and command staff to discuss call types that will be assigned to Multnomah County Crisis Call Center.

**Task Date Completed:**  Received DOJ Approval? **Approval**

**Evidence of Completion:** 1. Meeting on 3/1/13 and 6/3/13  
2. BOEC SOP 20.10.200

### Status Note:

**2014 Q1 Update:** BOEC provided copy of its protocol for calls to MCCL as well as its ECIT Dispatch and Referral Process

**2014 Q2 Update:** BOEC continues to use the procedures developed to triage calls . No new or revised protocols implemented this quarter.

**2014 Q3 Update:** BOEC continues to utilize the established protocols to dispatch ECIT to calls or refer persons to the Crisis Call Center

**2014 Q4 Update:** BOEC transferred 124 calls to the Multnomah County Crisis Line (MCCL) in the fourth quarter of 2014.

**2015 Q1 Update:** There were 123 calls transferred by BOEC to the Multnomah County Crisis Line (MCCL) in this quarter.

**2015 Q2 Update:** No new or revised policies or procedures were implemented this quarter. BOEC transferred 92 calls to the Multnomah County Crisis Line in this time period.

**2015 Q3 Update:** BOEC transferred 94 calls to the Multnomah County Crisis Line in this time period.

**2015 Q4 Update:** It is PPB's understanding that BOEC will report on its own action items at this point.

**2016 Q1 Update:** Please note: BOEC authored this update but PPB agreed to include it in the overall quarterly report for the convenience of all parties.

BOEC submitted updates and changes to the Suicide Reference Guide and Mental Health and ECIT Dispatch Protocol to the BHUAC for discussion. The Suicide Reference Guide now details the procedures for transferring some suicidal callers to the Multnomah County Crisis Line (MCCL) and details the procedures for dispatching ECIT for suicidal calls. This Reference Guide was reviewed in the January 2016 meeting. The BHUAC voted to accept the Suicide Reference Guide with minor changes on 1/27/2016.

During the February 2016 meeting, the BHUAC reviewed the BOEC Mental Health and ECIT Dispatch Protocol Reference Guide. This Reference Guide replaces BOEC's previous Mental Health RG. This document includes more information about the ECIT program and outlines/defines mental health crisis in a way that is consistent with the Portland Police Bureau. It also provides clear direction for dispatching ECIT to calls involving a perceived or an actual mental health crisis.

BOEC made additional revisions to the Reference Guide based on feedback from the committee. The BHUAC voted to accept the Mental Health and ECIT Dispatch Protocol Reference Guide on 2/24/2016.

**2016 Q2 Update:** Please note: BOEC authored this update but PPB agreed to include it in the overall quarterly report for the convenience of all parties.

On April 28, 2016, BOEC released new policies and procedures for handling suicidal callers and dispatching ECIT officers. These

# Department of Justice Tasks / Quarterly Update Report

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policies and procedures were reviewed and approved by the BHUAC in accordance with Task 113.

**2016 Q3 Update:**

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

114

BOEC Dispatch Training

**Task Requirements:** The City will complete training of all BOEC Dispatchers in Crisis Triage. The City, with the advice of the ABHU Advisory Committee, shall develop ongoing training for BOEC Dispatchers.

**Status** Actively in Process

**Action Steps:** 1. BHU will meet and regularly work with the BOEC Leadership to co-develop crisis triage training protocols and curriculum for BOEC Dispatchers

**Task Date Completed:**  **Received DOJ Approval? Approval**

## Evidence of Completion:

### Status Note:

**2014 Q1 Update:** No additional training conducted this quarter--anticipate a semi-annual or annual basis based on BOEC's staff turnover.

**2014 Q2 Update:** No additional training held this quarter.

**2014 Q3 Update:** No additional training held this quarter. Confirmed dates for next quarter.

**2014 Q4 Update:** BOEC is an essential partner of the Enhanced Crisis Intervention Team (ECIT) and Behavioral Health Response Team (BHRT) program. BOEC members need to understand the organization and mission of the Behavioral Health Unit (BHU) in order to dispatch ECIT and BHRT resources to the appropriate police calls. To that end, the BHU Sergeant, CIT Coordinator, and Crime Analyst presented at BOEC In-Services on October 20-21 and November 7-8, 2014.

**2015 Q1 Update:** The BHU Sergeant, CIT Coordinator, and Crime Analyst presented at BOEC In-Services training on January 15 and 16, 2015.

**2015 Q2 Update:** No additional training for BOEC staff was conducted by BHU this quarter.

**2015 Q3 Update:** No training for BOEC staff was conducted by BHU this quarter.

**2015 Q4 Update:** No training of BOEC staff was conducted by BHU this quarter.

**2016 Q1 Update:** Please note: BOEC authored this update but PPB agreed to include it in the overall quarterly report for the convenience of all parties.

BOEC began planning for the CIT training for Dispatchers to be delivered this fall. BOEC will be creating training in partnership with the Portland Police Bureau and the Oregon Department of Public Safety Standards and Training.

**2016 Q2 Update:** Please note: BOEC authored this update but PPB agreed to include it in the overall quarterly report for the convenience of all parties.

In preparation for its upcoming CIT training, BOEC initiated a workgroup to help guide the development of training specific to dispatchers. BOEC is also seeking feedback and assistance from PPB CIT trainers so that the training provided is seamless for the responding officers. BOEC is currently working towards having the first round of training for supervisory staff in August. The remaining staff will receive the 8 hour training\* in October and November when staffing and workload issues allow for training.

\*BOEC is bound by the current labor contract which limits Inservice Training to 8 hours every six months. 16 hours of training was initially planned pending new contract language. Unfortunately, negotiations are ongoing so the new language has not been ratified.

**2016 Q3 Update:**

**2016 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

115

Fully Operational Crisis Triage

**Task Requirements:** City shall ensure Crisis Triage is fully operational to include the implementation of the policies and procedures developed pursuant to the above paragraph and operation by trained staff.

**Status** Actively in Process

### Action Steps:

**Task Date Completed:**  Received DOJ Approval? Approval

### Evidence of Completion:

#### Status Note:

**2014 Q1 Update:** Current staff fully trained and protocols in place to triage calls to appropriate place

**2014 Q2 Update:** BOEC staff is following the protocols created for triaging calls related to mental health issues.

**2014 Q3 Update:** Current BOEC staff is operating under the applicable policies and procedures.

**2014 Q4 Update:** BOEC continues to function under the established protocols. There were 124 calls transferred to the Multnomah County Crisis Line (MCCL) for the 4th Quarter of 2014

**2015 Q1 Update:** Protocols are being utilized. There were 123 calls transferred to the Multnomah County Crisis Line (MCCL) in the first quarter of 2015.

**2015 Q2 Update:** To the best of PPB's knowledge, BOEC continues to abide by the existing protocol. There were 92 calls transferred to the Multnomah County Crisis Line in this quarter.

**2015 Q3 Update:** To the best of PPB's knowledge, BOEC continues to abide by the existing protocol. There were 94 calls transferred to the Multnomah County Crisis Line in this quarter.

**2015 Q4 Update:** To the best of PPB's knowledge, BOEC continues to abide by the existing protocol. However, it is PPB's understanding that BOEC will report on its own action items now.

**2016 Q1 Update:** Please note: BOEC authored this update but PPB agreed to include it in the overall quarterly report for the convenience of all parties.

No updates. BOEC abides by the protocol.

**2016 Q2 Update:** Please note: BOEC authored this update but PPB agreed to include it in the overall quarterly report for the convenience of all parties.

Since the release of the updated policies and procedures, BOEC has significantly increased the number of calls identified for ECIT response. From January to March 31, 2016 – BOEC identified approximately 122 incidents for initial dispatch of ECIT responders. But from April 28, 2016 – June 30, 2016, BOEC identified approximately 488 incidents for initial dispatch of ECIT responders. BOEC believes this huge improvement is a direct result of updated policies and procedures. It anticipates that additional training will actually hone the skills of dispatchers so that they can better identify and capture information for responders.

**2016 Q3 Update:**

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

# Department of Justice Tasks / Quarterly Update Report

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2017 Q4 Update:



# Department of Justice Tasks / Quarterly Update Report

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## Task Description

116-117

EIS Enhancements

**Task Requirements:** PPB will enhance its EIS to more effectively identify at-risk employees, supervisors and teams to address potentially problematic trends in a timely fashion.

See specific requirements in DOJ Agreement #116-117

**Status** Actively in Process

**Action Steps:**

1. Update Directive 345.00 to account for the requirements of this provision.
2. Ensure that the EIS Administrator SOP includes the requirements of this provision
3. Release new policy and allow for comment

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. Revised Directive 345.00
2. EIS Administrator SOP #7111

## Status Note:

**2014 Q1 Update:** EIS administrator reviews Officers' EIS records on regular basis; sends reports to supervisors

**2014 Q2 Update:** EIS administrator reviews officers' EIS records on regular basis; sends reports, as necessary, to supervisors. Also began analysis of data by precinct to compare patterns of activity. PSD drafting revised version of Directive to address DOJ requirements among other things.

**2014 Q3 Update:** EIS administrator continues to monitor the existing two thresholds and sends notice to supervisor when alert received on a subordinate.  
EIS Directive 345.00 was posted for public comment on August 1, 2014 and is in Executive Reconciliation phase at the close of this quarter.

**2014 Q4 Update:** All policy and procedures concerning PPB's Employee Information System (EIS) are covered in Directive 345.00 which was enacted on October 30, 2014.  
Training for 163 of PPB's 178 commanders and supervisors on the directive and the system it entails took place through the month of November. Part of the training included a hands-on exercise for participants to review the EIS record of all employees under their supervision and document that review in the Performance Discussion Tracker.  
Of the 15 who did not attend, one has retired and the other fourteen's absences were vetted through their chain of command. A make-up training session is set for February 16, 2015.  
EIS administrator now monitors three thresholds and sends notice to supervisor when alert is received on a subordinate.  
He also has developed an auditing system to assure that supervisors review EIS for officers new to their command. This will be an on-going activity with reports on a scheduled basis.  
The 2014 EIS annual report will be issued shortly. It will contain data analysis about EIS usage.

**2015 Q1 Update:** All supervisors who did not attend a November EIS training session were trained this quarter as a make-up session was held on February 16, 2015 and Sgt. Jensen also provided individual lessons.  
Compliance of Commanders and supervisors re: conducting timely reviews of officers new to their command averaged 49% for the 3 months this quarter. The compliance rate had declined for the first two months but came back up in March. The Professional Standards Division (PSD) recognizes that the compliance rates thus far have been unacceptable. An e-mail was sent to all supervisors reminding them to do their reviews as required, which is the latest of several e-mail communications on this subject.  
In order to make the system of accountability more robust, PSD is implementing a more comprehensive follow-up system. If the required 116b review has not been completed within 21 days of the transfer, the PSD lieutenant will send an e-mail to the Responsibility Unit (RU) Manager reminding them of the required review. If the review is not done after 30 days, the PSD Captain will send an e-mail to the RU Manager requesting a formal explanation and that appropriate action be taken to correct the problem. Additionally, EIS staff will meet with all lieutenants and above in the Operations Branch to address this issue as well as a wide

# Department of Justice Tasks / Quarterly Update Report

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variety of EIS-related topics.

In February a new methodology was approved for the analysis of units and supervisors to discern patterns of activity. A random sample of 6 units as defined by the Administrator and 6 supervisors will be analyzed each quarter. For this quarter, this cohort accessed EIS 142 days and made 130 entries in the aggregate.

**2015 Q2 Update:** The second quarter saw a significant increase in compliance with this section of the Agreement. The compliance rate was 100% for April, 91% for May, and 100% for June. This is an overall compliance rate of 96% (108 on time out of a possible 113), which is a marked improvement over the overall compliance rate of 49% for the first quarter (34 on time out of a possible 69). This positive increase in the compliance rate can be traced directly to the more extensive e-mail reminder and follow-up system PSD implemented in April. If the required 116(b) review has not been completed within 21 days of the transfer, the PSD lieutenant sends an e-mail to the Responsibility Unit (RU) Manager reminding them of the required review. If the review is not done after 30 days, the PSD Captain sends a message to the RU Manager requesting a response and appropriate action be taken to correct the problem.

Additionally, the EIS administrators met with all lieutenants and above in the Operations Branch in June. They discussed a wide variety of EIS-related topics and emphasized the importance of compliance with timelines such as that in 116(b).

With regard to Item 116c, the methodology developed in February was again applied. The units and supervisors reviewed for this quarter showed a significant increase in EIS usage as compared to the first quarter, which is consistent with overall compliance reported above. For the second quarter, the selected 6 units and 6 supervisors (50% turnover from the first group) accessed EIS 82 days and made 110 entries in the aggregate. Although the raw numbers showed a small decrease, the units selected for the second quarter included fewer supervisors than those used in the first quarter. When looked at on a per-supervisor basis, the second quarter showed a decrease in the days the EIS was used per supervisor from 6.8 to 5.9 but an increase in entries made from 6.2 to 7.9. This means the average supervisor in the group examined made almost 8 entries in the quarter. The utility of this data remains questionable. The PPB looks forward to further discussions with the COCL in the near future regarding its utility in assessing the work of PPB.

**2015 Q3 Update:** Subsection (a) of this item was the subject of differing interpretations between DOJ and PPB. In its September 2015 periodic compliance assessment report, DOJ indicated that this item created an ongoing obligation for supervisors to review their officers. Until that time, PPB had believed the item created an initial obligation for supervisors to review all officers under their command within 90 days of the Agreement being signed. For this reason, prior quarterly reports have not included any reporting on this item except for a report that the initial reviews had been completed.

PPB policy (Directive 345.00) already requires supervisors to use EIS in conjunction with performance evaluations and to note that the evaluation was done using the discussion tracker feature of EIS. At the present time, officers are the only sworn rank subject to personnel evaluations so reporting will be limited to EIS entries already required by policy. DOJ is currently reviewing the EIS directive (345.00). Prior to enactment, PPB will amend the directive to require supervisors to use EIS to review their sworn employees twice per year regardless of whether they are subject to evaluations. Until that time, this reporting will consist solely of EIS reviews of sworn members of Officer rank.

In order to perform this check for compliance, the EIS Administrator obtained a list of all sworn members of Officer rank using the "Super Roster" function on the PPB Intranet. Employees with less than an 18 month tenure, and therefore still on a probationary status, were excluded from the list because they are supervised through the Training Division and evaluated at least monthly. This list was placed in seniority order, with 1 being the most senior officer and 613 being the officer who had most recently completed probation. The EIS Administrator then used a random number generator to obtain 50 numbers.

For each of the 50 numbers, the EIS Administrator located the corresponding officer on the numbered list. The EIS Administrator then checked EIS to see if there was an entry in the discussion tracker in the 2nd or 3rd quarter indicating an employee evaluation had been done. Employees who had such an entry were counted as being in compliance with this section, and employees who did not have an entry were counted as not being in compliance with this section.

# Department of Justice Tasks / Quarterly Update Report

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Of the 50 employees checked, one was excluded because that employee is not subject to being evaluated. Of the 49 remaining employees, 38 had an entry in compliance with the above standard, making for a 77.6% compliance rate.

The third quarter saw the high rate of compliance with subsection (b) continue. The compliance rate was 94% for July, 92% for August, and 95% for September. This is an overall compliance rate of 94% (65 of 69 on time), which is a vast improvement over the 49% for the first quarter (34 on time out of a possible 69) and is nearly the same as the 96% last quarter (108 on time out of a possible 113). It is not realistic to expect 100% compliance every quarter, but an ongoing compliance rate of around 95% appears to be an attainable goal.

The continued higher compliance rate this quarter can be traced directly to the more extensive e-mail reminder and follow-up system PSD implemented at the beginning of the 2nd quarter. If the required 116b review has not been completed within 21 days of the transfer, the PSD lieutenant sends a reminder of the required review by e-mail to the Responsibility Unit (RU) Manager. If the review is not done after 30 days, the PSD Captain contacts the RU Manager requesting a response and that appropriate action be taken to correct the problem.

Subsection © requires data analysis of units and supervisors to identify and compare patterns of activity. The EIS administrator is not an analyst so the results presented are informational only. In February, a data analysis plan was approved that calls for a nonscientific, semi-random sampling of 6 units and 6 supervisors each quarter. The units and supervisors were selected at the time the plan was submitted for approval, with a 50% replacement rate each quarter. They have not and will not receive any advance notice that their activity is being reviewed.

Some terms were not explicitly defined in the DOJ Agreement. These terms were interpreted by the administrator until/unless they are formally defined. "Unit" has been defined as "a well-ordered group of sworn members." For example, the afternoon shift at a precinct is a unit, as is only the members of that shift that work both Saturday and Sunday. This definition combines simplicity with a great deal of flexibility to adapt to changing conditions. "Supervisor" has been defined as "a sworn member to whom other sworn members report."

The units and supervisors reviewed for this quarter showed a decrease in EIS usage as compared to the first two quarters of 2015. For the third quarter, 6 units and 6 supervisors (50% turnover from the second group) accessed EIS 72 days and made 72 entries in the aggregate. When looked at on a per-supervisor basis, the third quarter showed a decrease in days used per supervisor from 5.9 to 5.1, and a similar decrease in entries made from 7.9 to 5.1. This means the average supervisor in the group examined in this quarter made approximately 5 entries in the quarter. This decrease in numbers appears to be attributable to the types of units that were randomly selected. The units and supervisors examined for the third quarter had a higher proportion of specialty units than in past quarters. Specialty units function differently than patrol so there would be fewer opportunities to make these required entries.

**2015 Q4 Update:** In order to perform this check for compliance, the EIS Administrator obtained a list of all sworn members of Officer rank using the "Super Roster" function on the PPB Intranet. Employees with less than 24 months' tenure, and therefore either still on a probationary status or not far enough out from being off of probation to ensure they would have been subject to a routine employee evaluation, were excluded from the list because they are supervised through the Training Division and evaluated at least monthly. This list was placed in seniority order, with 1 being the most senior officer and 593 being the least senior officer. The EIS Administrator then used a random number generator to obtain 75 unique numbers between 1 and 593.

For each of the 75 numbers, the EIS Administrator located the corresponding officer on the numbered list and determined whether an evaluation would have been required (for example, officers on military leave or who work full time for the PPA are not required to have an evaluation). For the employees who are required to be evaluated, the EIS Administrator then checked EIS to see if there was an entry in the discussion tracker in the 3rd or 4th quarter indicating an employee evaluation had been done. Employees who had such an entry were counted as being in compliance with this section, and employees who did not have an entry were counted as not being in compliance with this section.

Of the 75 employees checked, one was excluded because that employee is not subject to being evaluated. Of the 74 remaining , 63

# Department of Justice Tasks / Quarterly Update Report

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had an entry in compliance with the above standard, which is an 85.1% compliance rate. This is a sizeable improvement over the 77.6% compliance rate from the 3rd quarter (38 completed reviews out of 49 possible reviews).

Item 116b:

The fourth quarter saw the high rate of compliance with this section of the Agreement continue. The compliance rate was 100% for October (24 on time out of a possible 24), 94% for November (15 on time out of a possible 16), and 78% for December (7 on time out of a possible 9). This is an overall compliance rate of 94% (46 on time out of a possible 49), which compares quite favorably to the overall compliance rate of 49% for the first quarter (34 on time out of a possible 69) and is nearly the same as the 96% in the second quarter (108 on time out of a possible 113) and the 94% last quarter (65 on time out of a possible 69). The total compliance rate for 2015 is 86% (258 on time out of a possible 300). Maintaining our current compliance rate seems realistic and attainable.

The significant increase in compliance rate can be traced directly to the more extensive e-mail reminder and follow-up system PSD implemented with the beginning of the 2nd quarter. If the required 116b review has not been completed within 21 days of the transfer, the PSD lieutenant sends an e-mail to the Responsibility Unit (RU) Manager reminding them of the required review. If the review is not done after 30 days, the PSD Captain contacts the RU Manager requesting a response and appropriate action be taken to correct the problem.

Item 116c:

PPB interprets that this section is designed to compare patterns of activity of EIS use among units and supervisors. For the fourth quarter, PPB redesigned its reporting process for this item. PPB agrees with the COCL that the information analyzed in the past was not providing significant value compared to the time it took to compile. After a series of discussions involving EIS staff and PPB's internal DOJ compliance team, PPB decided to change the reporting to an analysis of the prior two items (116a and 116b) on a unit-and-supervisor basis. PPB is open to exploring other reporting schemes if COCL believes it would help bring PPB into substantial compliance with the Agreement.

Please note that the EIS Administrator is not trained in methods of analysis, so what follows is informational in nature. In the fourth quarter, there were 123 "opportunities for compliance." That is, there were 123 instances inspected for compliance with the DOJ Agreement. Of those, 74 were compliance with section 116a, and 49 were compliance with section 116b. There were a total of fourteen instances of noncompliance with either Item 116a or Item 116b. Only one unit (as defined by UDAR groupings) had more than one instance of noncompliance. In order to determine the extent of noncompliance in this unit, the EIS files of all 15 officers assigned to the unit were reviewed. There were no EIS entries related to a personnel evaluation. In order to remedy this situation, the Administrator immediately sent an e-mail to the unit sergeants reminding them to make an entry when they do an evaluation. The Administrator's chain of command was also notified in the event more extensive action is needed.

All units with at least 10 opportunities for compliance in the quarter reported 90% or better compliance: TOD (100%), East (96%), Central (93%), and North (90%). It appears that the incidents of noncompliance are isolated and, with the exception of the unit described above, not clustered in any one unit or supervisor.

Thus PPB identified an area where significant improvement must be made. PPB will report on the status of the unit described above in the first quarter of 2016 as to the corrective action taken and the corresponding result.

## **2016 Q1 Update:** 116a:

In order to perform this check for compliance, the EIS Administrator obtained a list of all sworn members of Officer rank using the "Super Roster" function on the PPB Intranet. Employees with less than 24 months' tenure, and therefore either still on a probationary status or within the first six months of permanent status and thus not yet subject to a routine employee evaluation, were excluded from the list because they are supervised through the Training Division and evaluated at least monthly. This list was placed in seniority order, with 1 being the most senior officer and 589 being the least senior officer. The EIS Administrator then used a random number generator to obtain 75 unique numbers between 1 and 589.

For each of the 75 numbers, the EIS Administrator located the corresponding officer on the numbered list and determined whether

# Department of Justice Tasks / Quarterly Update Report

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an evaluation would have been required (for example, officers on various kinds of extended leave or who work full time for the PPA are not required to have an evaluation). For the employees who are required to be evaluated, the EIS Administrator then checked EIS to see if there was an entry in the discussion tracker in the 4th quarter of 2015 or the 1st quarter of 2016 indicating an employee evaluation had been done in one of those quarters. Employees who had such an entry were counted as being in compliance with this section, and employees who did not have an entry were counted as not being in compliance with this section.

This review was completed on April 3, 2016. Of the 75 employees checked, one was excluded because that employee is not subject to being evaluated and three were excluded due to their extended leave status. Of the 71 remaining employees, 58 had an entry in compliance with the above standard, which is an 81.7% compliance rate. This compliance rate is approximately midway between the 77.6% compliance rate from the 3rd quarter of 2015 and the 86.5% compliance rate in the 4th quarter of 2015.

The unweighted average compliance rate for all three quarters is 81.9%. In order to improve the quality of evaluations and the compliance rate, in early April 2016 the PSD Captain sent an e-mail to all RU Managers emphasizing the importance of EIS reviews to completing a thorough evaluation and detailing a simple system that is likely to result in improved compliance over time.

116b:

The first quarter of 2016 saw the high rate of compliance with this section of the Agreement continue. The compliance rate was 99% for the quarter (38 reviews completed of 38 possible reviews in January, 18 of 18 in February, and 25 of 26 in March for a total of 81 of 82 in the quarter). This rate compares to a compliance rate of 94% (46 on time out of a possible 49) in the fourth quarter of 2015, 94% in the third quarter (65 on time out of a possible 69), 96% in the second quarter (108 on time out of a possible 113), and 49% for the first quarter (34 on time out of a possible 69). It is not realistic to expect 100% compliance every quarter, but maintaining a compliance rate of at least 90%, as we have for the past year, is realistic and attainable.

The significant increase in compliance rate can be traced directly to the more extensive e-mail reminder and follow-up system PSD implemented with the beginning of the 2nd quarter of 2015. If the required 116b review has not been completed within 21 days of the transfer, the PSD lieutenant sends an e-mail to the Responsibility Unit (RU) Manager reminding them of the required review. If the review is not done after 30 days, the PSD Captain sends to the RU Manager requesting a response and appropriate action be taken to correct the problem.

116c:

For the 4th quarter of 2015, PPB redesigned its reporting process for this Item and that reporting process continues for this quarter. PPB agrees with the COCL that the information analyzed in the past was not providing significant value compared to the time it took to compile. After a series of discussions involving EIS staff and PPB's internal DOJ compliance team, PPB decided to change the reporting to an analysis of the prior two items (116a and 116b) on a unit-and-supervisor basis. PPB is open to returning to the prior reporting scheme if COCL believes this would help bring PPB into substantial compliance with the Agreement.

**2016 Q2 Update:** Item 116a:

Officers were checked as before (see prior reporting for methodology). A sample of 75 officers was used, which is approximately 1 in 8 officers who were subject to evaluation for at least six months. Sergeants were checked for the first time this quarter, as they have now been subject to evaluation for over six months. The same general methodology was used as for officers (see prior reporting). A sample of 33 officers was used, which is approximately 3 in 10 sergeants who were subject to evaluation. A proportionally larger share of sergeants was chosen because of the smaller absolute number of sergeants. Additional ranks (lieutenant, detective, criminalist) will be checked as they become subject to evaluation for at least six months.

The compliance rate for officers, at 80.5%, was in line with prior results (3 of the 75 officers excluded for various reasons). A breakdown by branch and division is included in the supporting documentation. Of the sergeants subject to evaluation (1 sergeant—assigned to the PPA and therefore not subject to evaluation—was excluded), 53.1% were in compliance. The breakdown by branch and division for this is also included in the supporting documentation.

The overall compliance rate for this section (officers and sergeants combined) was 72.1%. Personnel assigned to the Operations and Community Services branches tend to have more exposure to EIS by virtue of the nature of their assignments, and the

# Department of Justice Tasks / Quarterly Update Report

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compliance rate in these branches (77.9%) was markedly different from the other two branches (41.1%).

In order to improve the quality of evaluations and the compliance rate, in early April 2016 the former PSD Captain sent an e-mail to all RU Managers emphasizing the importance of EIS reviews to completing a thorough evaluation and detailing a simple system that is likely to result in improved compliance over time. Furthermore, PSD is planning to provide another training to supervisors when the revised version of Directive 345.00 is released. Reinforcing the message contained in the e-mail will be one point of emphasis in the training.

Item 116b:

Since implementing an e-mail reminder system early in the 2nd quarter of 2015, compliance with this section had been above 90% each quarter. This quarter's compliance rate was 84%. Out of 69 possible reviews, 58 were completed on time (14 of 14 in April, 4 of 5 in May, and 40 of 50 in June). All but 1 of the out of compliance reviews have been completed as of 8/3/16. Of the 11 missed reviews, the ranks of the people required to do the reviews are as follows:

-Sergeant: 1

-ASII (Lieutenant equivalent): 1

-Senior Business Operations Manager (RU Manager): 2

-Captain: 3

-Commander: 3

Two of the missed reviews (Senior Business Operations Manager) were by an employee who has never supervised sworn personnel and did not attend the EIS training for all sworn supervisors that was conducted in November 2014. These reviews were promptly completed (the same day) when the deficiency was brought to this employee's attention.

The EIS Administrator has sent an e-mail to all sworn supervisors reminding them of the importance of timely reviews. Because the e-mail reminder system has proven generally effective at increasing compliance rates to acceptable levels, PPB believes this quarter's results are an anomaly that will not be repeated going forward. PSD will be monitoring compliance rates with this section closely in the future to determine whether additional corrective action is necessary. Regardless of future compliance rates, the importance of doing these reviews will be addressed in the upcoming training.

Item 116c:

The methodology for reporting on this section remains the same. Please see prior quarterly reporting (2015 Q4) for a detailed explanation. However, in a recent meeting, DOJ and COCL seemed to imply that this section did not require reporting at all, but rather was intended to require a series of unit and supervisor level thresholds aimed at identifying, per COCL, "deviant supervisors." Pending further discussion with DOJ and COCL, PPB will continue to use its historical interpretation.

In the second quarter, there were 173 "opportunities for compliance." That is, there were 173 instances inspected for compliance with the DOJ Agreement. Of those, 104 were compliant with section 116a, and 69 were compliance with section 116b. The accompanying table (see supporting document) lays out compliance percentages by branch.

With one exception, all units with at least 10 opportunities for compliance in the quarter reported compliance rates higher than the Bureau average: North (100%), the Chief's Office (100%), Traffic (91%), East (88%), and TOD (83%). The other unit (Central, 58%) was below the Bureau average, a result that was almost entirely driven by supervisors' failure to document EIS reviews done in conjunction with sergeants' personnel evaluations.

This quarter's compliance rate was influenced by the addition of sergeants to the 116a evaluation reviews and the missed 116b reviews in June. Please see those sections for corrective action that PPB believes will effectively strengthen its oversight systems.

**2016 Q3 Update:** Item 116a:

Officers and sergeants were checked using the same sample size and methodology as in prior quarters (see prior reporting).

Detectives were checked for the first time this quarter as they have now been subject to evaluation for over six months. The same general methodology was used as for other ranks. Because detectives perform non-supervisory duties, they were sampled at

# Department of Justice Tasks / Quarterly Update Report

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approximately the same rate as officers. The 10 detectives that made up the sample compose approximately 1 in 7 eligible detectives. Additional ranks (lieutenant, criminalist, etc.) will be checked as they become subject to evaluation for at least six months. Supervisory ranks will be sampled at a higher rate than non-supervisory ranks due to the need to ensure accountability up the chain of command.

The compliance rate for officers was 70.4% (4 of the 75 officers excluded for various reasons). The compliance rate for sergeants was 48.5% (no sergeants excluded). The compliance rate for detectives was 40.0% (no detectives excluded). Please see the supporting documentation for a more detailed breakdown of results by division and detail.

The overall compliance rate for this section (all ranks combined) was 61.4%. Personnel assigned to the Operations Branch had a compliance rate of 71.6%. The remaining branches had a combined compliance rate of 46.6%. Please note that these compliance rates cannot be directly compared to the branch compliance rates provided in previous quarters due to an extensive restructuring of the Bureau that occurred just prior to the beginning of this quarter.

Item 116b:

This quarter's compliance rate was 65%. Out of 105 possible reviews, 68 were completed on time (10 of 12 in July, 5 of 11 in August, and 53 of 82 in September). Of the 36 missed reviews, the ranks of the people required to do the reviews are as follows:

- Sergeant: 9
- Lieutenant: 21
- Captain: 1
- Commander: 2
- Assistant Chief: 3

The results achieved in this section, coupled with the results described in Section 116(a) above, are a significant cause of concern to PSD staff. PSD and the EIS Administrative Team will be working with the Chief's Office, the Strategic Development Oversight Group, and the COCL over the course of the next quarters to design and implement an enhanced accountability, oversight and compliance system connected to the EIS software and usage.

Item 116c:

The methodology for reporting on this section remains the same. Please see prior quarterly reporting for a detailed explanation. Past conversations and DOJ's recent Compliance Assessment point to continuing disagreement about the meaning of this provision of the Agreement. Pending further discussion with DOJ and COCL, PPB will continue to use its historical interpretation.

Please note that neither the EIS Administrator nor anyone on the EIS staff is trained in methods of analysis so what follows is informational in nature. In the fourth quarter, there were 219 "opportunities for compliance." That is, there were 219 instances inspected for compliance with the DOJ Agreement. Of those, 114 were compliance with section 116a, and 105 were compliance with section 116b. The accompanying tables (see supporting document) lays out compliance percentages by precinct, division, and branch.

No precinct or division had a compliance rate above 90%, although some divisions or shifts that had eight or more opportunities for compliance had compliance rates above 85%—the Traffic Division, the Drugs and Vice Division, the afternoon shifts at Central Precinct, and the night shift at North Precinct.

PPB recently received feedback from DOJ that the information used to compile the Item 116(c) reporting could also be used to conduct a trend analysis for PPB's precincts and divisions. Although EIS staff are not trained in analytical methods, we did use the data to create some graphical references that show how the information changes over time. Please see the supporting documentation for the graphs and underlying data.

The first comparison used overall compliance rates for Items 116(a), (b), and ©. This graph showed a decline in compliance over the past two quarters, reinforcing the need for additional training and communication regarding the importance of EIS use to both employee development and DOJ compliance.

# Department of Justice Tasks / Quarterly Update Report

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The second comparison used compliance rates for reviews required by Item 116(a) broken down by reporting unit (generally precinct or division). Due to the fact that not all reporting units had employees sampled in all periods, differences in assignment, and regular transfers of personnel, no firm conclusions can be drawn from the information reviewed. The graph and associated data are provided for information only.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**



# Department of Justice Tasks / Quarterly Update Report

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## Task Description

118-119

Continue existing and add new EIS thresholds to trigger case management review

**Task Requirements:** PPB shall continue to use existing thresholds, and add on additional threshold, to trigger case management reviews:

-any officer who has three uses of force in a one-month period.

**Status** Actively in Process

**Action Steps:**

1. PPB will request for the EIS contractor to implement additional trigger as required in this agreement
2. PPB will amend internal policies to reflect new threshold in EIS once the technological change is made

**Task Date Completed:**  Received DOJ Approval? Approval

**Evidence of Completion:** 1. EIS contractor proposal

### Status Note:

**2014 Q1 Update:** Modification to PPDS not made due to pending RegJIN replacement project. Issue identified as one that needs to be included in Statement Of Work for contractor who will incorporate EIS in the RegJIN system

**2014 Q2 Update:** Statement of Work (SOW) completed with this requirement. PPB in process of negotiating the contract with the sole system's developer.

**2014 Q3 Update:** Contract negotiations continued related to all of the requirements for the EIS system, including the additional threshold for three uses of force in a one month period. The due date for that item of work is consistent with the requirement of the Agreement so expect deliverable by November 29, 2014.

**2014 Q4 Update:** The additional threshold to trigger review of any officer who has three uses of force in a one month period has been designed, implemented, tested and operationalized. There were two alerts related to this threshold in this quarter.

**2015 Q1 Update:** There were 289 alerts created in the 1st quarter of 2015. Of the 289 alerts, 129, or about 45%, were for thresholds related to force. Only 5 alerts were for officers who used force 3 times in 30 days. Of those, two were anomalies; one was a reporting error, one involved three relatively low levels of force; and one had extensive use of deescalation prior to force use. All were within policy with no deficiencies debriefed. In addition, in none of the five cases did the 3 in 30 day alert occur concurrently with another force alert.

The remaining 124 alerts were for officers who broke thresholds related to force ratios (i.e. use of force in 20% of arrests in past six months or used force three times more than the average number of those on same shift). 122 were closed after review by administrator's supervisor mainly because use was within policy and there were no patterns of activity to address. Two were sent out to RU managers for review--one is awaiting a supervisor's review and the other is in intervention monitoring.

**2015 Q2 Update:** There were 91 alerts created in the 2nd quarter. Of those 91 alerts, 50, or about 55%, were for thresholds related to force. No alerts were for officers who used force 3 times in 30 days. These numbers are not broken out for individual thresholds because officers often break both force ratio thresholds, which are then combined into one alert. Breaking out each threshold individually would overstate by a nontrivial number the quantity of alerts processed in the quarter.

The numbers above are only for alerts that were "created" in the 2nd quarter according to the definition used in the EIS Annual Report. That is, there were 91 alerts that were given a number in the 2nd quarter, regardless of when the threshold was broken. This is important because the threshold system was off line for about 11 weeks to accommodate a system upgrade related to the new RegJIN report writing and records management system. The system was restarted on June 23, 2015, resulting in a significant backlog of alerts. As of July 19, 2015, 121 alerts are still awaiting a review from the EIS Administrator. An additional 99 alerts were reviewed and a decision made by the EIS Administrator between July 1, 2015, and July 19, 2015. These 220 alerts that either are still awaiting a review or were reviewed in July include alerts for thresholds that were broken after the threshold system was restarted.

# Department of Justice Tasks / Quarterly Update Report

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There are only a small number of force alerts that were sent out for RU review. The main reason for this is the 940 process. EIS was implemented prior to the requirement that all force events be documented and reviewed in an after action. The supervisors on scene are identifying and correcting many of the issues EIS was originally designed to identify and correct. The alerts that are sent out for force are largely related to issues outside of an individual use of force, such as a potential pattern that could be concerning.

As of July 19, 2015, there were 27 open alerts. Only 4 of these alerts were related to force. The higher than usual number of alerts can be attributed to the rapid clearing of the backlog of alerts. Since alerts are leaving PSD at a higher than normal rate, the natural consequence is more open alerts. Of note, 15 of the open alerts (56%) are for commendations, meaning that officers are regularly getting compliments from both their chain of command and citizens.

The EIS Administrator wrote an SOP that covers alert processing. This SOP lays out guidelines for processing every type of alert and should serve as a useful reference in the future.

In addition this quarter, EIS underwent an upgrade required so that the system would work with the Bureau's new report writing and records management system. As part of this upgrade, a new threshold was added for employees who experience 3 traumatic incidents in 30 days. PPB expects to adjust the sensitivity of this threshold as more data is collected. The overarching goal is to identify officers who have experienced a lot of trauma in a relatively short period of time and who may benefit from an intervention.

**2015 Q3 Update:** As noted last quarter, an alert is considered to be "created" when it is given a case number. This is especially important to understand this quarter because, as mentioned before, the threshold system was turned off for about 11 weeks to accommodate a system upgrade related to the new RegJIN report writing and records management system. The threshold system was restarted on June 23, 2015, resulting in a significant backlog of alerts. These alerts were assigned case numbers roughly in line with when the EIS Administrator was able to review and process them. Not all of the alerts that EIS found when the threshold system was turned back on were created in the same quarter. In fact, two hundred twenty alerts related to this backlog were created in July 2015 even though EIS identified the threshold break when the threshold system was restarted on June 23, 2015.

Thus, there were 384 alerts "created" in the third quarter even though a number of those occurred in the second quarter. Of those 384 alerts, 188, or about 50%, were for thresholds related to force. Nine of the 188 force alerts were for officers who used force 3 times in 30 days. These numbers are not broken out further, that is, for individual force ratio thresholds because officers often break both force ratio thresholds (relative to detail and the 20% threshold). Those threshold breaks are then combined into one alert because it is simpler and more efficient to analyze them together; the analysis of each threshold individually would be redundant.

Of the 384 alerts created in the 3rd quarter, 47, or about 12%, were sent out for review by an RU Manager. The alerts sent out for review included 10 force alerts (3 for using force 3 times in 30 days), 9 complaint alerts, 26 commendation alerts, and 2 traumatic incident alerts. The force alerts sent out for review represent approximately 5% of force alerts created, although in this quarter 33% of the alerts related to force in 30 days were sent out for review.

Recent feedback supplied by both COCL and DOJ has mentioned the low rate of alerts being sent for RU review. Responsive to that feedback, the EIS Administrator analyzed the force alerts created in September 2015 to illustrate the reason for the low number sent out for RU review. In that month, 42 total alerts were created, and 4 were sent for review. The 38 alerts that were not sent for an RU review were assigned to one of 5 categories: duplicate, transfer, singular use of force, data error, and other. Alerts were considered to be declined as a duplicate if a prior alert had reviewed all of the uses of force under review in the present alert. Alerts were considered to be declined for transfer if a transfer was primarily responsible for the alert (for example, one officer had a force ratio that was in line with his peers at his old assignment but markedly higher than the officers assigned to his new detail, which caused an alert; another officer got an alert when a transfer to an off street assignment due to injury caused his force ratio to spike). Alerts were considered to be declined as a singular use of force if the alert was created based on only one use of force. This category was composed of a considerable number of alerts on supervisors. Alerts were considered to be declined as a data error if a data error caused the alert to be created (note that these alerts were still reviewed for concerns prior to being declined). Alerts were considered to be declined for other reasons if none of the above criteria applied. Some alerts were declined for more than one reason (for example, it was a duplicate alert based on a singular use of force). When this was the case, the alert was arbitrarily

# Department of Justice Tasks / Quarterly Update Report

---

assigned to only one category to avoid over reporting decline data. In September 2015, 13 alerts were declined as duplicates, 12 alerts were declined as singular uses of force, 3 alerts each were declined as transfers and data errors, and 7 alerts were declined as other.

As mentioned in other communications, the EIS Administrator and PSD Staff look forward to being able to confer with DOJ and COCL to provide them with a working understanding of EIS and its various systems.

**2015 Q4 Update:** There were 281 alerts created in the 4th quarter of 2015. Of those 281 alerts, 170, or about 60%, were for thresholds related to force. Eleven of the 188 force alerts were for officers who used force 3 times in 30 days. These numbers are not broken out further, that is, for individual force ratio thresholds because officers often break both force ratio thresholds (relative to detail and the 20% threshold). Those threshold breaks are then combined into one alert because it is simpler and more efficient to analyze them together; the analysis of each threshold individually would be redundant. Breaking out each threshold individually would overstate by a nontrivial number the quantity of alerts processed in the quarter.

Of the 281 alerts created in the quarter, 17, or about 6%, were sent out for review by an RU Manager. The alerts sent out for review included 9 force alerts (2 for using force 3 times in 30 days), 1 complaint alert, and 7 commendation alerts. The decrease in alerts from the 3rd to 4th quarter is largely due to a decrease in commendation alerts that were sent out for review (from 26 to 7). The force alerts sent out for review represent approximately 5% of force alerts created, although in this quarter 18% of the alerts related to force in 30 days were sent out for review. As of January 31, 2016, there were 20 open alerts that were created in 2015. Seven of these alerts were related to force.

**2016 Q1 Update:** There were 425 alerts created in the 1st quarter of 2016. Of those 425 alerts, 161, or about 38%, were for thresholds related to force. Four of the 161 force alerts were for officers who used force 3 times in 30 days. These numbers are not broken out further, that is, for individual force ratio thresholds because officers often break both force ratio thresholds (relative to detail and the 20% threshold). Those threshold breaks are then combined into one alert because it is simpler and more efficient to analyze them together; the analysis of each threshold individually would be redundant. Breaking out each threshold individually would overstate by a nontrivial number the quantity of alerts processed in the quarter. Of the remaining alerts, 230 were for commendations, 25 were for complaints, and 9 were for traumatic incidents.

Of the 425 alerts created in the quarter, 37, or about 9%, were sent out for review by an RU Manager. The alerts sent out for review included 12 force alerts (1 for using force 3 times in 30 days), 5 complaint alert, and 20 commendation alerts. More alerts of each type were sent out in this quarter as compared to the prior quarter, and the percentage of alerts sent out for review also increased by 50% (from 6% to 9%). The force alerts sent out for review represent approximately 7% of force alerts created, although in this quarter 25% of the alerts related to force in 30 days were sent out for review.

In February 2016, EIS staff met with COCL and DOJ to provide a more in depth briefing on EIS. Over half of the day was devoted to the alert system and alert processing. PPB looks forward to receiving feedback on this meeting.

**2016 Q2 Update:** There were 212 alerts created in the 2nd quarter of 2016. Of those 212 alerts, 147, or about 69%, were for thresholds related to force. Eleven of the 147 force alerts were for officers who used force 3 times in 30 days. These numbers are not broken out further (for individual force ratio thresholds) for reasons described in past reporting. Of the remaining alerts, 34 were for commendations, 31 were for complaints, and 0 were for traumatic incidents.

Twenty of the 212 alerts created in the quarter, or about 9%, were sent out for review by an RU Manager. The alerts sent out for review included 9 force alerts (2 for using force 3 times in 30 days), 5 complaint alerts, and 6 commendation alerts. The percentage of alerts sent out for review remained constant quarter over quarter, although last quarter represented a 50% increase from the prior quarter. In other words, the number of alerts sent out for review increased substantially in the 1st quarter of 2016, and that high number was maintained in the 2nd quarter. The force alerts sent out for review represent approximately 7% of force alerts created, although in this quarter 18% of the alerts related to force in 30 days were sent out for review.

In mid June 2016, PPB released what is believed to be a first of its kind examination of the effectiveness of what the academic

# Department of Justice Tasks / Quarterly Update Report

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community calls an “Early Intervention System” at identifying employees who are at risk of a career ending or career limiting event. Past research has examined the effectiveness of various interventions as well as the organization-level effects of “E-I Systems,” but no prior research, to our knowledge, has tried to determine how effectively a threshold system can select at-risk officers. Although this paper was supplied in its entirety to DOJ, a summary will be provided here for convenience.

It is generally understood that the primary reason for existence of an E-I system is the identification of employees who are at risk of experiencing a career limiting or career ending event. Once identified, the law enforcement organization, through its supervisors, can then intervene with the employee and potentially prevent the event from occurring. PPB defined these events in two ways: an event that caused the City to pay more than \$5,000, and an event that resulted in the employee receiving at least one day off without pay.

The base rate of these events in the sworn population of PPB is about 2.5%. That is, in any given year, about 25 employees per thousand will experience some event that is in one of the two categories above. Two analyses were performed to determine how well EIS selected employees relative to this base rate. Both analyses were done using the employee as the unit of analysis; employees who experienced multiple adverse events or EIS alerts in the period under study had those events merged.

The first analysis looked strictly at employees who actually experienced adverse events. In this case, EIS was able to identify such employees at approximately twice the base rate. In other words, 5% of the employees for which EIS created an alert went on to experience an adverse event. This result means that out of every 20 employees for which EIS created an alert, 19 did not go on to experience an adverse event.

The second analysis looked at employees who actually experienced adverse events as well as employees who had an EIS alert sent out to their RU Manager. In this case, EIS was able to identify employees at about four times the base rate. In other words, 10% of the employees for which EIS created an alert either had that alert sent out for RU Manager review or went on to experience an adverse event (or both). This result means that for every 10 employees for which EIS created an alert, 9 did not go on to experience an adverse event, nor was the alert sent out for their RU Manager to review.

This research constituted an initial look at the effectiveness of EIS in identifying employees who are at risk of experiencing a career limiting or career ending event. Future research is planned, potentially including a study of the potential effects of varying the thresholds as well as a comparison of similarly situated employees who did, and did not, have these events occur in their careers.

**2016 Q3 Update:** The terminology used in this section is consistent with that used in past quarters. Please see past reporting for more information.

There were 188 alerts created in the 3rd quarter of 2016. Of those 188 alerts, 140, or about 74%, were for thresholds related to force. Seven of the 140 force alerts were for officers who used force 3 times in 30 days. These numbers are not broken out further (for individual force ratio thresholds) for reasons described in past reporting. Of the remaining alerts, 9 were for commendations, 33 were for complaints, and 6 were for traumatic incidents.

Twenty-one of the 188 alerts created in the quarter, or about 11%, were sent out for review by an RU Manager. The alerts sent out for review included 8 force alerts (3 for using force 3 times in 30 days), 7 complaint alerts, and 6 commendation alerts. The percentage of alerts sent out for review increased approximately 20% (11% is about 20% greater than 9%) quarter over quarter. This increase came after an approximately 50% increase in alerts sent out two quarters ago. In other words, the number of alerts sent out for review increased substantially in the 1st quarter of 2016, and this quarter saw another moderate increase in that number. The force alerts sent out for review represent approximately 6% of force alerts created, although in this quarter 43% of the alerts related to 3 uses of force in 30 days were sent out for review.

In mid June 2016, PPB released what is believed to be a first of its kind examination of the effectiveness of what the academic community calls an “Early Intervention System” at identifying employees who are at risk of a career ending or career limiting event. This research constituted an initial look at the effectiveness of EIS in identifying employees who are at risk of experiencing a career limiting or career ending event. PPB had several productive conversations with COCL and DOJ over the course of the 3rd

# Department of Justice Tasks / Quarterly Update Report

---

quarter regarding this report, its implications, and the potential for further inquiry. Future research on a variety of topics related to EIS will be undertaken over the course of the next year.

Included in the supporting documentation is a chart with information on alerts created by quarter. This chart has information on total alerts, alerts for employees who broke a force threshold, alerts for employees who used force three times within thirty days, and alerts sent out for additional review each quarter.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

120

Additional EIS Administrator

**Task Requirements:** PPB will identify and train a second EIS administrator. This individual may be assigned to other tasks within the Professional Standards Division or as otherwise needed.

**Status** Actively in Process

**Action Steps:**

1. PSD will work with Training Division to identify the opportunity for an EIS sergeant placed within the Training Division
2. Training division will advertise and select a sergeant for the position
3. Training Division and Professional Standards Division will develop an SOP memorializing the position and associated responsibilities with regard to EIS

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. Training Division Sergeant position announcement
2. EIS Administrator position announcement
3. Memo from PSD Sergeant Fender

### Status Note:

**2014 Q1 Update:** Position has been posted twice but received no responses. Will be posted again.

**2014 Q2 Update:** Training Division Sergeant Matt Stimmel has been designated as the second EIS administrator and will undergo the necessary training to serve as back-up.

**2014 Q3 Update:** Sergeant Stimmel continues to serve as the second EIS administrator and has received training in its use.

**2014 Q4 Update:** Sergeant Stimmel remains as the second EIS administrator. He is scheduled to meet with the primary EIS administrator every Wednesday to facilitate communication and promote consistency since he is stationed at the Training Center in NE Portland and the primary works at the Justice Center.

**2015 Q1 Update:** Effective March 1, 2015, Lt. Gorgone replaced Sgt. Stimmel as the second EIS administrator.

**2015 Q2 Update:** No change in the designation of the second EIS administrator.

**2015 Q3 Update:** There is no change to this item. Lt. Gorgone remains the second EIS Administrator. Recent feedback from DOJ and COCL has mentioned the training of the EIS Administrators. Since EIS is a custom built program, there is no formal training outside of the Bureau that one could attend to learn how to use, manipulate or navigate the system. That knowledge is gained through on-the-job training. There was a period of overlap with the former EIS administrator when Sgt. Jensen took over this responsibility. PPB agrees that having well-trained EIS staff is important. To that end, Sgt. Jensen and Lt. Gorgone have attended various relevant trainings and continue to look for training seminars and conferences that would provide them additional insight into how to use EIS more effectively.

**2015 Q4 Update:** There is no change to this item. Lt. Gorgone remains the second EIS Administrator.

**2016 Q1 Update:** There is no change to this item. Lt. Gorgone remains the second EIS Administrator.

**2016 Q2 Update:** No personnel changes were made in this regard this quarter. Lt. Gorgone remains the second EIS Administrator.

**2016 Q3 Update:** Lt. Gorgone remains the second EIS Administrator.

Although this report generally covers activity in the 3rd quarter, it merits mentioning that PSD acquired a temporary employee just days into the 4th quarter. Sgt. Amanda McMillan has transferred into the division and will be here for the next several quarters. She will be learning the role of EIS Administrator with the goal of becoming an additional EIS Administrator. In addition, over the course of her time in PSD, it is expected that a reference library containing material that will supplement the on-the-job training will be created.

**2016 Q4 Update:**

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Wednesday, December 14, 2016

# Department of Justice Tasks / Quarterly Update Report

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**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

121

Improved Investigation Timeline

**Task Requirements:** PPB and the City shall complete all administrative investigations of officer misconduct within one-hundred eighty (180) days of receipt of a complaint of misconduct, or discovery of misconduct by other means. For the purposes of this provision, completion of administrative investigations includes all steps from intake of allegations through approval of recommended findings by the Chief, including appeals, if any, to CRC. Appeals to CRC shall be resolved within 21 days.

**Status** Complete - pending external review

**Action Steps:**

1. PSD will establish new required timelines for personnel involved in administrative review of officer misconduct
2. PSD will produce graphs of all options for investigation and associated timelines

**Task Date Completed:** 2/15/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. Flow charts for 7 types of investigation

### Status Note:

**2014 Q1 Update:** PPB/IA continues to strive to meet the allotted timeframe. A number of investigations completed in this quarter fell outside the timeline.

**2014 Q2 Update:** Despite PPB/IA's stated goal, again a number of investigations were not completed within the allotted time. IA is in process of completing a comprehensive analysis of a year's worth of data with explanations and recommendations for system improvements to positively impact this performance outcome.

**2014 Q3 Update:** Once again, despite IA's stated goal, a significant number of investigations were not closed within the allotted 180 days. IA is examining the length of delay at each step of the process to determine what, if any, changes could be implemented to expedite the completion of the investigation.  
IA is also just finishing its report on the timeframes for all closed 2013 Administrative Investigations which the Bureau will use as its baseline for future outcome measures.

**2014 Q4 Update:** IA's 2013 annual report indicated that it investigated 65 cases and 17 (26%) were completed in 180 days or less which is the DOJ's stated goal. This will serve as the baseline for the Bureau's future work in this area.  
For the first half of 2014, IA had 26 cases and it has completed 16 of these investigations. Of the 16 completed cases, 5 (31%) were completed in under 180 days so improvement was noted. IA has made significant adjustments to the previous timeframes in its own unit to speed up the process. However, IA is now looking at the other PPB internal units involved in the process to see how their role might be expedited as well as potentially broader changes to the tracks of the current system without sacrificing the purpose or effect.

**2015 Q1 Update:** PPB/IA's initial tally for 2014 shows that 56 cases were investigated by IA. Twenty-six of those (46%) have been completed as of the end of this quarter. Of those completed cases, 13 or 50% met the 180 day timeline which is a significant improvement over 2013 but still far from the stated goal.  
Thus PSD continues to analyze ways to expedite the process. It did so in a couple of arenas by taking 9 days off the time allotted for PRB and 7 off CHO's review time.  
IPR has proposed City Code changes as well which would save a total of 39 days in its piece of the process. This was set for City Council review in March but was postponed at the request of interested parties who wanted additional time in which to comment.

**2015 Q2 Update:** This is still a work in progress. Chief O'Dea gave direction to all RU Managers and Executive Staff via memorandum on February 5th and May 19th, and to the DOJ on February 27th, regarding the 180 day timeline requirement specific to administrative investigations. As of this update, no formal steps have been taken specific to missed timelines (i.e., letter of expectation, performance investigation) besides the requirement for RU managers and Branch Assistant Chiefs to submit memorandums (to Chief O'Dea) when they have missed their allotted timelines, including EIS entries for those having missed timelines on administrative investigations assigned to them after February 5th.  
For the 2nd Quarter of 2015, there were a total of 20 Administrative Investigations completed. Ten of those did not meet the 180



# Department of Justice Tasks / Quarterly Update Report

---

day timeline. Of the 20 investigations, the median total number of days to completion was 180 days.

Of the 10 late investigations:

- IA was late 8 times on at least 1 track of the process
- IPR was late 9 times on at least 1 track (just info since PPB as no control over IPR and its timelines)
- The RU's were late 6 times (East Precinct 4 times; Central Precinct 2 times)
- The CHO was late 3 times
- PRB process was late 1 time

The Median number of days in which all 10 investigations went over was 44.5

**2015 Q3 Update:** For the third quarter, there were thirteen (13) Administrative Investigations completed of which two (2) failed to meet the 180-day timeline. That represents 15% of the total (refer to Quarterly Stats Report) which is a significant improvement over past quarters. The delay on those cases occurred both at IPR and IA (for complete details see Administrative Investigations report). DOJ has expressed a need for the City to address, in a more global fashion, IPR's and PSD's timelines, divisions of labor, and redundancies. To that end, there have been several meetings involving IA, IPR, the Auditor, the Mayor, and the City Attorney to address these concerns.

**2015 Q4 Update:** In the fourth quarter, there were 26 Administrative investigations closed, of which 15 met the 180 day timeline. The median number of days for those was 174.5. The delays for the 11 that missed the mark were attributable to both IPR and IA. As noted previously, the stakeholders are in the process of addressing this issue and DOJ's overarching desire for a holistic look at the current accountability system and a plan for achieving compliance with Section VIII of the Agreement. The City is engaged in a 4-step process to develop such a plan:

1. Convene a City Workgroup to map out the current system, identify barriers to compliance and find opportunities to simplify it in a way that increases fairness, effectiveness and accessibility for all stakeholders. (June 2015-Dec.2015).
2. Convene a focus group of key individuals involved with the officer accountability system, including community members who serve on civilian oversight bodies, to engage in frank discussion about current system and proposed improvements. (Jan. 2016-Apr. 2016);
3. Provide summaries of key discussion points to the Mayor, Auditor and Chief to inform development of compliance plan (Apr. 2016);
4. City publishes its plan to achieve compliance and solicits input from all interested parties, including the general public, DOJ, COCL, COAB and CRC. (TBD)

Although the focus group is not open to the public, a summary of its discussion will be publicly available in April 2016.

**2016 Q1 Update:** In the first quarter of 2016, there were a total of 17 administrative 1--investigations closed. Of those investigations, 7 (41%) missed the 180 day timeline. The median duration for the cases closed was 156 days. Both IA and IPR were equally responsible for tardiness in 5 of the 7 cases. The Rus missed the timeline in 2 of the cases, and the Chief's office missed in 1 of them.

The second step in the holistic review process commenced this quarter. The Accountability Focus Group is made up of representatives from IA, IPR, CRC, and PRB. In addition, a police accountability advocate and a patrol officer are also part of the group. The group has met approximately seven times, and the last meeting is scheduled for May 18, 2016. At that meeting, the group plans to review the notes of their prior discussions with a goal of identifying issues where they reached consensus on potential solutions. Next step will be to send the group's written summaries to the police chief and Auditor for use in their development of a plan.

**2016 Q2 Update:** During this quarter, there were a total of 17 administrative investigations closed. Of those investigations, 7 missed the 180 day timeline, or 41%.

- Internal Affairs had overdue timelines in 5 of the 7 overdue cases, or 71%.
- The Us missed timelines in 1 of the 7 overdue cases, or about 14%.
- The Chief's Office (CRC Challenge Review) missed timelines in 1 of the 7 overdue cases, or 14%.
- IPR missed timelines in 5 of the 7 overdue cases times, or 71%.
- PRB missed timelines in 1 of the 7 overdue cases.
- CRC Appeal Window Timelines went over in 3 of the 7 cases.
- The median duration of all the cases closed in the 2nd Quarter of 2016 was 173 days.

# Department of Justice Tasks / Quarterly Update Report

---

The Accountability Focus Group concluded its work by producing three basic concepts for the Portland City Council to consider. Of the three, the City Council has supported the one it feels will reduce the redundancies specifically in the area of appeals. This new plan was presented to the city council on July 1, 2016. The next step is for the Council to present this new proposal to the public in several different venues. The new plan with any additional suggestions by the public will be brought back before Council for a vote as Code changes will be required. In the interim, the Internal Affairs Directives will be reviewed and revised in anticipation of these changes

**2016 Q3 Update:** For the 3rd Quarter of 2016, there were a total of 20 administrative investigations closed. Of those investigations, 9 missed the 180 day timeline, or 45%.

- Internal Affairs had overdue timelines in all 9 of the overdue cases, or 100%.
- The RU's missed timelines in 6 of the 9 overdue cases, or 67%.
- The Chief's Office missed timelines in 3 of the 9 overdue cases, or 33%.
- IPR missed timelines in 6 of the 9 overdue cases times, or 67%.
- PRB missed timelines in 0 of the 9 overdue cases.
- CRC Appeal Window Timelines went over in 5 of the 9 cases.
- The median duration of all the cases closed in the 3rd Quarter of 2016 was 176 days.

In Quarter 3 the proposed structure of the accountability system that City Council had accepted was vetted at a community forum. It was met with criticism and disapproval. IPR then proposed code changes which incorporated some elements of the proposed structure, but the code changes were not voted on by City Council. Council decided to table the matter at this time and indicated that a stakeholders group would be created that will meet in Quarter 4 to further discuss proposed changes to the system.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

122

Concurrent administrative and criminal investigations

**Task Requirements:** PPB shall conduct administrative investigations concurrently with criminal investigations, if any, concerning the same incident. All administrative investigations shall be subject to appropriate tolling periods as necessary to conduct a concurrent criminal investigation, or as otherwise provided by law, or as necessary to meet the CRC or PRB recommendation to further investigate.

**Status** Complete - pending external review

**Action Steps:**

1. Create/Update IA SOP #7: Deadly Force and In-Custody Death Investigations
2. Create/update IA SOP #30: Concurrent Administrative/Criminal Investigations
3. Report on implementation of these SOPs

**Task Date Completed:** 10/4/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. IA SOP #7 (updated)
2. IA SOP #30 (new)

### Status Note:

**2014 Q1 Update:** This is now standard operating procedure so used in each investigation this quarter.

**2014 Q2 Update:** This is the protocol in each investigation.

**2014 Q3 Update:** This continues to be IA's practice pursuant to SOPs #7 and #30.

**2014 Q4 Update:** IA continues to use this protocol with each investigation.

**2015 Q1 Update:** IA continues to follow this practice with each investigation.

**2015 Q2 Update:** IA is conducting concurrent investigations pursuant to its relevant SOP.

**2015 Q3 Update:** In this quarter, there were six (6) Criminal Investigations which IA also investigated (refer to Criminal-IA Concurrent Investigation Audit report)

- 2015-B-0021 Criminal Investigation 7/6/15 – IA Investigation 7/14/15
- 2015-C-0201 Criminal Investigation 7/6/15 – IA Investigation 7/10/15
- 2015-C-0273 Criminal Investigation 9/4/15 – SIO 9/25/15
- 2015-C-0275 Criminal Investigation 8/19/15 – IA declined 9/25/15 (no violation of Bureau Directives)
- 2015-C-0276 Criminal Investigation 9/4/15 – IA Investigation 9/11/15
- 2015-C-0305 Criminal Investigation 9/14/15 – IA Investigation 10/1/15 (tolling period necessary due to criminal investigation)

**2015 Q4 Update:** There were 3 concurrent criminal and IA investigations initiated in the 4th quarter of 2015.

- 2015-B-0031, Criminal initiated 11/6/15 - IA initiated 11/16/15
- \*2015-C-0336, Criminal initiated 11/3/15 - IA initiated 12/1/15
- 2015-C-0378, Criminal initiated 12/18/15 – IA initiated 12/30/15

\* The venue of the criminal investigation was in the State of Washington. Both the investigating agency as well as the DA requested that we (PPB IA) not commence our interviews until their investigation was completed and a determination of whether or not charges would be filed was made.

**2016 Q1 Update:** There were 7 concurrent criminal and IA investigations initiated in the 4th quarter of 2015:

- 2016-B-0003, Criminal Initiated 02/16/2016, IA initiated 04/06/2016
- 2016-C-0008, Criminal Initiated 01/06/2016, IA initiated 01/05/2016
- 2016-C-0035, Criminal Initiated 02/09/2016, IA initiated 02/09/2016
- 2016-C-0043, Criminal Initiated 02/22/2016, IA initiated 02/22/2016
- 2016-C-0070, Criminal Initiated 03/25/2016, IA initiated 03/09/2016
- 2016-C-0085, Criminal Initiated 03/23/2016, IA initiated 03/23/2016

# Department of Justice Tasks / Quarterly Update Report

---

•2016-C-0091, Criminal Initiated 02/29/2016, IA initiate02/29/2016.

The IA captain communicates on a weekly basis with the Commander of the Detectives Division or the lead RU to obtain updated information regarding the status of any criminal investigation. This includes either direct or email communication from the DA recommending/requesting whether or not IA should move forward with compelled interviews.

**2016 Q2 Update:** PPB had 4 concurrent criminal and IA investigations initiated in the 2nd quarter of 2016.

•2016-B-0010, Criminal Initiated 04/25/2016, IA initiated 04/25/2016

•2016-B-0015, Criminal Initiated 05/25/2016, IA initiated 05/25/2016

•2016-C-0107, Criminal Initiated 04/01/2016, IA initiated 03/31/2016

•2016-C-0147, Criminal Initiated 04/22/2016, IA initiated 04/22/2016

The IA captain continues to communicate on a weekly basis with the Commander of the Detectives Division or the lead RU to obtain updated information regarding the status of any criminal investigation. In the cases with outside jurisdictions in charge of the investigation, a liaison is chosen to speak weekly with the investigating agency for updates. This includes either direct or communicated information from the DA recommending/requesting that IA should or should not move forward with compelled interviews.

**2016 Q3 Update:** PPB had 4 concurrent criminal and IA investigations initiated in the 3rd quarter of 2016.

•2016-B-0025, Criminal Initiated 07/27/2016, IA initiated 07/27/2016

•2016-C-0235, Criminal Initiated 07/1/2016, IA initiated 07/1/2016

•2016-C-0267, Criminal Initiated 07/29/2016, IA initiated 07/29/2016

•2016-C-0283, Criminal Initiated 07/16/2016, IA initiated 08/19/2016

Due to personnel changes with the CHO and the PSD Captain, IAD was not notified of this case until 8/19/2016, at which time a concurrent administrative investigation was opened.

The IA Captain continues to communicate on a weekly basis with the Commander of the Detectives Division or the lead RU to obtain updated information regarding the status of any criminal investigation. In the cases with outside jurisdictions in charge of the investigation, a liaison is chosen to speak weekly with the investigating agency for updates. This includes either direct or communicated information from the DA recommending/inquiring whether or not IA should move forward with compelled interviews.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

123

Inability to meet timeline targets analysis

**Task Requirements:** If PPB is unable to meet timeframe targets for administrative investigations, it shall undertake and provide to DOJ a written review of the IA process, to identify the source of the delays and implement an action plan for reducing them.

**Status** Actively in Process

**Action Steps:**

1. IA will create new SOP identifying how the division will review and analyze whether internal investigations are being completed within required time limits
2. PSD will report resulting analysis and identify opportunities for improvement
3. PPB Leadership will review PSD recommendations for improvement and report on implementation of recommendations or report why implementation was not pursued

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:**

1. Draft PSD SOP #29
2. Analyses of cases not meeting 180-day requirement

## Status Note:

**2014 Q1 Update:** Captain Famous has provided reports on each of the investigations that did not meet the 180 day timeline with explanation for delay at each relevant step of the process.

**2014 Q2 Update:** IA continues to provide a report on each of the investigations that did not meet the 180 day timeframe with the reason for delay at each applicable step in the process.

**2014 Q3 Update:** Captain Famous provided a report on each of the investigations that did not meet the 180 day timeframe with the reason for the delay at each step of the process.

**2014 Q4 Update:** IA provided a report on each of the investigations that did not meet the 180 day time line with the reason for delay cited for each step of the process. Efforts continue to explore ways to reduce the delays, looking at both the individuals involved and the overall system. IA is identifying patterns that continue to arise in the delays and is addressing those.

**2015 Q1 Update:** Captain Famous continued to submit a report on each of the investigations that did not meet the 180 day timeline with reason(s) for delay as they became available.  
An action plan addressing various decision points in the process continues to be developed to assist in reducing the delays. As noted in Action item #121 PSD took 9 days off the time allotted for PRB and 7 off CHO's review time. Other options are being pursued as well including an examination of the RU manager's response time and a new protocol regarding that piece is expected in April.

**2015 Q2 Update:** As mentioned under Item 21, Chief O'Dea has given direction regarding timelines and potential consequences for those not meeting them to all RU Managers and Executive Staff. This message has also been reiterated by the Branch Assistant Chiefs to their leadership, as evidenced by the timely submissions of memoranda of late to the Chief and EIS entries made in the responsible party's Discussion Tracker (when applicable).  
Insofar as an Action Plan, Chief O'Dea has advised that formal accountability measures will be taken, if necessary, against those RU Managers and executive staff members who do not meet the allotted timelines on any IA or IPR-generated investigation entirely initiated after February 5th, 2015.

**2015 Q3 Update:** As noted in item 121, in the 3rd quarter there were only two (2) Administrative Investigations that did not meet the 180-day timeline. Both of these had delays at both IA and IPR. The IA missed timelines are documented in the attached memoranda with the reasons for the delays and proposed remedies.

**2015 Q4 Update:** As noted in item 121, there were 11 investigations that did not meet the required timeline this quarter. They each involved delays at IPR and IA. The cases in which IA missed timelines are documented in the memoranda included in the supporting documents with the reasons for the delays and proposed remedies.

# Department of Justice Tasks / Quarterly Update Report

---

**2016 Q1 Update:** As reported in item 121, there were 7 investigations that did not meet the required timeline for this quarter. They each involved delays at IPR and IA. The cases in which IA missed the mark are documented in the memoranda included in the supporting documents folder for this item with the reasons for the delays and proposed remedies.

**2016 Q2 Update:** As reported in item 121, there were 7 cases that did not meet the 180 day timeline. Five of these were delays at the IPR and IA stages. Each case was looked at individually and the reason for not meeting the timelines was documented in a memo to the Chief of Police. The Captain of PSD also included his proposed remedies for the Chief.

- Refero supporting document folder containing 2016 Q2 written memoranda
- Refer to Admiistrativen Investigations Report

**2016 Q3 Update:** As reported in item 121, there were 9 cases that did not meet the 180 day timeline. All 9 of these cases had delays at the IPR and IA stages. Each case was looked at individually and the reason for not meeting the timelines documented in a memo to the Chief of Police. The Captain of PSD also included his proposed remedies for the Chief.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

124

On Scene Public Safety Statements and Interviews

**Task Requirements:** City and PPB shall review its protocols for compelled statements to PSD and revise as appropriate so that it complies with applicable law and current professional standards, pursuant to Garrity v. New Jersey, 385 U.S. 493 (1967). The City will submit the revised protocol to DOJ for review and approval.

PLEASE NOTE THIS ADDITIONAL REQUIREMENT: Within 45 days of obtaining DOJ's approval, PPB shall ensure that all officers are advised on the revised protocol.

**Status** Actively in Process

**Action Steps:**

1. PPB will change the policy associated with on scene review of an incident
2. Detectives Division will ensure changes to internal SOPs regarding detective interviews on scene
3. PPB will submit changes to Directives and/or SOP to DOJ for approval
4. PPB will alert community, stakeholders, and PPB employees of change and allow for comment
5. PPB will incorporate feedback and finalize policy within 45 days of DOJ approval

**Task Date Completed:**  **Received DOJ Approval? Approval**

## Evidence of Completion:

### Status Note:

**2014 Q1 Update:**

**2014 Q2 Update:**

**2014 Q3 Update:** PPB is initiating its review of its protocols for compelled statements.

**2014 Q4 Update:** PPB has found no inconsistencies with its protocol and the Garrity standard. PSD is in the process of creating a SOP that references the applicable law and standards. The City will provide that document to DOJ.

**2015 Q1 Update:** PSD is still working with the Detectives Division on this SOP. A meeting with all the relevant stakeholders including the District Attorney, the Union and the Chief's office has been set to promulgate this procedure.

**2015 Q2 Update:** All involved parties continue to have work to do in this arena. Nothing has been finalized as yet.

**2015 Q3 Update:** This continues to be an area of dispute between DOJ and the City as evidenced by DOJ's comments in its periodic compliance status assessment. The parties agree that a meeting is required to address the concerns of both and to come to some resolution of this matter. The first of these meetings was held in October.

**2015 Q4 Update:** All the stakeholders are engaged in the effort to resolve this issue but the solution has yet to be determined. The City Attorney and DOJ met in person during a DOJ visit and email correspondence continued thereafter. The Multnomah County DA's office was involved in communication with DOJ as well. Further discussions are planned to work out a protocol that is acceptable to all involved.

**2016 Q1 Update:** Discussions are continuing between all stakeholders. The parties achieved greater clarity regarding Oregon law and how to mitigate the risks of improperly granting transactional immunity. Parties continue to work on a global resolution.

**2016 Q2 Update:** City Council is still evaluating a global resolution. Meanwhile, City and DOJ will discuss changes to Directive 1010.10 which should occur by year's end.

**2016 Q3 Update:** This issue remains outstanding. The parties have agreed to delay any attempt at resolution of this sticking point until Directive 1010.00 and its associated policies are finalized. The hope is that this will occur in the fourth quarter.

**2016 Q4 Update:**

**2017 Q1 Update:**

# Department of Justice Tasks / Quarterly Update Report

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2017 Q2 Update:

2017 Q3 Update:

2017 Q4 Update:

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**Task Description**

125

Communications Restriction Orders

**Task Requirements:** Separation of all witness and involved officers to lethal force events is necessary in order to safeguard the integrity of the investigation of that event. Immediately following any lethal force event, PPB shall continue to issue a communication restriction order (“CRO”) to all witness and involved officers, prohibiting direct or indirect communications between those officers regarding the facts of the event. The CRO will continue, unless extended further, until the conclusion of the Grand Jury or, if no Grand Jury is convened, until a disposition is determined by the District Attorney.

**Status** Actively in Process

**Action Steps:**

1. Update Internal Affairs SOPs to ensure that Communication Restriction Orders (CROs) and separation of witnesses is policy
2. Update Detectives Division SOPs to ensure the process for issuing CROs meets the requirements in the Agreement

**Task Date Completed:**  Received DOJ Approval? **Approval**

**Evidence of Completion:**

1. IA SOP #7 (located in folder #122)
2. IA SOP #30 (located in folder #122)

**Status Note:**

**2014 Q1 Update:** This process was utilized by PPB in the lethal force event that occurred in March, 2014 near Wilson High School.

**2014 Q2 Update:** A CRO was implemented by PPB in the lethal force event that occurred in April, 2014

**2014 Q3 Update:** This process was followed after the lethal force event that occurred near I-84 on September 1, 2014.

**2014 Q4 Update:** This remains the PPB's standard operating procedure for any lethal force events but was not implicated this quarter as no such event occurred.

**2015 Q1 Update:** This protocol was followed after the lethal force event that took place in March, 2015.

**2015 Q2 Update:** CROs were put into place after each of the two lethal force events that occurred this quarter.

**2015 Q3 Update:** Two CROs were issued after the lethal force event that took place in July.

**2015 Q4 Update:** The protocol for the issuance of CROs was followed after the lethal force event that took place on November 6, 2015. Seventeen CROs were served.

**2016 Q1 Update:** This remains the PPB's standard operating procedure for any lethal force event but was not implemented this quarter as no such event occurred.

**2016 Q2 Update:** The protocol for the issuance of CROs was followed after the officer-involved shooting that took place on May 24, 2016. Thirty-four CROs were served.

**2016 Q3 Update:** This remains the PPB's standard operating procedure for any lethal force event but was not implemented this quarter as no such event occurred.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**



# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

126

Lethal force on-scene witness officer briefings

**Task Requirements:** PPB shall continue to require witness officers to lethal force events to give an on-scene briefing to any supervisor and/or a member of the Detective Division to ensure that victims, suspects, and witnesses are identified, evidence is located, and provide any information that may be required for the safe resolution of the incident, or any other information as may be required.

**Status** Complete - pending external review

**Action Steps:** 1. PSD will ensure that bureau policies meet the requirements of this provision

**Task Date Completed:** 10/4/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. IA SOP #7 (located in folder #122)  
2. IA SOP #30 (located in folder #122)

### Status Note:

**2014 Q1 Update:** This process was followed in officer-involved shooting of suspect near Wilson High School in March, 2014.

**2014 Q2 Update:** This requirement was followed in the officer-involved shooting on April 16, 2014

**2014 Q3 Update:** This requirement was followed in the officer-involved shooting of suspect on I-84 on September 1, 2014.

**2014 Q4 Update:** This procedure remains in effect for use in any lethal force event.

**2015 Q1 Update:** This procedure was utilized at the scene of the officer-involved shooting of a suspect in March, 2015.

**2015 Q2 Update:** This was done by Operations and/or Detectives at the scene of each of the two officer-involved shootings this quarter.

**2015 Q3 Update:** This procedure was not followed in the July OIS because the witness officer who sustained an injury was taken to the hospital.

**2015 Q4 Update:** This process was utilized following the OIS in November. One of the witness officers who had been at the scene from the start provided the on-scene briefing.

**2016 Q1 Update:** This procedure remains in effect for use in any lethal force event but was not set in motion this quarter as no such event occurred.

**2016 Q2 Update:** This process was implemented in the May 2016 OIS. One of the officers and his attorney participated in a scene walk through with Detectives.

**2016 Q3 Update:** This procedure remains in effect for use in any lethal force event but was not set in motion this quarter as no such event occurred.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

127

Involved officer on-scene walk-throughs

**Task Requirements:** In agreement and collaboration with the Multnomah County District Attorney, PPB shall request that involved officers in lethal force and in-custody death events provide a voluntary, on-scene walk-through and interview, unless the officer is incapacitated.

**Status** Actively in Process

**Action Steps:**

1. PPB will change the policy associated with on scene review of an incident
2. Detectives Division will ensure changes to internal SOPs regarding detective interviews on scene
3. PPB will submit changes to Directive and SOP to DOJ for approval
4. PPB will alert community, stakeholders, and PPB employees of change and allow for comment
5. PPB will incorporate feedback and finalize policy within 45 days of DOJ approval

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

## Evidence of Completion:

### Status Note:

**2014 Q1 Update:** SOP in place. Unable to do in lethal force incident in March near Wilson High as officer was shot and taken to hospital.

**2014 Q2 Update:** This continues to be the practice of the PPB.

**2014 Q3 Update:** This process was followed in the investigation of the I-84 incident that resulted in the shooting of a young man on Labor Day.

**2014 Q4 Update:** This remains the practice of the PPB in lethal force and in-custody death cases.

**2015 Q1 Update:** It remains the practice of PPB to ask for a voluntary on-scene walk through in lethal force events. There was one lethal incident this quarter. The officer was asked to participate in an on-scene walk-through but declined. This protocol will also be addressed at the stakeholders meeting referenced in Action item #124.

**2015 Q2 Update:** This is the protocol in place for lethal force events. There were two such events this quarter and in both cases, the officers were asked but declined to participate in an on-scene briefing or public safety statement.

**2015 Q3 Update:** This protocol remains in effect for lethal force events. In the lethal force incident that took place in July, the officers were asked by detectives both to participate in a voluntary on-scene walk through and to provide a voluntary statement. Neither occurred as the officer declined based on the advice of his counsel.

**2015 Q4 Update:** This protocol remains in place for lethal force events. In the one incident this quarter that occurred on November 6, 2015, the two officers were asked to participate in a voluntary on-scene walk-through and provide a voluntary statement. Both officers declined the requests based on the advice of counsel.

**2016 Q1 Update:** It remains the protocol of PPB to ask for a voluntary on-scene walk through in lethal force events. However, there were no such events this quarter.

**2016 Q2 Update:** This protocol remains in effect for lethal force events. In the OIS that occurred on May 24, 2016, the two involved officers were asked by Detectives to participate in a voluntary on-scene briefing and interview and both declined at the time.

**2016 Q3 Update:** This protocol remains in effect for lethal force events. However, there were no such events this quarter.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

128

IPR and IA Interview Plan Implementation

**Task Requirements:** The City will develop and implement a plan to reduce time and effort consumed in the redundant interview of witnesses by both IPR and IA, and enable meaningful independent investigation by IPR, when IPR determines such independent investigation is necessary.

**Status** Actively in Process

**Action Steps:**

1. IPR and IA will hire additional investigators
2. IPR will consult with IA to pursue City Code changes that allows for IPR to conduct meaningful independent investigations

**Task Date Completed:**  Received DOJ Approval? Approval

**Evidence of Completion:**

1. Draft City Code Chapter 3.21, Section 3.21.070 P
2. Personnel orders identifying new Internal Affairs investigator positions

### Status Note:

**2014 Q1 Update:** Additional investigators are working cases. IA and IPR jointly working cases in collaborative fashion. Pertinent City Code changes are found in Chapter 3.21.120 B 3 a & b; C 2 a & b; and Chapter 3.21.220 A, B, C & D

**2014 Q2 Update:** IPR is conducting more in-depth intake interviews and has done several more independent investigations.

**2014 Q3 Update:** IA and IPR continue to work collaboratively on administrative investigations to reduce redundant interviews.

**2014 Q4 Update:** IA and IPR work closely together on administrative investigations to avoid redundant interviews when possible.

**2015 Q1 Update:** This plan is in effect. It is being worked now. IPR is doing more thorough intake interviews which has helped to alleviate the need for multiple interviews.

**2015 Q2 Update:** IPR has made efforts to streamline its intake process and refrain from extensive investigation on cases that are going to be full IA investigations so that redundancy is avoided. IA gets the case after IPR has done its intake, and has to do what is necessary to complete a thorough investigation. If IPR has already interviewed witnesses or the complainant completely, IA does not re-contact them unless critical reason exists.

**2015 Q3 Update:** IA and IPR continue to use the process in place to work collaboratively on these investigations to avoid the need for redundant interviews.

**2015 Q4 Update:** IA and IPR maintained their practice of coordinating their efforts to avoid redundant interviews.

**2016 Q1 Update:** IA and IPR maintained their practice of coordinating their efforts to avoid redundant interviews.

**2016 Q2 Update:** IPR has made efforts to streamline its intake process specifically to refrain from extensive investigations with allegations known to require a full IA investigation such as force complaints. When IA receives these cases, it conducts the extensive interviews necessary for the case. With regard to cases in which IPR has conducted an extensive intake interview, IA uses that information for its investigation and does not repeat the interview unless necessary information is missing.

**2016 Q3 Update:** IPR has made efforts to streamline its intake investigations specifically to refrain from extensive investigations with allegations known to require a full IA investigation such as force complaints. When IA receives these cases, they complete the extensive interviews necessary for the case. With cases where IPR has conducted an extensive intake interview, IA uses that information for their investigation and does not repeat the interview unless necessary information is missing.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

# Department of Justice Tasks / Quarterly Update Report

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2017 Q4 Update:

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

129

Use of excessive force investigations

**Task Requirements:** The City and PPB shall ensure that all allegations of use of excessive force are subject to full and completed IA investigations resulting in findings, unless there is clear and convincing evidence to IPR that the allegation has no basis in fact.

**Status** Actively in Process

**Action Steps:** 1. IPR propose changes to City Code to ensure that this is codified policy

**Task Date Completed:**  Received DOJ Approval? Approval

**Evidence of Completion:** 1. Proposed changes to City Code 3.21.110 A (located in folder #128)  
2. PSD SOP #19

### Status Note:

**2014 Q1 Update:** Relevant City Code provisions were enacted in December, 2013.

**2014 Q2 Update:** New SOP written to take effect July 1, 2014.

**2014 Q3 Update:** PPB/IA continues to abide by this requirement re: allegations of the use of excessive force.

**2014 Q4 Update:** PPB continues to conduct full and complete IA investigations on all allegations of use of excessive force that IPR forwards to the Bureau.

**2015 Q1 Update:** PPB conducts full and complete IA investigations on all allegations of use of excessive force as IPR forwards all of them now.

**2015 Q2 Update:** PPB's IA continues to investigate all allegations of use of excessive force. IA will make a minor edit to its SOP to memorialize this change required by DOJ.

**2015 Q3 Update:** PPB's IA continues to conduct full investigations on all allegations of use of excessive force as it has since December 2014. The relevant SOP has been revised and is in effect.

**2015 Q4 Update:** PPB's IA is following its SOP which requires that all allegations of excessive use of force be fully investigated, resulting in findings.

**2016 Q1 Update:** PPB's IA is following its SOP which requires that all allegations of excessive use of force be fully investigated, resulting in findings. The relevant SOP states: "Cases with any excessive use of force allegations will also be assigned as complete IA investigations resulting in findings, unless there is clear and convincing evidence to IPR that the allegation has no basis in fact." As of March 31, 2016, there were thirty-one (31) allegations of force opened as new cases initiated in the first quarter. Of those, one case was declined. In that case, IA Case 2016-C-0048, the matter was fully investigated; however, during the IA intake stage, one of the officers named was determined to have had NO physical contact with the complainant and was removed as a subject in that investigation.

**2016 Q2 Update:** As of July 9, 2016, there were 13 cases with force allegations initiated in the second quarter of 2016. Of those, none were declined by IA.

**2016 Q3 Update:** As of October 20, 2016, there were 16 cases with force allegations initiated in the 3rd Quarter of 2016. Of those, none were declined by IA. These numbers may be subject to change as cases initiated in later part of quarter progress in the intake process.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

130

Prohibition of retaliation against those who report misconduct

**Task Requirements:** The City and PPB shall continue to expressly prohibit all forms of retaliation, including discouragement, intimidation, coercion, or adverse action, against any person who reports misconduct, makes a misconduct complaint, or cooperates with an investigation of misconduct.

**Status** Complete - pending external review

**Action Steps:** 1. Ensure that PPB policies adhere to the requirements of this provision.

**Task Date Completed:** 12/14/2012  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. Directive 310.120  
2. City of Portland HR Policy 2.02

## Status Note:

### 2014 Q1 Update:

**2014 Q2 Update:** City Attorney's office is reviewing the old Directive 310.20 with new comments received after its posting to reconcile and finalize the proposal for Chief's consideration.

**2014 Q3 Update:** Retaliation Directive 310.20 is in Executive reconciliation stage.

**2014 Q4 Update:** Directive 310.20 prohibiting retaliation was enacted on November 19, 2014.

**2015 Q1 Update:** The relevant directive 310.20 is in effect.

**2015 Q2 Update:** Directive 310.20 was posted for universal public comment on May 2, 2015 for its required 6 month review. It is currently in the Executive Reconciliation phase.

**2015 Q3 Update:** Directive 310.20 was enacted this quarter. DOJ indicated that it generally meets the prohibition requirements of this paragraph. However, DOJ recently suggested that the City failed to address issues of allegations of intimidation. That incident involved an individual acting in a capacity separate and apart from duties as an officer, so PPB has no role in pursuing that case. DOJ should determine the outcome and correct the prior assertion.

**2015 Q4 Update:** Directive 310.20 is in effect and is not scheduled to be reviewed again until July 2016.

**2016 Q1 Update:** Directive 310.20 is in effect and is not scheduled to be reviewed again until July 2016.

**2016 Q2 Update:** Directive 310.20 is in effect and is not scheduled to be reviewed until July 2016.

**2016 Q3 Update:** Directive 310.20 remains in effect and is on the list for review under the new Directives process.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

131

CRC Participation and Rotation on PRB

**Task Requirements:** The City and PPB shall retain Police Review Board procedures currently utilized for the purposes of investigation and making recommended findings on administrative complaints.

See specific requirements and considerations noted in the Agreement, #131.

**Status** Actively in Process

**Action Steps:** 1. IPR will propose changes to City Code that modify PRB membership opportunities for CRC members.

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:** 1. Proposed changes to City Code 3.21 (located in folder #128)

### Status Note:

#### 2014 Q1 Update:

**2014 Q2 Update:** PSD drafted a revision of Directive 336.00 which was posted for public comment which was received. Forwarded to City Attorney's office for review and reconciliation.

**2014 Q3 Update:** After considerable review and discussion of the version posted in May, PPB re-posted Directive 336.00 for public comment on September 1, 2014. It is now in Executive reconciliation phase.

**2014 Q4 Update:** Directive 336.00 was enacted on October 30, 2014.

**2015 Q1 Update:** This particular directive is set for its six month review and will be posted for universal review on April 1, 2015.

**2015 Q2 Update:** The directive was posted for universal review as scheduled on April 1, 2015. It is now in the Executive Reconciliation phase.

**2015 Q3 Update:** This directive remained in Executive Reconciliation phase during this quarter.

**2015 Q4 Update:** This directive is still in the Executive Reconciliation phase. It will be finalized with the rest of the 300 series Directives once the review of the overall Accountability system is completed in the Spring and DOJ has provided its feedback.

**2016 Q1 Update:** The status of this directive remains the same as last quarter.

**2016 Q2 Update:** The status of this directive remains the same as in the last quarter. The changes to the accountability system under consideration currently would require revision of this directive as the new proposal would have different designated participants in the process. A meeting has been set for the last week of July to begin work on changes to the discipline directives that would mirror the suggestions given to City Council on July 1, 2016.

**2016 Q3 Update:** The status of this directive remains the same. The stakeholder group requested by the City Council will begin meeting in the 4th quarter to look at further recommendations for the accountability system. This may ultimately impact changes to the directive.

#### 2016 Q4 Update:

#### 2017 Q1 Update:

#### 2017 Q2 Update:

#### 2017 Q3 Update:

#### 2017 Q4 Update:

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

132

Requests made by PRB for additional investigation

**Task Requirements:** By majority vote, the PRB may request that investigations of misconduct be returned to its investigating entity, i.e. PSD or IPR, to complete the investigation as to factual matters necessary to reach a finding regarding alleged misconduct. The investigating entity must make reasonable attempts to conduct the additional investigation or obtain the additional information within 10 business days or provide a written statement to the PRB explaining why additional time is needed.

**Status** Actively in Process

**Action Steps:**

1. Modify Directive 336.00 Police Review Board to incorporate requirements of this provision
2. Notify PRB participants of change in procedure, outlined in Division SOP

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. New Draft Directive 336.00
2. Action Taken email from PSD

### Status Note:

**2014 Q1 Update:** This outlined process now incorporated in City Code 3.20.140

**2014 Q2 Update:**

**2014 Q3 Update:** Police Review Board Directive 336.00 was re-posted for public comment and Universal review on September 1, 2014. After the requisite 30 days, it is now in Executive Reconciliation phase.

**2014 Q4 Update:** Directive 336.00 was enacted on October 30, 2014. This incorporates the requirement in this action item that PPB perform additional investigation, if requested by PRB, and PPB does so on the rare occasions this arises.

**2015 Q1 Update:** As noted, this requirement was incorporated into Directive 336.00 and is done when requested.

**2015 Q2 Update:** This process is followed upon request of PRB.

**2015 Q3 Update:** To date, PPB has not had a case returned by the PRB for additional investigation. However, to assure that individuals are aware of this option, community members and peer members are instructed about this prerogative when they review the file in advance of a PRB hearing. Further, as a matter of practice, the PRB facilitator reads a script that includes the language "The Police Review Board may also make recommendations to the Chief of Police regarding the adequacy and completeness of an investigation." Recently that language in the Facilitator's script has been enhanced to specifically state "By majority vote, the PRB may request that investigations of misconduct be returned to its investigating entity, i.e. PSD or IPR, to complete the investigation as to factual matters necessary to reach a finding regarding the alleged misconduct."

**2015 Q4 Update:** There were no cases returned by the PRB for additional investigation in this quarter.

**2016 Q1 Update:** There were no investigations returned by the PRB for additional investigation in this quarter.

**2016 Q2 Update:** In the second quarter, there were no investigations returned by the PRB for additional investigation.

**2016 Q3 Update:** There were no investigations returned by the PRB for additional investigation in the 3rd Quarter of 2016.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**



# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

133

Civil liability claims and follow-up IA investigations

**Task Requirements:** If an officer's use of force gives rise to a finding of liability in a civil trial, PPB shall: (1) enter that civil liability finding in the EIS; (2) reevaluate the officer's fitness to participate in all current and prospective specialized units; (3) if no IA investigation has previously been conducted based upon the same allegation of misconduct and reached an administrative finding, conduct a full IA investigation with the civil trial finding creating a rebuttable presumption that the force used also violated PPB policy, which presumption can only be overcome by specific, credible evidence by a preponderance of evidence; (4) if an IA investigation has already concluded based upon the same allegation of misconduct and failed to reach a sustained finding, identify whether any new evidence exists in the record of the civil trial to justify the reopening of the IA investigation, and if so, reinstate an IA investigation; and (5) if an IA investigation has already concluded based upon the same allegation of misconduct and failed to reach a sustained finding, and no new evidence from the civil trial justifies reopening the IA investigation, work with IPR to identify the reason why the administrative finding was contrary to the civil trial finding and publish a summary of the results of the inquiry.

**Status** Complete - pending external review

**Action Steps:**

1. IA will add "review of findings of liability in lawsuits against PPB personnel" to scope of review for IA Lieutenant
2. IA will draft new SOP regarding Tort and Lawsuit Review processes
3. Tort Review Committee will continue to review all Tort Claims

**Task Date Completed:** 11/7/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. Draft IA SOP #31
2. Tort Review Board example agenda
3. Definition of Tort Review Board
4. PPB Professional Standards Division SOP, page 2

## Status Note:

**2014 Q1 Update:**

**2014 Q2 Update:** SOP #32 finalized and will take effect on July 1, 2014.

**2014 Q3 Update:** This process was implicated by a jury verdict in September. PSD entered the finding in EIS and is in consultation with the City Attorney's office for advice on how to proceed with the other requirements of this action item including evaluation of fitness for current duties and what type of investigation to pursue at this point.

**2014 Q4 Update:** This process was not initiated as no finding of civil liability was made by a jury this quarter. However, PSD continues its work related to the verdict rendered in September. It is crafting a draft SOP on how the evaluation of fitness will be conducted. The evaluations of the three officers involved in that case will be initiated in February. Discussions are on-going with USDOJ and the City Attorney's office regarding the investigation requirement that is outlined in the action item.

**2015 Q1 Update:** No findings of civil liability related to the use of force were made against the Bureau in this quarter so no entries were made. The SOP re: evaluation of fitness is done and in place. The evaluation of the officer in the pending case has been completed and has been forwarded to the A/C for review.

**2015 Q2 Update:** The Bureau sustained no findings of liability related to use of force in this quarter so no entries were made. PSD awaits further direction from City Attorney and DOJ re: the outstanding case in which this process was implicated.

**2015 Q3 Update:** The Bureau sustained no findings of liability related to use of force in this quarter so no entries were made. The City and DOJ have clarified what is left to be done in the one case that is affected by this item. The final memo outlining a summary of the results of the inquiry is being drafted and will be forwarded to DOJ.

**2015 Q4 Update:** The Bureau sustained no findings of liability related to use of force in this quarter, so no entries were made.

**2016 Q1 Update:** The Bureau sustained no findings of liability related to use of force in this quarter so no entries were made.

# Department of Justice Tasks / Quarterly Update Report

---

SOP 42 has been revised and reflects the recommendations made in the Technical Assistance report.

Regarding outstanding PPB Case No. 11-050814, IA has commenced a full administrative investigation into this incident. As soon as it is complete, it will be forwarded to DOJ.

**2016 Q2 Update:** PPB had no findings of liability related to the use of force in this quarter so no entries were made.

Regarding PPB Case No. 11-050814 (IA Case No. 2011-C-0237), IA has commenced a full administrative investigation into this incident. The investigator in charge of this case read over two thousand pages of documents, including all transcripts from the trial, depositions and reports written regarding this case. He then interviewed all of the officers involved. The report will be finished Monday July 11, 2016. The case will then proceed through the findings phase just like any other full investigation of force. Paragraph 133(4) or (5) will be followed once the case is complete and the finding has been finished.

**2016 Q3 Update:** The Bureau sustained no findings of liability related to use of force in this quarter so no entries were made.

SOP 42 has been revised and reflects the recommendations made in the Technical Assistance report.

Regarding PPB Case No. 11-050814 (IA Case No. 2011-C-0237), the report was finished July 19, 2016. During their review and approval process, IPR requested additional investigation on two separate occasions (August 3, 2016 and September 1, 2016). The investigation was finally completed on September 27, 2016 and East Precinct command staff is currently writing findings. Paragraph 133(4) or (5) will be followed once the case is complete and the finding has been finished.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

134

CRC Membership

**Task Requirements:** The City shall expand the membership of the CRC to 11 members, representative of the many and diverse communities in Portland, who are neutral, unbiased, and capable of making objective decisions. The quorum of CRC members necessary to act may remain at its existing level.

**Status** Assigned to IPR

**Action Steps:**

1. IPR will propose changes to City Code to accommodate requirements in this provision
2. City Council will vote on changes to City Code
3. IPR will solicit nominations for additional members to CRC in order to fulfill additional membership requirements

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:** 1. Proposed changes to City Code 3.21.080 A (located in folder #128)

### Status Note:

**2014 Q1 Update:** City Council task.

**2014 Q2 Update:**

**2014 Q3 Update:**

**2014 Q4 Update:**

**2015 Q1 Update:**

**2015 Q2 Update:**

**2015 Q3 Update:**

**2015 Q4 Update:**

**2016 Q1 Update:**

**2016 Q2 Update:**

**2016 Q3 Update:**

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

135

CRC findings of administrative outcomes

**Task Requirements:** The City and PPB agree that the CRC may find the outcome of an administrative investigation is unreasonable if the CRC finds the findings are not supported by the evidence.

**Status** Assigned to IPR

**Action Steps:**

1. IPR will propose changes to City Code to accomodate requirements in this provision
2. City Council will vote on changes to City Code
3. IPR will ensure training for CRC members regarding this change to the policy

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:** 1. Proposed chages to City Code 3.21.080 (located in folder #128)

## Status Note:

**2014 Q1 Update:** CRC task

**2014 Q2 Update:**

**2014 Q3 Update:**

**2014 Q4 Update:**

**2015 Q1 Update:**

**2015 Q2 Update:**

**2015 Q3 Update:**

**2015 Q4 Update:**

**2016 Q1 Update:**

**2016 Q2 Update:**

**2016 Q3 Update:**

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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**Task Description**

136

CRC appeal process / request for additional investigation

**Task Requirements:** In its review process for purposes of the appeal, the CRC may make one request for additional investigation or information to the investigating entity. i.e. PSD or IPR at any point during its review. See Agreement for specific requirements, #136.

**Status** Assigned to IPR

**Action Steps:**

1. IPR will modify City Code pertaining to Citizen Review Committee to clarify procedures for requests for additional investigation or information during an appeal process.
2. Code Changes will be presented to City Council at a public hearing

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:****Status Note:**

**2014 Q1 Update:** CRC task but the Bureau's Professional Standards Division is prepared to address any one additional request for investigation or information from the CRC.

**2014 Q2 Update:**

**2014 Q3 Update:**

**2014 Q4 Update:**

**2015 Q1 Update:**

**2015 Q2 Update:**

**2015 Q3 Update:**

**2015 Q4 Update:**

**2016 Q1 Update:**

**2016 Q2 Update:**

**2016 Q3 Update:**

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

137

Discipline Guide

**Task Requirements:** PPB and the City shall develop and implement a discipline guide to ensure that discipline for sustained allegations of misconduct is based on the nature of the allegation and defined, consistent, mitigating and aggravating factors and to provide discipline that is reasonably predictable and consistent.

**Status** Complete - pending external review

**Action Steps:**

1. PPB will work with IPR and outside auditing agency recommendations to develop discipline guide
2. PPB will review discipline guide with PPA
3. Following union review, PPB will implement discipline guide within PSD

**Task Date Completed:** 10/10/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. Final Draft discipline guide

### Status Note:

**2014 Q1 Update:** The finalized Discipline Guide became effective March 1, 2014.

**2014 Q2 Update:** The new Discipline Guide Directive 338.00 was posted for Universal review and public comment on May 1, 2014. It was still in Executive Reconciliation stage at the end of this quarter.

**2014 Q3 Update:** After much discussion during the lengthy period of Executive Reconciliation, command staff decided to re-post this Directive and all involving the Discipline Process for Universal review. This was done on September 1, 2014 for another 30 days. At the end of this quarter, it was once again in Executive Reconciliation. So no changes to the Guide itself were effectuated to this point.

**2014 Q4 Update:** The new Directive 338.00 which contains the Discipline Guide was finally enacted on October 30, 2014. It is being utilized by PPB on a regular basis at this time.

**2015 Q1 Update:** The Discipline Guide remains in effect and is utilized

**2015 Q2 Update:** The Discipline Guide which is contained in Directive 338.00 was posted for the 30 day universal review on April 1, 2015 for its required 6 month review. It is now in the Executive Reconciliation phase of the process.

**2015 Q3 Update:** Directive 338.00 remained in Executive Reconciliation phase during this quarter.

**2015 Q4 Update:** The relevant directive remained in the Executive Reconciliation phase during this quarter, awaiting the review of the entire 300 series of directives by DOJ, COCL and PPB. These will be addressed once the current analysis of the overarching accountability system has been completed.

However, to document for DOJ that the Discipline Guide in effect is being utilized, a check box has been added to the Corrective Action Recommendation memorandum. To assure that all were aware of this, an email was sent to command staff on December 2, 2015 informing them of this new requirement. Further, the relevant SOP #34 was updated to reflect this.

From December 2 through December 31, 2015, there were 2 instances in which the updated Corrective Action Recommendation (CAR) should have been used. Although both RU commanders used the old form, each affirmed they referred to the Discipline Guide before recommending the corrective action.

**2016 Q1 Update:** A check box has been added to the Corrective Action Recommendation memorandum requiring command to attest that the discipline guide was utilized prior to making any corrective action recommendation. In addition, an email was sent out informing ALL command staff of this new requirement. Command staff was reminded of this new requirement via a second email sent by the Discipline Coordinator on January 22, 2016. SOP #34 (Discipline Guide) was updated to reflect this new requirement.

**2016 Q2 Update:** Since the new check box has been added to the Corrective Action Recommendation, IA has reviewed each memo to make sure the box is checked and the discipline guide was reviewed.

**2016 Q3 Update:** Since the new check box has been added to the Corrective Action Recommendation memorandum, IA has reviewed each memo to

# Department of Justice Tasks / Quarterly Update Report

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make sure the box is checked and the discipline guide was reviewed.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

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**Task Description**

138

Complaint filing and tracking on the Internet

**Task Requirements:** The City shall enhance its existing website to ensure that a complainant can file and track his or her own complaint of officer misconduct.

**Status** Actively in Process

**Action Steps:**

1. IPR will continue to provide an online option for filing complaints in multiple languages.
2. IPR will identify opportunities for complainants to track complaints through the investigatory process following the initial filing.

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:** 1. <http://www.portlandonline.com/auditor/index.cfm?c=52031>

**Status Note:**

**2014 Q1 Update:** IPR's task.

**2014 Q2 Update:**

**2014 Q3 Update:**

**2014 Q4 Update:**

**2015 Q1 Update:**

**2015 Q2 Update:**

**2015 Q3 Update:**

**2015 Q4 Update:**

**2016 Q1 Update:**

**2016 Q2 Update:**

**2016 Q3 Update:**

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

139

Complainant documentation requests protocols

**Task Requirements:** Within 120 days of the Effective Date, the City shall review its protocols to ensure that the City shares with complainants requested documentation about his or her own complaint to the extent permitted by law.

**Status** Complete - pending external review

**Action Steps:** 1. Ensure PSD SOP regarding sharing of information with complainants complies with requirement of this provision

**Task Date Completed:** 10/4/2013  **Received DOJ Approval? Approval**

**Evidence of Completion:** 1. PSD SOP #14

### Status Note:

**2014 Q1 Update:** IPR performs this function for complainants in these cases rather than PPB.

**2014 Q2 Update:**

**2014 Q3 Update:**

**2014 Q4 Update:**

**2015 Q1 Update:**

**2015 Q2 Update:**

**2015 Q3 Update:**

**2015 Q4 Update:**

**2016 Q1 Update:**

**2016 Q2 Update:**

**2016 Q3 Update:**

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**



# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

140

Complaint tracking numbers and assignment information for complainant

**Task Requirements:** The City shall ensure that IPR provides each complainant a tracking number upon receipt of the complaint, informs each complainant of the complaint classification, assignment (precinct or IA) and outcome of the complaint (sustained, unproven, etc.) in writing (whether mail, email/text, or fax), including information regarding whether the City took any corrective action. The City Attorney's Office shall determine whether disclosures regarding corrective action are required on a case-by-case basis consistent with Oregon's Public Records Law.

**Status** Actively in Process

**Action Steps:** 1. IPR will work with complaint tracking software company to enhance existing software in order to meet the requirements of this provision.

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

**Status Note:**

**2014 Q1 Update:** IPR's task.

**2014 Q2 Update:**

**2014 Q3 Update:**

**2014 Q4 Update:**

**2015 Q1 Update:**

**2015 Q2 Update:**

**2015 Q3 Update:**

**2015 Q4 Update:**

**2016 Q1 Update:**

**2016 Q2 Update:**

**2016 Q3 Update:**

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

141-145

Establishment of Community Oversight Advisory Board (COAB)

**Task Requirements:** Establish the Community Oversight Advisory Board.

See specific requirements regarding the establishment and functions of the COAB in the Agreement, #141-#145.

**Status** Pending COCL selection

## Action Steps:

**Task Date Completed:**  **Received DOJ Approval? Approval**

## Evidence of Completion:

### Status Note:

**2014 Q1 Update:** DOJ Compliance team participated in the ongoing meetings that are held related to this process and the creation of an application for interested citizens.

**2014 Q2 Update:** DOJ Compliance team continued to attend all the meetings scheduled by the City Commissioner related to the creation of a COAB and provided feedback related to the application form for the at-large members. Process is ongoing as no COAB members have been named.

**2014 Q3 Update:** PPB's DOJ Compliance team continued to attend any meetings scheduled by the City Commissioner to discuss this process but most of the focus of meetings this quarter was on the COCL selection. The City indicated it will return to this effort after the COCL is named. The process for choosing the 5 at-large members remains to be decided.

**2014 Q4 Update:** The COCL was selected by the City Council on November 12, 2014. Attention then returned to the COAB and need to establish the process for the selection of the 5 at-large members. The Compliance team attended all the meetings scheduled for this purpose. By the end of the quarter, the process had been identified and an accelerated plan for posting the announcement and soliciting applications from a broad swath of community members was adopted so that final selections could be made by the 3rd week in January. A proposed calendar was adopted wherein the COAB would receive training on February 2, 2015 and their first meeting would be held on February 9, 2015.

**2015 Q1 Update:** The membership of the COAB as outlined in the Agreement was announced on January 22, 2015. The proposed calendar for a training session on February 2 and the first meeting on February 9 was followed.

**2015 Q2 Update:** The COAB met twice per month during this quarter to address its business.

**2015 Q3 Update:** The full COAB met monthly during this quarter, and its various subcommittees also met as scheduled throughout the quarter.

**2015 Q4 Update:** The full COAB met twice per month during this quarter and the three major subcommittees met at least once a month. PPB fully participates in all of these meetings.

**2016 Q1 Update:** The full COAB met twice per month during this quarter. The subcommittees, totalling four active ones, met at least once a month. PPB fully participates in all of these meetings.

**2016 Q2 Update:** The full COAB experienced a number of issues this quarter including interruptions of its meetings by community activists that caused a number of monthly meetings to be abruptly halted or cancelled. Thus the COAB did not meet as often as it has in previous quarters. However, PPB representatives participated in the meetings that were held.

**2016 Q3 Update:** The full COAB only met in July this quarter

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

2017 Q4 Update:

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

146

CEO Plan

**Task Requirements:** To ensure constitutional policing, to closely interact with the community to resolve neighborhood problems, and to increase community confidence, PPB shall work with City resources knowledgeable about public outreach processes to develop and finalize a Community Engagement and Outreach (CEO) Plan.

See specific requirements and additional timeline requirements outlined in the Agreement, #146.

**Status** Pending COCL selection

**Action Steps:**

1. Review PPB outreach methods and actual implementation with outside agencies and staff
2. Develop needs assessment through surveys and community input

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

**Status Note:**

**2014 Q1 Update:** Internal discussions are ongoing related to a framework for the Plan and the resources required for its implementation pending the appointment of the COCL.

**2014 Q2 Update:** Researched various CEO plans including the principles espoused by the City's ONI; drafted some documents as guides for the initiation of steps in the process; met with A/C on numerous occasions to move the PPB's effort forward while awaiting the selection of the COCL.

**2014 Q3 Update:** PPB designated Captain Chris Uehara as the point person for CEO Plan. While awaiting the selection of the COCL and COAB, the Bureau is organizing its internal advisory committee with representatives from each RU to review its current outreach and engagement efforts, resources needed for this effort as well as its capacity. The goal is to be prepared to collaborate with the COAB once it is convened.

**2014 Q4 Update:** The PPB's CEO Internal Advisory committee met on several occasions to begin the task of developing the Plan. The first meeting focused on the objectives, timelines, challenges and Agreement mandates. The Committee discussed breaking into 4 subcommittees of Data analysis; Outreach; Communications; and Research and Development. Each was given the task of collecting current outreach and engagement activities in which members of their particular RU participate so that it can be assembled for the COAB's eventual use.

At the second meeting, members met in their subcommittee and spent the time discussing the topics and creating action plans pertinent to their subcommittee. The community engagement information that members had gathered was provided to the Captain so that a master list could be created. Members were reminded to submit that info so that analysis could be conducted. Additionally, discussions took place with Command staff as to how to proceed before the COCL and COAB are named.

**2015 Q1 Update:** With the selection of the COCL team and the members of the COAB as of the end of January, PPB looked to begin collaborating with both on the development of the CEO Plan. The first step was to conduct a community survey re: public's perception of PPB's outreach efforts and accountability. The COCL took the lead on developing the questionnaire in consultation with COAB and pursuing a contract with PSU to mail and collect the surveys. The COCL agreed to do the analysis and write the report of the findings. The COAB voted to approve the use of PSU at its March meeting. However, a question was raised re: the legitimacy of that vote so it was placed on the April agenda to be revisited. A review and analysis of the survey results is ultimately required to inform the CEO Plan.

Meanwhile, the COCL initiated discussions on the second major time sensitive requirement to hold at least 2 public hearings to gather input on PPB's current outreach efforts. The COAB CEO subcommittee addressed it as did PPB after direction from Judge DeMuniz. The PPB prepared an hour long presentation of its efforts, highlighting the various types of outreach currently being done as well as the mechanisms used to communicate that activity. The first public meeting was scheduled for April 2, 2015 in North Portland.

PPB members are participating on the subcommittee. The PPB anticipates that the subcommittee will provide additional input in

# Department of Justice Tasks / Quarterly Update Report

---

areas outlined in the agreement that are not necessarily covered in the survey.

**2015 Q2 Update:** The June meeting of the CEO Plan subcommittee was comprised of a general discussion of timelines and strategies for outreach and work plans.

The following week, the PPB internal CEO committee, chaired by Commander Chris Uehara, met. The meeting began with an update on changes to the chair of the COAB and a briefing on the first public hearing of the COAB. Captain Elmore reported on the prior week's meeting of the COAB CEO subcommittee.

**2015 Q3 Update:** There was no July meeting of the CEO subcommittee. There were two meetings in August. These meetings included a review of the CEO Plan Timeline. Commander Chris Uehara shared some ongoing community engagement activities of the PPB as an initial look at these activities, inviting feedback and suggestions. An update on the community survey and committee budget was also discussed in the August meetings.

In order to assist in the CEO Plan development, the September meeting was attended by several of PPB's different advisory boards' members. These members informed the subcommittee of the ongoing work and projects of their groups which included the Slavic Advisory Council, Community Police Relations Committee, Homeless Youth Continuum, and the Training Advisory Council.

**2015 Q4 Update:** The plan is in the "initial assessment" phase of a six phase timeline proposal. The most recent timeline draft predicts that phase two "develop draft vision and framework for CEO plan" will begin in June of 2016. This timeline will be discussed in January of 2016.

There are a number of prerequisites to be completed before beginning the draft. One is the community survey. At the October CEOP subcommittee meeting, DHM VP, John Horvick, presented a draft of the Community Survey results. The CEOP also reviewed the COCL quarterly report with attention to the sections related to community engagement. Outreach plans were discussed. Conversations were also initiated regarding the timing of the required meeting of the COAB with the Mayor and Chief. On November 10th, PPB met with COCL to plan the November 19th presentation to COAB of PPB's ongoing outreach efforts. The parties agreed that the goal would be to engage in a dialogue as to what community engagement should look like from all perspectives.

At the November CEOP subcommittee meeting, participants reviewed the PPB partner survey questions from the 2014 PSU report. Suggestions were made for both improvements and additions to the questions for DHM's consideration. Members of the CPRC were present to address their role in the review of the 2009 plan on racial profiling as noted in the Agreement. That committee will draft an update to the plan and present it to the CEOP around March of 2016. The committee also discussed the upcoming COAB presentation by Commander Uehara and Bureau members regarding current community engagement.

The CEOP subcommittee is working to develop a speaker's bureau to inform community members about the COAB and to seek their involvement in the work of the COAB. At the December subcommittee meeting, talking points were outlined. These will be used to further develop messaging for the proposed speaker's bureau.

**2016 Q1 Update:** During this quarter, the Community Engagement and Outreach subcommittee in coordination with PPB planned and scheduled Community Engagement Workshop for April 14, 2016. Community attendance was encouraged and PPB members participated in round table discussions to gain an understanding of community desires for engagement and outreach.

It is expected that community feedback on three big questions will inform the development of the CEO plan. The three questions are: What do we want the relationship between PPB and the community to look like? What is PPB's responsibility in that relationship? What is the community's responsibility in that relationship?

Members of the CEOP expressed a desire to ask the three big questions of members of the city council in order that their thoughts are included. Also expected to inform the plan are the focus groups and any speaker's bureau opportunities that might arise. The CEOP subcommittee is currently seeking a broad inclusion of community voices in the development of the CEO Plan. CEOP is in conversation with the COCL regarding national best practices for community engagement. After consolidation of various voices and feedback, CEOP will move to the next phase of plan development which is to frame recommendations for PPB.

**2016 Q2 Update:** The community workshop planned in the last quarter was held on April 14, 2016. Roundtables were set up to facilitate dialogue and each purposely seated a police officer, a COAB member and community members who attended. All were asked to discuss the

# Department of Justice Tasks / Quarterly Update Report

---

"three big questions" that had been developed by the CEOPS: What do you want the relationship between the community and police to look like? What is the police bureau's responsibility to get there? What is the community's responsibility to get there? Answers were shared from each table and collected to later inform the CEO Plan.

The May 19, 2016 CEOPS meeting was disrupted by a group of filmers and adjourned forty eight minutes after it began with no progress toward the main work on the agenda.

However, on May 25, 2016, members of the CEOPS committee, including the chair and members of the PPB including the Commander of North Precinct, held a meeting with the Tongan, Samoan, and Pacific Islander communities at a church in East Portland to discuss the "three big questions" described above. A crowd of youth and elders numbering around forty participated in this lively and inclusive event.

The subcommittee did not meet in June so no further strides towards the CEO Plan were made.

**2016 Q3 Update:** The CEOP subcommittee of the COAB met once during the third quarter of 2016. That meeting took place in July. The COAB was on hiatus during the last part of the third quarter of 2016. Internal discussions regarding a community engagement plan continued.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

146(h)

Development and implementation of CEO Plan

**Task Requirements:** The Chief's Office, in consultation with the five PPB advisory members of the Community Advisory Board shall utilize the COAB's recommendations in developing and implementing the Community Engagement and Outreach Plan. The Chief's Office shall present the final proposed CEO (with implementation timeline) to the COAB for a vote of approval within 240 days of the effective date of the Agreement.

**Status** Open

## Action Steps:

**Task Date Completed:**  Received DOJ Approval? Approval

## Evidence of Completion:

### Status Note:

**2014 Q1 Update:** Awaiting naming of COAB members.

**2014 Q2 Update:** Awaiting naming of COAB members and their input.

**2014 Q3 Update:** Awaiting the selection of the COAB members and the completion of all the prerequisite work that is required before submission to the Chief for his action.

**2014 Q4 Update:** PPB continued to await the selection of the COAB members and the initiation of its work in order to proceed with developing and finalizing the CEO Plan.

**2015 Q1 Update:** COAB members were named on January 22, 2015 and held their first monthly meeting on February 9, 2015. The first two monthly meetings were focused on organizational structure. But due to the CEO timeframes in the Agreement, the need for the prompt development and distribution of the required community survey was discussed and approved by vote at the March meeting. This is a necessary prerequisite to the creation of a CEO Plan.

Topics for subcommittees were identified and members eventually assigned based on interest. The CEO subcommittee will work with COCL on the questions for the survey.

In addition, it met once at end of March to discuss the first of two required town hall meetings on PPB outreach efforts which was scheduled for April 2nd. Those, too, are designed to inform the CEO Plan.

**2015 Q2 Update:** The COAB's Community Engagement and Outreach Plan subcommittee (CEOP) was formed and began meeting on a monthly basis. PPB has an officer member on the committee and staff attend as well because the Agreement calls for this plan to be done in conjunction with one another. The first meetings focused on the selection of a vendor for distributing and analyzing the required community survey other than PSU. The choice to recommend to the City was finally determined and Council approved in early June. The survey was to be mailed by the end of June but that was delayed. The receipt of those results is a necessary element of the development of the CEO Plan. Meanwhile, a work plan will be created to guide the subcommittee's ongoing efforts in this regard.

The first of the two required town hall meetings on PPB outreach efforts occurred on April 2nd. The meeting did not achieve its goals as the community evidently had different expectations of the purpose of the meeting. After debriefing the event, all agreed to pursue another strategy and format for the second required meeting. The date for that is anticipated now to be early Fall.

**2015 Q3 Update:** The feedback and engagement provided at the August 20th CEO subcommittee meeting focused the PPB and CEOPS members on the groundwork needed to move forward. Pre-subcommittee meetings were held, when possible, with the Chair and the PPB liaison to facilitate communication and planning for productive engagement between the PPB and the CEOPS. The September meeting, which included advisory board members, was an outgrowth of these understandings. This meeting was highly successful, allowing the CEOPS members to see some of the ongoing work of the PPB while probing how others might develop similar projects to serve their communities.

**2015 Q4 Update:** At the November meeting of the CEOP subcommittee, members discussed the upcoming presentation by Commander Uehara. The

# Department of Justice Tasks / Quarterly Update Report

---

committee discussed the need for a format in which individuals would listen to the presentation and offer feedback at the time as well as solicit wider community input later.

At the second November meeting of the COAB, a list of over 300 organizations with which PPB has ongoing relationships was distributed with the agenda. Commander Uehara and four members of the Bureau presented information on a few of the ongoing community outreach commitments and requested feedback from the community. Members of the COAB and public offered comments and suggestions during an extensive and engaging session.

At the December CEOP subcommittee meeting, participants discussed improving attendance to the subcommittee and received a request from a community member to join the subcommittee. These efforts should assist with moving this effort forward. It was suggested that the plan timeline be updated to guide work in the coming year. A COCL staff member provided a draft of an updated timeline draft for discussion to the CEOP subcommittee chair, COAB chair, and PPB the day after the meeting.

**2016 Q1 Update:** The plan is still in the mapping phase. There have been no changes to the plan since last quarter. Changes are likely after the Community Engagement Workshop is conducted and data gathered at that event are discussed and incorporated into the mapping process.

Discussions continued at the CEOP subcommittee meetings throughout the quarter. The work plan was discussed at length at the February meeting. Included in these discussions were ideas for creation of focus groups. Also, the subcommittee in coordination with PPB has planned and scheduled Community Engagement Workshop for April 14, 2016. Community attendance is encouraged and PPB members will participate in round table discussions to gain an understanding of community desires for engagement and outreach.

**2016 Q2 Update:** The major accomplishment in this arena in this quarter was the Community Engagement Workshop that was held in April. A new format was designed to gain community input and as a result, the meeting was seen by all as a positive experience. However, the following CEOPS meeting was disrupted and terminated early so not as much follow up on pushing out the "3 Questions" discussions throughout the community as had been planned has occurred. PPB itself scheduled one with the Tongan community and also attended a faith-based one that was organized by an attendee of the larger Workshop. At the June CEOPS meeting, discussion revolved around the focus groups that were to be held to reach those who were missed in the mailed community survey. DHM will be running those in the next quarter.

**2016 Q3 Update:** The full development and implementation of the CEO plan is awaiting COAB participation. However, community engagement and planning continue within the bureau. An intern began work on a structure of a Youth Advisory Council and will continue with this work for the academic year. A strategic community engagement plan is being developed within the bureau to include mechanisms for capturing and reporting engagement activities.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**



# Department of Justice Tasks / Quarterly Update Report

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## Task Description

146(a-g)

Community Survey of PPB Outreach Efforts

**Task Requirements:** The City, in consultation with COAB, will conduct a reliable, comprehensive, and representative survey of members of the Portland community, including civilians and PPB officers, regarding their experiences with and perceptions of PPB's prior community outreach efforts and accountability efforts and where those efforts could be improved, to inform the development and implementation of the CEO Plan.

**Status** Actively in Process

**Action Steps:**

1. PPB will contract with outside agencies to conduct reliable surveys
2. PPB will utilize results of survey (and future comparative surveys) to develop CEO plan in consultation with COAB

**Task Date Completed:**  Received DOJ Approval? **Approval**

**Evidence of Completion:**

1. Intergovernmental Agreement between the City and PSU to perform various community surveys
2. Ordinance authorizing IGA and PSU for surveys
3. Press release detailing survey with University of Illinois, Chicago:  
<http://www.portlandoregon.gov/police/news/read.cfm?id=4400>

## Status Note:

**2014 Q1 Update:** PPB negotiated a contract with PSU for these surveys to be done once the COCL is in place and has provided input for the questionnaire.

**2014 Q2 Update:** Portland City Council decided to delay the appropriation of the funding for the follow-up survey until the COCL has been hired.

**2014 Q3 Update:** Awaiting the hiring and input of the COCL for this task.

**2014 Q4 Update:** The newly-named COCL Dennis Rosenbaum will deliberate on how the team wishes to proceed with this action--they must determine who will conduct the survey; how it will be done; and when it will be issued to random members of the community.

**2015 Q1 Update:** The COCL reviewed the prior community survey and took the lead on developing the new questionnaire in consultation with the COAB. With the City's assistance, he pursued a contract with PSU to mail and collect the surveys. The COCL agreed to do the analysis and write the report of the findings. The COAB voted to approve the use of PSU at its March meeting. However, a question was raised re: the legitimacy of that vote so it was placed on the April agenda to be revisited. A review and analysis of the survey results is ultimately required to inform the CEO Plan.

**2015 Q2 Update:** The second vote of the COAB did not support the selection of PSU as the survey contractor. Thus the City had to engage a whole new process. Ultimately, DHM was chosen with input from COAB. The COCL then worked with this group to develop the questions and methodology to be used. Although it was due to be distributed on June 26, as of July 30th it still had not been mailed out.

**2015 Q3 Update:** DHM, in collaboration with the COCL and with feedback from the COAB, developed the 2015 community survey to largely mirror the PSU 2013 survey. The initial postcard mailing of the survey was done on July 31 followed by the survey, a reminder, and a second copy of the survey. The survey was closed on September 2. Analysis of the data collected and a report will follow.

**2015 Q4 Update:** An initial draft of the survey results report was provided to PPB on October 6th. Soon after, a copy of the data was received and internal review of the analyses commenced. Some of PPB's initial questions were answered as analyses continued.

DHM VP, John Horvick, presented a draft of the report developed from the 2015 community survey to the CEOP subcommittee and answered questions from the group. Mr. Horvick requested feedback in order that questions or concerns could be addressed prior to the final report.

On November 10th PPB met with COCL, the City, and DHM to discuss concerns about reporting of actual response numbers in addition to the weighted numbers as well as other concerns and questions that had not been addressed. It was agreed that DHM

# Department of Justice Tasks / Quarterly Update Report

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would include actual response numbers in the report along with a description of the impact of weighting on those numbers.

At the December CEOP subcommittee meeting, members discussed how the survey would inform their outreach efforts through the speaker's bureau. Of particular interest was reaching communities that were under represented in the survey and other marginalized groups.

**2016 Q1 Update:** At the January 14 COAB meeting, DHM VP, John Horvick presented the report of the Community Survey results.

On January 27, 2016, the City received the quote for interviews and/or surveys of community partners from DHM. On January 28, 2016, representatives from the City, PPB and COCL/COAB met to discuss the interview/survey options. After consideration and feedback from multiple members, it was decided that another survey of the community partners would not generate new information nor response from new organizations. Extensive interviewing was considered, but is cost-prohibitive at this time. CEOP will utilize various efforts at the Community Engagement Workshop, in focus groups, and at other community events to gather further feedback on PPB's outreach efforts. CEOP will particularly focus on the three big questions in gathering that feedback.

Community Engagement and Outreach Subcommittee meetings this quarter have focused on developing a presentation for use by a speaker's bureau of the COAB. This presentation is meant to offer those invited from the COAB to speak to community members about their work with guidance for such a discussion.

**2016 Q2 Update:** The CEO subcommittee met on April 21, 2016 to solidify the speaker's bureau. PPB members will be invited to participate at events where a COAB representative from the speaker's bureau participates and solicits more feedback on the "three big questions". This information will inform the development of the CEO Plan along with the results from the workshop. A goal of June 30, 2016 has been set for the collection and inclusion of this community feedback.

CPRC gave a status report on the updating of the 2009 Racial Profiling Plan to the CEO subcommittee on April 21, 2016. The subcommittee invited CPRC to present its update to the full COAB in June of 2016.

While the May 19, 2016 meeting was disrupted and terminated early and the June meeting was canceled, CEOPS has developed a presentation, included in the documents with this report, for inviting further community involvement. The written responses to the "three big questions" gathered and retained by the COEPS representatives at the community meeting on May 25, referenced above will be used in developing the plan.

PPB collaborated with the COAB to solicit feedback from the community on the "three big questions" in April to obtain more qualitative data to inform the COE Plan. The following month, PPB organized a meeting with the Tongan community and invited CEOPS members to obtain further feedback on the "three big questions" from other communities of color.

**2016 Q3 Update:** During the July 2016 meeting of the CEOP subcommittee, the one member present discussed with community members the plans for focus group recruitment and screening by DHM. This research will include six focus groups with representation from the LGBTQ community, houseless community and three focus groups for people with mental health issues. Focus groups were slated for August 15, 16, and 18.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

147

Demographic data collection and development of programs

**Task Requirements:** PPB shall continue to collect appropriate demographic data for each precinct so that the Precinct Commander, together with the COAB, may develop outreach and policing programs specifically tailored to the residents of the precincts.

**Status** Complete - pending external review

**Action Steps:** 1. Ensure that PPB policy incorporates the requirements of this provision

**Task Date Completed:** 5/23/2013  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. Demographic mapping

### Status Note:

**2014 Q1 Update:** Discussions with Commanders were held to determine what demographic data should be collected for this purpose; SSD analyst is exploring what census tracking data should be used.

**2014 Q2 Update:** After consultations with Commanders and PSU, SSD analysts settled on which data elements to collect and report on for each precinct as well as the level of detail within the demographic releases to be used. Based on PSU's recommendation, PPB will use the US Census rather than ACS now until later in the decade.

**2014 Q3 Update:** PPB continues to collect demographic data relevant to each precinct.

**2014 Q4 Update:** PPB continued to collect the designated demographic data by precinct for future use by the Commanders and the COAB.

**2015 Q1 Update:** PPB maintained its practice of collecting demographic data for each precinct for use by Command staff and others.

**2015 Q2 Update:** PPB continues to collect demographic data relevant to each precinct.

**2015 Q3 Update:** PPB continued to collect demographic data pertinent to each precinct. In this quarter, the analyst created additional maps and tables using current and historical census data to provide more details of the population living in each precinct.

**2015 Q4 Update:** PPB continued to collect demographic data pertinent to each precinct. Selected demographic tables and maps were utilized by an SSD analyst in order to explore the geographic context of traffic and pedestrian stops.

**2016 Q1 Update:** PPB continued to collect demographic data pertinent to each precinct. PPB created new summary tables using the recently released 2009-2014 5 Year American Community Survey data from the Census Bureau. In this quarter, precinct demographic data was provided to support the analysis of the Community Relations Survey Report done on behalf of the City of Portland and the COCL/COAB by Davis, Hibbitts & Midghall, Inc.

**2016 Q2 Update:** PPB continues to collect demographic data pertinent to each precinct. The most recent census data was entered in the demographic tables last quarter so there was nothing further to do with that at this time.

**2016 Q3 Update:** PPB continues to collect demographic data pertinent to each precinct and provide statistics to support police programs. SSD analyst began developing a demographic dashboard in Tableau to assist PPB staff with identifying areas for outreach (anticipated completion in 2016 Q4).

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

148

Documentation and analysis of demographic data

**Task Requirements:** PPB shall continue to require that officers document appropriate demographic data regarding the subjects of police encounters including race, age, sex, and perceived mental health status of the subject and provide such information to the CPRC to contribute to their analysis of community concerns regarding discriminatory policing. In consultation with the COAB and CPRC, PPB shall consider enhancements to its data collections efforts, and report on its efforts to enhance data collection to the DOJ by no later than December 31, 2013, and quarterly thereafter.

**Status** Pending Compliance Coordinator review

**Action Steps:**

1. Ensure PPB policy requires collection of demographic and other data outlined in this provision
2. Demonstrate that PPB is technologically capable of tracking and reporting on stops data
3. Identify opportunities for improvement in data collection
4. Demonstrate communication of data analysis to CPRC for collaborative analysis of stops data that speaks to community concerns

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

1. Draft edits to Directive 312.00 - Requests for Assistance and Required Documentation
2. Draft edits to Directive 910.000 - Field Reporting Handbook Instructions
3. 2009 Technical Assistance Report from Portland State University
4. 2013 Report on Stops Data Collection
5. Stops Data screen shot and system (VCAD and Desktop) overview
6. PPB Tips and Techniques for Stops Data Collection

## Status Note:

**2014 Q1 Update:** Data enhancement report completed; stops collection report amended to include perceived mental health status pending RegJIN implementation.

**2014 Q2 Update:** Stops data report completed for the quarter. Report on data enhancement efforts was written and forwarded to USDOJ.

**2014 Q3 Update:** Stops data report submitted for the quarter. Report on data enhancement completed.

**2014 Q4 Update:** Stops data report for the quarter is not yet complete as the Stops data analyst has not yet been hired and other analysts' time is at a premium. However, it is expected shortly.  
Report on data enhancements achieved this quarter was prepared.

**2015 Q1 Update:** Stops data report for last quarter was completed by new analyst as was the report for this quarter. Both will be posted to the PPB website with previous quarterly reports.  
Data enhancement report was prepared and provided to DOJ.

**2015 Q2 Update:** The 2nd quarter Stops data report will be posted to the PPB website with the quarterly DOJ report.  
The data enhancement report was prepared and will be submitted to DOJ.

**2015 Q3 Update:** The third quarter Stops data report will be posted to the PPB website along with the quarterly DOJ report.  
The data enhancement report was prepared and will be submitted to DOJ.

**2015 Q4 Update:** The fourth quarter Stops data report will be posted to the PPB website along with the quarterly DOJ report.  
The data enhancement report was prepared and will be submitted to DOJ.

**2016 Q1 Update:** The first quarter Stops data report will be posted to the PPB website along with the quarterly report.  
The data enhancement report will be submitted to DOJ.

**2016 Q2 Update:** The second quarter Stops data report will be posted to the PPB website along with the quarterly DOJ report.  
The data enhancement report will be submitted to DOJ.

**2016 Q3 Update:** The third quarter Stops data report will be posted to the PPB website along with the quarterly DOJ report.

# Department of Justice Tasks / Quarterly Update Report

---

The data enhancement report will be submitted to DOJ.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

149

Metrics development community engagement and outreach

**Task Requirements:** The COAB, COCL, PPB, and DOJ will jointly develop metrics to evaluate community engagement and outreach.

**Status** Pending COCL selection

### Action Steps:

**Task Date Completed:**  Received DOJ Approval? **Approval**

### Evidence of Completion:

#### Status Note:

**2014 Q1 Update:** PPB awaiting the naming of the COCL and selection of COAB members before pursuing this task.

**2014 Q2 Update:** PPB awaiting the naming of the COCL and selection of COAB members.

**2014 Q3 Update:** PPB awaiting the final selection of the COCL and the naming of the COAB members to collaborate on this task.

**2014 Q4 Update:** Although COCL has been appointed, PPB must still wait for the formation of the COAB in order to develop the metrics for evaluation of community engagement efforts as it is a collaborative process.

**2015 Q1 Update:** COAB members were named at the end of January and their initial meeting was held on February 9th. The first two monthly meetings were focused on organizational structure. Topics for subcommittees were identified and members were asked to volunteer for the one(s) in which they were interested. The CEO subcommittee met once at end of March to discuss the first of two required town hall meetings on PPB outreach efforts which was scheduled for April 2nd. The group has not yet addressed the development of metrics for evaluation of these efforts.

**2015 Q2 Update:** Metrics have not yet been developed as the time frames for the work plan for the creation of a CEO Plan have been delayed due to issues with the contract for the required community survey. PPB looks forward to collaborating on this process with the COAB once the prerequisite actions have been taken.

**2015 Q3 Update:** Although progress is being made with regard to the steps necessary for the development of a CEO Plan, the parties are not at a point where they are ready to discuss metrics by which to assess its success because the plan has yet to be formulated.

**2015 Q4 Update:** The development of a CEO Plan in conjunction with the COAB is progressing at a slow pace. Thus the parties are still not at a point where they are ready to discuss metrics by which to assess its success because the plan is no where near formulation yet. The COAB's current CEO workplan does not anticipate completion until early 2017.

**2016 Q1 Update:** The development of a CEO Plan in collaboration with the COAB is gradually moving forward. However, it is still way too soon to create metrics by which to assess its success because the elements of the plan have not been put together yet. The target date for completion of the plan remains early 2017.

**2016 Q2 Update:** During this quarter the COAB experienced serious challenges to its continued functioning which affected the timeline for achievement of a CEO Plan. However, some good work was accomplished early in the quarter including the convening of the Community Engagement Workshop which was judged a success by all attendees. That input/feedback will be used to inform the CEO Plan. It is hoped that the COAB would mimic that format in smaller groups of various communities throughout the City to gather a wide spectrum of opinion as to the CEO Plan. Obviously, metrics cannot be developed until the Plan has been created.

**2016 Q3 Update:** The effort to pursue the development of a CEO Plan collaboratively by PPB and COAB was again hindered by the disruptions and ultimate cancellation of COAB meetings and subcommittees this quarter.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

# Department of Justice Tasks / Quarterly Update Report

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**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

150

PPB Annual Report

**Task Requirements:** Annually, PPB shall issue a publicly available PPB Annual Report, which shall include a summary of its problem-solving and community policing activities. A draft of the Annual Report shall be reviewed by the COAB before the report is finalized and released to the public. Once released, PPB shall hold at least one meeting in each precinct area and at a City Council meeting annually to present its Annual Report and to educate the community about its efforts in community policing in regard to the use of force, and about PPB's policies and laws governing pedestrian stops, stops and detentions, and biased-free policing, including a civilian's responsibilities and freedoms in such encounters.

**Status** Actively in Process

**Action Steps:**

1. PPB will begin preliminary work to identify community policing activities and engagement
2. PPB will work with stakeholders, the community, City Council, and DOJ to identify required and desired elements of an annual report on problem-solving and community policing activities
3. PPB will explore ways to compile its Stops Data Collection Report with other existing data sets and reports to establish a more comprehensive Annual Report

**Task Date Completed:**  Received DOJ Approval? **Approval**

**Evidence of Completion:**

1. 2013 Stops Data Collection Report (located in folder #148)
2. Community surveys from PSU and University of Illinois, Chicago (located in folder #146 a.)

## Status Note:

**2014 Q1 Update:** While awaiting the approval of the Agreement and the creation of the COAB, the PPB issued its own public DOJ progress report outlining its accomplishments thus far.

**2014 Q2 Update:** Nothing due this quarter.

**2014 Q3 Update:** This report was not due this quarter.

**2014 Q4 Update:** This report was not due this quarter.

**2015 Q1 Update:** The required summary of PPB's problem-solving and community policing activities will be a section included within the Bureau's regularly issued annual report that should be published in June.

**2015 Q2 Update:** The PPB's annual DOJ progress report will be done on a calendar year basis so 2015 should be out in January, 2016.

**2015 Q3 Update:** The annual report was not due this quarter.

**2015 Q4 Update:** The annual report was not due this quarter. It will be issued in the first quarter of 2016.

**2016 Q1 Update:** PPB's DOJ annual compliance narrative was written and submitted to the COAB for review on March 10, 2016. It was discussed at the March 24, 2016 COAB general meeting. A comment period ensued. It will be now be issued with graphics in a booklet format. The required precinct and City Council meetings following publication will be scheduled in the next quarter.

**2016 Q2 Update:** The annual report was completed. The Commanders of each precinct decided to schedule their community meetings to discuss their efforts in early August given differing demands.

**2016 Q3 Update:** Each PPB precinct Commander held a community meeting during the first two weeks of August to discuss the annual report and the progress the Bureau has made towards compliance. Attendees were encouraged to share any other questions/issues/concerns they might have and some very meaningful dialogues resulted.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**



# Department of Justice Tasks / Quarterly Update Report

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2017 Q3 Update:

2017 Q4 Update:

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**Task Description**

151

COAB Recommendations

**Task Requirements:** The COAB may make recommendation approved by a majority of its membership regarding implementation of the items in the Agreement.

**Status** Pending COCL selection

**Action Steps:**

**Task Date Completed:**

Received DOJ Approval? Approval

**Evidence of Completion:**

**Status Note:**

2014 Q1 Update: COAB task when selected.

2014 Q2 Update:

2014 Q3 Update:

2014 Q4 Update:

2015 Q1 Update:

2015 Q2 Update:

2015 Q3 Update:

2015 Q4 Update:

2016 Q1 Update:

2016 Q2 Update:

2016 Q3 Update:

2016 Q4 Update:

2017 Q1 Update:

2017 Q2 Update:

2017 Q3 Update:

2017 Q4 Update:

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

152

Twice yearly meeting requirement for COAB and other interest groups

**Task Requirements:** The COAB shall meet at least twice per year with the Chief, the Police Commissioner, PPB Precinct Commanders, PPB Neighborhood Response Teams, and a representative of the Office of Neighborhood Involvement Crime Prevention to assess and solicit comment on PPB's activities in regards to community outreach, engagement, and problem-solving policing. The COAB shall also provide the opportunity for public comment at each of its meetings to keep open lines of communication with the public-at-large.

**Status** Pending COCL selection

## Action Steps:

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

## Evidence of Completion:

### Status Note:

**2014 Q1 Update:** Awaiting signed Agreement and appointment of COAB members.

**2014 Q2 Update:** Awaiting signed Agreement and appointment of COAB members.

**2014 Q3 Update:** Agreement was signed on Aug. 29, 2014. Now awaiting the selection of the members of the COAB.

**2014 Q4 Update:** COAB members were not appointed until January, 2015 so neither of these meetings were held this quarter.

**2015 Q1 Update:** COAB had its first official monthly meeting on February 9, 2015. It is in the initial stages of formulation and organization. Thus it is not anticipated that the first of these particular required meetings will be held before 6 months of operation have elapsed.

**2015 Q2 Update:** This meeting has not yet been held but plans are being developed for the first meeting to be held in the Fall.

**2015 Q3 Update:** This requirement is being discussed by COAB and PPB. However, in the course of those meetings, it was determined that there are certain tasks that need to be accomplished before it would be beneficial and productive to conduct these meetings. The prerequisite informational meetings are scheduled to be held in the next quarter with a goal of having the first of these meetings early in the new year.

**2015 Q4 Update:** The date for the first of these meetings has yet to be set. The identified actions that need to be undertaken before it would be beneficial and productive to conduct these meetings have not been completed. However, one of the prerequisite informational meetings on current PPB outreach activities was held in November. A follow up to that is planned for the next quarter. The parties will then schedule the first of these meetings with the Chief and Mayor, hopefully before summer.

**2016 Q1 Update:** Now that a number of the prerequisite activities have occurred including the community survey and presentations on PPB engagement activities to the COAB, a date for the first of these meetings has been set. Due to calendaring issues for both the Chief and Mayor, the first available COAB meeting date was May 26, 2016.

**2016 Q2 Update:** Unfortunately, due to issues with the COAB itself and the disruptions at its meetings which created an unsafe environment, the May meeting which the Chief and Mayor were prepared to attend was cancelled. PPB awaits the rescheduling of this event.

**2016 Q3 Update:** Problems continued with the conduct of COAB meetings as there was so much civil unrest that meetings were cut short or cancelled. Ultimately, in August the COAB meetings were suspended for 60 days so the Chief and Mayor's appearance were not re-scheduled this quarter. Both continue to await an invitation to attend when the agenda allows.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## 2017 Q4 Update:

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### Task Description

153

Meeting invitation to US Attorney's Office

**Task Requirements:** A representative of the Oregon U.S. Attorney's Office shall be invited to attend all COAB meetings.

**Status** Pending COCL selection

### Action Steps:

### Task Date Completed:

Received DOJ Approval? Approval

### Evidence of Completion:

#### Status Note:

**2014 Q1 Update:** COCL/COAB's responsibility once named and functioning.

**2014 Q2 Update:**

**2014 Q3 Update:**

**2014 Q4 Update:**

**2015 Q1 Update:**

**2015 Q2 Update:**

**2015 Q3 Update:**

**2015 Q4 Update:**

**2016 Q1 Update:**

**2016 Q2 Update:**

**2016 Q3 Update:**

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

154

COAB Meeting Requirements

**Task Requirements:** COAB shall meet as needed to accomplish their objectives as set forth in this Agreement. All COAB meetings shall be open to the public. In addition, COAB shall attend quarterly meetings with the COCL as provided in paragraph 163. To the extent that COAB meetings are subject to the Oregon Public Meetings Law, or similar regulatory or statutory requirements, the City shall be responsible to give advice necessary to the COCL to ensure compliance with those laws and agrees to represent COCL in any challenges regarding compliance with those laws.

**Status** Pending COCL selection

## Action Steps:

**Task Date Completed:**  Received DOJ Approval? Approval

## Evidence of Completion:

### Status Note:

**2014 Q1 Update:** COAB responsibility

**2014 Q2 Update:**

**2014 Q3 Update:**

**2014 Q4 Update:**

**2015 Q1 Update:**

**2015 Q2 Update:**

**2015 Q3 Update:**

**2015 Q4 Update:**

**2016 Q1 Update:**

**2016 Q2 Update:**

**2016 Q3 Update:**

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

155

COAB member training

**Task Requirements:** The City shall provide COAB members with appropriate training necessary to comply with requirements of City and State law.

**Status** Pending COCL selection

### Action Steps:

**Task Date Completed:**  Received DOJ Approval? **Approval**

### Evidence of Completion:

#### Status Note:

**2014 Q1 Update:** City's responsibility.

**2014 Q2 Update:**

**2014 Q3 Update:**

**2014 Q4 Update:**

**2015 Q1 Update:** PPB was prepared to participate in the training for COAB members scheduled for February 2, 2015. However, the Board ran out of time for the whole presentation due to a lengthy agenda. PPB remains willing to assist in COAB basic training when appropriate and requested.

**2015 Q2 Update:** PPB was asked to conduct a Training 101 presentation to the COAB at its June 11th meeting. Capt. Marshman presented an overview and then Capt. Parman and his staff provided more detailed information to the group. PPB, and in particular the Training Division, prepared a Citizens Academy to be given to all COAB members on one of three date sets of their choosing. The first took place on June 30.

**2015 Q3 Update:** PPB was prepared to make a presentation on BHU to the September full COAB meeting but it was postponed to another month. PPB members of the COAB continue to provide "training" on the workings of the PPB at subcommittee meetings. The Accountability subcommittee has expressed an interest in hearing from PPB's EIS administrator as well as the Captain of the Professional Services Division in the near future before reviewing relevant directives. In addition, the COCL has indicated that more informational presentations, including one on community engagement efforts, will be requested for upcoming full COAB meetings. PPB remains committed to cooperating in this way to enhance the knowledge base of the members so they can make informed recommendations.

**2015 Q4 Update:** The BHU finally made its presentation to the COAB this quarter as did Commander Uehara and other officers on PPB's current Community Engagement efforts. PPB members on the COAB remain willing and able to provide "training" or arrange trainings on any aspect of the Bureau at the various subcommittee meetings or at full committee meetings. To that end, the EIS Administrator and his Lieutenant made a presentation about that piece of PPB's accountability system to the Accountability subcommittee this quarter.

**2016 Q1 Update:** In this quarter, PPB presented on its annual compliance report at the March 24th meeting. PPB members on the COAB remain willing and able to provide "training" or arrange trainings on any aspect of the Bureau at the various subcommittee meetings or at full committee meetings. To that end, the Training Captain met with the Use of Force subcommittee to discuss access to training materials this quarter. Additionally, Officer Bruner-Dehnart and Dr. Liesbeth Gerritson made a presentation on CIT/ECIT training to the Mental Health subcommittee in February.

**2016 Q2 Update:** PPB members on the COAB remain willing and able to provide "training" or arrange trainings on any aspect of the Bureau at the various subcommittee meetings or at full committee meetings. However, this quarter, no requests for Training from PPB was requested.

**2016 Q3 Update:** PPB members on the COAB remain willing and able to provide "training" or arrange trainings on any aspect of the Bureau at the

# Department of Justice Tasks / Quarterly Update Report

---

various subcommittee meetings or at full committee meetings. However, this quarter the COAB was plagued with disruptions that caused meetings to be terminated early or cancelled altogether. This culminated in the suspension of COAB activities for a 60 day hiatus beginning in August to explore options for the re-design the COAB's scope and mission to achieve a more functional body.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

158

Reporting requirements

**Task Requirements:** All PPB audits and reports related to the implementation of this Agreement shall be made publicly available via website and at PPB, IPR, City Hall, and other public locations. Audits and reports shall be posted on PPB's website.

**Status** Actively in Process

**Action Steps:**

1. Identify any new audit or report resulting from the implementation of the Agreement
2. Ensure that all new audits and reports identified are made publicly available for review and comment per the requirements of this provision

**Task Date Completed:**  **Received DOJ Approval? Approval**

**Evidence of Completion:** 1. DOJ Tab on PPB website [www.portlandoregon.gov/police/doj](http://www.portlandoregon.gov/police/doj)

## Status Note:

**2014 Q1 Update:** PPB issued its public DOJ Progress Report outlining accomplishments thus far. It was posted on Web and hard copies were provided to IPR, Auditor, Mayor and all City Commissioners, City Attorney, DOJ and other partners for wide distribution

**2014 Q2 Update:** PPB posted its force data reports for the quarter on its website. PPB is awaiting the signing of the Agreement and discussions with COCL and DOJ re: format of quarterly reports before posting those to the website.

**2014 Q3 Update:** PPB will post its force data reports for the third quarter on the website as soon as the data collection and analysis is complete. Still awaiting the COCL selection for discussion with DOJ re: format of quarterly compliance report to post.

**2014 Q4 Update:** PPB will post its force data reports for the fourth quarter on the website very shortly after submission of this report. The PPB quarterly report to DOJ and the COCL will be posted as well as soon as the parties agree on the format.

**2015 Q1 Update:** The Bureau's 4th quarter force report was posted on the PPB website as was the PPB's DOJ 4th Quarter Progress report. Due to the upcoming Go Live date for PPB's new records management system and the actions necessary for that implementation, the 1st Quarter Force report will be delayed as all the information for the time frame is not readily available to the Inspector or analyst.

**2015 Q2 Update:** PPB posted its 1st Quarter force reports and its DOJ 1st Quarter Progress report as required by May 15th. With the hiring of a Stops Data analyst, PPB was able complete its 4th quarter Stops data report and put that on its website as well. The 1st quarter Stops report will be available with the rest of the Bureau's DOJ-related quarterly reports.

**2015 Q3 Update:** PPB posted its 2nd quarter DOJ report as required on August 14th. The Bureau's 2nd quarter stops report was placed on the web as well. The force report for last quarter has not yet been posted as an expanded format and content has been recommended by the COCL and PPB is awaiting COCL's final approval of that document. It is anticipated that once the parties agree on a final version, future quarterly reports will be posted in a timely fashion.

**2015 Q4 Update:** PPB posted its 3rd quarter DOJ report in November as required. The Bureau's 3rd quarter Stops report and its new Force report was placed on the web as well.

**2016 Q1 Update:** PPB posted its 4th quarter DOJ compliance report in February as required. The Bureau's 4th quarter Stops report and the Force report were placed on the web as well.

**2016 Q2 Update:** PPB posted its 2016 1st Quarter report on its website [www.portlandpolice.com](http://www.portlandpolice.com) on May 15 as required. The Bureau's 1st quarter report Stops report as well as the quarterly Force report were placed there also.

**2016 Q3 Update:** PPB posted its 2016 2nd Quarter report on its website [www.portlandpolice.com](http://www.portlandpolice.com) on August 15 as required. The Bureau's 2nd quarter Stops report as well as the quarterly Force report were placed there also.

**2016 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

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**Task Description**

159

DOJ compliance records and retention

**Task Requirements:** PPB shall collect and maintain all data and records necessary to facilitate and ensure transparency and wide public access to information related to PPB decision making and activities, and compliance with this Agreement, in accordance with the Oregon Public Records Law.

**Status** Actively in Process

**Action Steps:** 1. Review directives associated with public records retention and access to ensure they comply with the requirements of this provision.

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. Draft DIR 614.50: Release of Information

**Status Note:**

**2014 Q1 Update:** PPB continued to maintain its data and records this quarter as required by the Oregon Public Records Law.

**2014 Q2 Update:** PPB continued to maintain its data and records this quarter as required by the Oregon Public Records Law.

**2014 Q3 Update:** PPB continued to maintain its data and records this quarter as required by the Oregon Public Records Law.

**2014 Q4 Update:** PPB continued to maintain its data and records this quarter as required by the Oregon Public Records Law.

**2015 Q1 Update:** PPB continued to maintain data and records this quarter as required by the Oregon Public Records Law.

**2015 Q2 Update:** PPB maintained the requisite data and records related to the Agreement as required by the Oregon Public Records Law.

**2015 Q3 Update:** PPB continued to maintain its data and records to the best of its ability as required by the Oregon Public Records Law.

**2015 Q4 Update:** PPB continued to maintain its data and records to the best of its ability as required by the Oregon Public Records Law.

**2016 Q1 Update:** PPB continued to maintain its data and records to the best of its ability as required by the Oregon Public Records Law.

**2016 Q2 Update:** PPB continued to maintain its data and records to the best of its ability as required by the Oregon Public Records Law.

**2016 Q3 Update:** PPB continued to maintain its data and records to the best of its ability as required by the Oregon Public Records Law.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**



# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

160

Compliance Officer/Community Liaison

**Task Requirements:** The City shall publicly identify three potential candidates with expertise in police practices, community engagement, and crisis intervention methods, to serve as a Compliance Officer and Community Liaison (COCL). Following a 30-day public comment period, the City Council shall select a COCL who shall be responsible for synthesizing data related to PPB's use of force, reporting to the City Council, DOJ, and the public and gathering input from the public related to PPB's compliance with the Agreement. The COCL shall not be attached to any one City office, shall be wholly independent of PPB, and shall be responsive to the entire City Council, the public, and DOJ. The City shall provide administrative support so that the COCL can perform the duties and responsibilities identified in the Agreement.

**Status** Actively in Process

**Action Steps:** 1. City Council DOJ coordination team, led by Commissioner Amanda Fritz and Mayor Charlie Hales, will outline proposed steps for recruitment.

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

## Evidence of Completion:

### Status Note:

**2014 Q1 Update:** PPB's Compliance team continued to attend all meetings scheduled to discuss and provide input into the COCL selection process.

**2014 Q2 Update:** PPB's Compliance team attended the meetings scheduled to work on the selection process.

**2014 Q3 Update:** The Bureau's Compliance team continued to participate in any scheduled planning meetings and attended the full day public interview session for the three named finalists.

**2014 Q4 Update:** The COCL selection was announced by the Mayor and City Council on November 12, 2014.

**2015 Q1 Update:** The COCL team officially began its work in mid-January, 2015.

**2015 Q2 Update:** The COCL team, with its newest member Kathleen Saadat, continued in its work.

**2015 Q3 Update:** The COCL team continues its work as outlined in the Agreement.

**2015 Q4 Update:** The COCL team continues its work on parts of the Agreement.

**2016 Q1 Update:** The COCL team continues its work on parts of the Agreement.

**2016 Q2 Update:** The COCL team continues its work on parts of the Agreement.

**2016 Q3 Update:** The COCL team continues its work on parts of the Agreement.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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**Task Description**

161-164

COCL's duties and expectations

**Task Requirements:** COCL shall collect information, make recommendations to the City, prepare quarterly, written, public reports detailing PPB's compliance with and implementation of the Agreement, and work with the COAB and the public to receive comments on those reports.

See specific and detailed requirements of the COCL's duties in DOJ Agreement paragraphs #161-164.

**Status** Actively in Process

**Action Steps:**

1. City Council will form a staff group to manage the hiring of a Compliance Officer Community Liaison (COCL)
2. Council staff will develop a hiring process and associated documents
3. Council staff will track and document the hiring process, which will include substantial community input
4. Council group will develop initial draft contract, which meets the requirements of this provision
5. Council group will ensure community input during the hiring process and in advance of awarding the contract

**Task Date Completed:**

Received DOJ Approval? **Approval**

**Evidence of Completion:**

**Status Note:**

**2014 Q1 Update:** COCL's responsibility

**2014 Q2 Update:**

**2014 Q3 Update:**

**2014 Q4 Update:**

**2015 Q1 Update:**

**2015 Q2 Update:**

**2015 Q3 Update:**

**2015 Q4 Update:**

**2016 Q1 Update:**

**2016 Q2 Update:**

**2016 Q3 Update:**

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

165

Hiring and duties of PPB Compliance Coordinator

**Task Requirements:** PPB will hire or retain an employee familiar with the operations of PPB for the duration of this Agreement, to serve as a PPB Compliance Coordinator. The Compliance Coordinator will serve as a liaison between PPB and both the COCL and DOJ and will assist with PPB's compliance with this Agreement. At a minimum, the Compliance Coordinator will adhere to the requirements in the Agreement. See Agreement for specifics, #165.

**Status** Completed - Closed

### Action Steps:

**Task Date Completed:** 1/7/2013  **Received DOJ Approval?** Approval

**Evidence of Completion:**

1. DOJ Compliance Captain P4
2. DOJ Senior Management Analyst P4
3. PPB DOJ Compliance Team description

### Status Note:

**2014 Q1 Update:** Captain Marshman serves as the Bureau's Compliance Coordinator.

**2014 Q2 Update:** Captain Marshman continues in this role.

**2014 Q3 Update:** This position remains with Captain Marshman.

**2014 Q4 Update:** Captain Marshman continues to serve in this role.

**2015 Q1 Update:** Captain Marshman continues to serve as Compliance Coordinator.

**2015 Q2 Update:** Captain Marshman remains the Bureau's Compliance Coordinator

**2015 Q3 Update:** This position continues to be filled by Captain Marshman.

**2015 Q4 Update:** This position continues to be filled by Captain Marshman.

**2016 Q1 Update:** Captain Marshman remains as the Bureau's Compliance Coordinator.

**2016 Q2 Update:** At the close of this quarter, Captain Marshman was named the Chief of Police. He, in turn, named Inspector Lt. Steven Jones as Acting Captain and DOJ Compliance Coordinator.

**2016 Q3 Update:** Lt. Jones was officially promoted to Captain on September and remains DOJ Compliance Coordinator.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

169

Training and policy adherence to Agreement

**Task Requirements:** PPB shall revise and/or develop its policies, procedures, protocols, training curricula, and practices to ensure that they are consistent with, incorporate, address, and implement all provisions of the Agreement specific to force, training, community-based mental health services, crisis intervention, employee information system, officer accountability, and community engagement.

PPB shall revise and/or develop as necessary other written documents such as handbooks, manuals, and forms, to effectuate the provisions of the Agreement. PPB shall send new or revised policies, procedures, protocols, and training curricula regarding use of force, interactions with persons in mental health crisis and systems of accountability to DOJ as they are promulgated, with a copy to the COCL. DOJ and the COCL will provide comments within 45 days and will not unreasonably withhold recommendations about policies, procedures, protocols, and training curricula. The COCL shall seek the timely input of the relevant members of the Training Division and patrol officers, as well as members of the community. If the City disagrees with DOJ's comments, the City shall, within 14 days of being informed of the DOJ's comments, inform the Parties in writing of the disagreement. Within 14 days thereafter, the Parties shall meet and confer on the disagreement at a mutually agreeable time. Upon approval by the Parties, policies, procedures, training curricula, and manuals shall be implemented within 30 days of agreement or the Court's decision. PPB shall provide initial and in-service training to all officers and supervisors with respect to newly implemented or revised policies and procedures. PPB shall document employee review of and training in new or revised policies and procedures.

**Status** Actively in Process

### Action Steps:

**Task Date Completed:**  Received DOJ Approval? **Approval**

**Evidence of Completion:** 1. In service materials (located in folder #84)  
Additionally, evidence is contained within all documents submitted for review by PPB.

### Status Note:

**2014 Q1 Update:** During this quarter, PPB continued to engage in this process as relevant policies were revised, training curricula developed or standard forms or documents changed

**2014 Q2 Update:** PPB created a Directive on the new directives process; revised several existing ones pursuant to the new policy; and formulated a plan to review all DOJ-related directives in a timely fashion pursuant to the Agreement.

**2014 Q3 Update:** PPB continued the process of reviewing and revising all DOJ-related directives under its new policy. This included the enactment of 2 Mental health and 4 Accountability directives in July; posting 5 Force directives for Universal review on July 1, 2014; 7 Accountability and Reporting directives for Universal review on August 1, 2014; and 10 Discipline Process directives for re-review by the public on September 1, 2014.

**2014 Q4 Update:** During this quarter, PPB enacted a number of DOJ-related directives including 12 Accountability and Reporting ones; 9 related to the Discipline process; and 5 related to Force. Three other Accountability directives were in the Executive Reconciliation phase as were 5 Training directives.

**2015 Q1 Update:** In this quarter, PPB enacted a comprehensive directive on Training-1500.00. The two Directives related to Mental Health were posted for their 6 month universal review as were 4 Accountability ones. Thirteen other non DOJ-related ones were posted for their initial universal review under the themes of "investigations" and "external communication protocol."  
At the end of the quarter, 28 directives were in the stage of executive reconciliation.

**2015 Q2 Update:** In the second quarter, PPB enacted 9 directives, three of which were DOJ-related, including Courtesy, Field Training and Lawsuits and Claims. Another 23 were posted in this three month period for universal review as part of the 6 month review requirement in the Agreement for DOJ-related directives.  
Finally, 46 directives, including most of the 23 above, are currently in the Executive reconciliation phase at the close of the quarter.

# Department of Justice Tasks / Quarterly Update Report

---

**2015 Q3 Update:** The third quarter saw fewer DOJ-related directives addressed or enacted as PPB awaits DOJ's comments/feedback/response to a number of outstanding ones on DOJ's list. The only one posted for Universal Review was 1500.00 on Training. Only four were enacted including 310.20--Retaliation Prohibited; 310.50 Truthfulness; 315.00 Laws, Rules and Orders; and 344.00 Compliance with HRAR. A large number remain in the Executive Reconciliation phase (including 310.00, 215.00, 330.00-338.00, 345.00, 850.20-.22 and .25, 344.05, 120.00, 416.00 and 1010.10) pending face-to-face meetings with DOJ to resolve differences.

**2015 Q4 Update:** In this quarter,

**2016 Q1 Update:** In the first quarter of 2016 no DOJ-related directives were enacted but the new/renewed plan for monthly DOJ/COCL/PPB directives review meetings was finally instituted in March with the discussion of 850.20. Two directives were posted for Universal review and those now remain in the Executive reconciliation phase with the others awaiting placement on the monthly review agenda.

**2016 Q2 Update:** During this quarter, Directive 416.00 was enacted. This is the first of the DOJ-related directives to make it through the parties' new process. Monthly Directives meetings were convened in April, May and June as we sought to finalize 850.20 and tackled 1500 and 345.

**2016 Q3 Update:** In the third quarter, PPB finally received the acceptance letter on Directive 850.20 and it was enacted.

There was little other action on directives this quarter as the Bureau spent its energy on filling the open Sr.Management position and putting together a more robust policy team that additionally includes a Management Assistant, a Lieutenant for Policy/Training and a designated Deputy City Attorney.

Monthly Directives meetings continued as the parties finished 1500 and 345 and moved on to a generalized discussion as to the structure and substance of the force policy that PPB is beginning to craft.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

170

Public notice and comment on draft changes

**Task Requirements:** The Chief shall post on PPB's website final drafts of all new or revised policies that are proposed specific to force, training, community-based mental health services, crisis intervention, employee information system, officer accountability, and community engagement, to allow the public an opportunity for notice and comment, prior to finalizing such policies.

**Status** Actively in Process

**Action Steps:**

1. PPB will identify when new or revised policies will stem from implementation provisions of the Agreement
2. PPB will post such policies on its website and announce their publication in other venues to draw attention to the policies

**Task Date Completed:**  Received DOJ Approval? Approval

**Evidence of Completion:** 1. PPB website DOJ tab [www.portlandoregon.gov/police/doj](http://www.portlandoregon.gov/police/doj)

## Status Note:

**2014 Q1 Update:** None posted this quarter--many are in the internal preparatory phase and will be posted and commented upon next quarter

**2014 Q2 Update:** Mental Health Directives 850.20 and 850.25 and Accountability Directives 310.00; 310.20; 310.40; 310.50; 311.30; 312.50;313.10; 315.00; 316.00; 317.40; 344.00; 344.05 as well as Discipline Process Directives 330.00; 331.00; 332.00; 333.00; 334.00; 335.00; 336.00; 337.00; 338.00; and Juvenile Custody Directives 640.70; 850.30; 870.50 were posted on PPB website for public comment prior to finalizing.

**2014 Q3 Update:** Force Directives 315.30, 416.00, 1010.00, 1010.10, and 1051.00 were posted for public comment (Universal review) on July 1, 2014 for 30 days.  
Accountability and Reporting Directives 120.00, 215.00, 312.00, 345.00, 910.00, 930.00, and 940.00 were posted for public comment (Universal review) on August 1, 2014 for 30 days.  
Discipline Process Directives 330.00, 331.00, 332.00, 333.00, 334.00, 335.00, 336.00, 337.00, 338.00 and 635.10 were all re-posted for public comment (Universal review) on September 1, 2014 for 30 days.

**2014 Q4 Update:** Training Directives 060.50; 210.05; 210.21; 412.00 and 690.00 were posted for Universal Review from November 1, 2014 through November 30, 2014.

**2015 Q1 Update:** Mental Health Directives 850.20 and 850.25 and Accountability Directives 310.00; 310.40; 312.50; and 317.40 were posted for their 6 month universal review.

**2015 Q2 Update:** Twenty-three DOJ-related directives were posted on the PPB website for public comment per the universal review process for their required six month review.

**2015 Q3 Update:** As noted above, only one DOJ-related directive--1500.00 Training--was posted for universal review this quarter and that was for its required six month review. No others were due for a six month or annual review.

**2015 Q4 Update:** Nine DOJ-related directives were posted for universal review for either its annual review or its first review this quarter--315.30 Satisfactory Performance; 940.00 After Action Reports; and 1010.00-1051.00 all related to Use of Force and the various tools associated with that.  
After the 30 day comment period that ended November 30, 2015, they were transitioned into the Executive Reconciliation phase.

**2016 Q1 Update:** Two DOJ-related directives were posted for universal review this quarter. After the thirty day comment period that ended for both on February 29, 2016, they were transitioned into the Executive reconciliation phase.

**2016 Q2 Update:** One DOJ-related directive, 310.40 Courtesy, was posted to the web for universal review this quarter for its annual review. It is now in the Executive Reconciliation phase. The minimal number was due, in some measure, to the fact that the Senior Management Analyst for Policy resigned in mid-April. Her replacement has been identified but must complete the background process so PPB anticipates that the policy machine will be back on track in the next quarter.

**2016 Q3 Update:** No DOJ-related directive was posted on the web for universal review this quarter.

# Department of Justice Tasks / Quarterly Update Report

---

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

171

Policy review by Chief's Office

**Task Requirements:** The Chief's Office shall coordinate a review of each policy or procedure required by the Agreement 180 days after such policy or procedure is implemented, and annually thereafter (on a regularly published schedule), to ensure that such policy or procedure provides effective direction to PPB personnel and remains consistent with the purpose and requirements of the Agreement.

**Status** Open

**Action Steps:**

1. Ensure that bureau protocols require annual review of policies and protocols.
2. Develop new policy requiring initial 180-day review of new policies or procedures per the requirements of this provision.

**Task Date Completed:**  Received DOJ Approval? Approval

## Evidence of Completion:

### Status Note:

**2014 Q1 Update:** Initial draft of Directive re: review policy prepared

**2014 Q2 Update:** Directive 010.00 became effective May 1, 2014. The Use of Force, ECW and Satisfactory Performance Directives that took effect on January 1, 2014 will be the first to undergo the new, initial 6 month review on July 1, 2014. Thereafter, all DOJ-related Directives will be scheduled for a 6 month review from their effective date.

**2014 Q3 Update:** Directives 940.00, 1010.00, 1051.00 and 315.00 were posted for their 180 day required review and are currently in Executive Reconciliation phase.  
No annual reviews due yet.

**2014 Q4 Update:** Directives 940.00, 1010.00 and 1051.00 were enacted on December 4, 2014 and Directive 315.00 was enacted on November 19, 2014 after their six month review was complete.

**2015 Q1 Update:** Directives 310.00; 310.40; 312.50; 317.40; 850.20; and 850.25 underwent their 6 month review during the quarter. No DOJ-related directives were due for their annual review at this time. Training Directive 1500.00 and Courtesy Directive 310.40 were enacted.  
After Executive reconciliation it was decided to re-post the Mental Health directives for universal review as a result of the major restructuring in format that resulted.

**2015 Q2 Update:** Directives 215.00, 345.00, 330.00, 331.00, 331.00, 332.00, 333.00, 334.00, 335.00, 336.00, 337.00, 338.00, 850.20, 850.21, 850.22, 850.25, 310.20, 310.50, 315.00, 344.00, 344.05, 120.00, and 1010.10 underwent their 6 month review during this quarter.

Directives 310.40, 220.40 and 1501.00 were the DOJ-related ones that were reviewed and enacted this quarter.

The Mental Health directives were posted for Universal review and thereafter were put on hold for receipt of DOJ and COCL comments. A face-to-face meeting was held in May for PPB, COCL and DOJ to discuss areas of concern. The packet of directives is now in the process of revision with a target date of early August for resubmission to DOJ.

The Discipline directives were also reviewed by DOJ and much work remains to be done in conjunction with IPR before that directive can be revised.

**2015 Q3 Update:** Training directive 1500.00 was the only DOJ-related directive that was due for its six-month review. None were due for an annual review.

**2015 Q4 Update:** Directives 315.30; 940.00; 1010.00 and 1051.00 were due for their annual review so were posted on November 1, 2015. Directives 1020.00; 1030.00; 1035.00; 1040.00; and 1050.00 were posted for their first review on the same date..  
Two DOJ-related directives--310.00 and 344.05--were enacted during this quarter although 344.05 will be re-visited as it was



# Department of Justice Tasks / Quarterly Update Report

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expedited due to the requirement of a new state law that it be in place on January 1, 2016.

- 2016 Q1 Update:** No DOJ-related directives were enacted nor due for their annual review this quarter. Directives 630.45 and 870.20 were posted for Universal review for thirty days on February 1, 2016. Those two and a number of others, including 910.00; 330.00-338.00; 345.00; 850.20; 850.21; 850.22; 850.25; 1010.10; 1500.00; 315.30; 940.00; 1010.00-1050.00; 1051.00; 635.10; and 870.20, remain in Executive reconciliation phase awaiting scheduling for DOJ/COCL/PPB monthly review meeting and ultimate enactment.
- 2016 Q2 Update:** No DOJ-related directives were due for a six-month review during this time period. Only the one directive, 310.40, was due for its annual review this quarter.
- 2016 Q3 Update:** No DOJ-related directives were due for a six-month review during this time period. Nor were any directives due for annual review this quarter.
- 2016 Q4 Update:**
- 2017 Q1 Update:**
- 2017 Q2 Update:**
- 2017 Q3 Update:**
- 2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

172

Application of policies and officer accountability

**Task Requirements:** PPB shall apply policies uniformly and hold officers accountable for complying with PPB policy and procedure.

**Status** Complete - review ongoing

### Action Steps:

**Task Date Completed:** 10/10/2013  **Received DOJ Approval? Approval**

**Evidence of Completion:** 1. Discipline Guide (located in folder #137)

### Status Note:

#### 2014 Q1 Update:

**2014 Q2 Update:** IA researching the best policy to document this mandate or will create a specific new Directive.

**2014 Q3 Update:** Directives 345.00 and 940.00 were posted for public comment and are through Universal Review. Both are in Executive Reconciliation, the final stage of completion.

**2014 Q4 Update:** Directive 345.00 was enacted on October 30, 2014 and Directive 940.00 was enacted on December 4, 2014. Directive 315.00 was enacted on November 19, 2014.

**2015 Q1 Update:** The above Directives remain in effect.

**2015 Q2 Update:** Directive 345.00 was posted for universal review in April as part of its 6 month required review and was in the Executive reconciliation phase at end of the quarter.  
Directive 315.00 was posted for universal review on May 2, 2015 for its required 6 month review and was in the Executive reconciliation phase at the end of this quarter as well.

**2015 Q3 Update:** Directive 315.00 was enacted this quarter.  
Directive 345.00 remains in Executive Reconciliation awaiting DOJ comment.

**2015 Q4 Update:** Directive 345.00 remained in Executive Reconciliation this quarter as the DOJ site visit scheduled to review this system and inform its feedback originally set for December was postponed until February.  
However, IA reports the following regarding officer accountability:

- Total Cases closed in the 4th Quarter – 26
- Total cases closed with sustained findings – 1
- Total number of Allegations – 86
- Total number of Sustained Allegations – 10
- Total number of Exonerated Allegations – 18
- Total number of In-Policy Findings – 16
- Total number of Not Sustained – 19
- Total number of Unfounded Allegations – 14
- Total number of IA Declined Allegation – 3
- Total number of IPR Dismissed Allegations - 6

**2016 Q1 Update:** DOJ and its subject matter expert participated in a site visit in February to witness a demonstration of the EIS and question those who are charged with administering it. PPB is now awaiting receipt of a Technical Assistance letter that DOJ is preparing on this subject as well as feedback on Directive 345.00 that has been with DOJ for months.

However, IA reports the following regarding officer accountability:

17 cases closed:

49 total allegations on those closed cases, of which:

15 were sustained

# Department of Justice Tasks / Quarterly Update Report

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2 were exonerated  
5 were exonerated w/debrief  
14 were not sustained  
7 were not sustained w/debrief  
2 were found in policy (OIS)  
3 were found in policy w/tactical debrief  
1 was unfounded

**2016 Q2 Update:** PPB, DOJ, and COCL worked together throughout the 2nd quarter to revise and update the EIS directive. The final version is currently in DOJ's hands and once PPB receives the acceptance letter, it will be enacted. Training on the modifications will follow. The revisions that ensue will significantly change the way an employee's chain of command is required to process an alert, resulting in a more timely, transparent, and accountable response to an alert. PPB and DOJ have also agreed to increase the number of events requiring an EIS entry in the interest of providing more thorough documentation of the work being done on a day to day basis.

In conjunction with the directive re-write, PSD has been revising its SOP for processing alerts which DOJ is reviewing as well. It will outline set criteria for the Administrator to apply in determining which alerts to forward to a supervisor.

**2016 Q3 Update:** PPB continues to await the acceptance letter on 345.00 from DOJ. The "knowledge check" and training plan are being prepared for implementation upon receipt of the letter. The SOP will also be put into effect.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

---

## Task Description

176

Agreement Compliance Report

**Task Requirements:** Beginning with the COCL's first quarterly report, as set forth in paragraph 166 of the Agreement, PPB shall prepare a status report no later than 45 days before the COCL's quarterly report is due. The PPB Compliance Coordinator shall lead the effort in preparing this status report and shall provide copies to the COCL, DOJ, and the public. PPB's report shall delineate the steps taken by PPB during the reporting period to comply with each provision of the Agreement.

**Status** Actively in Process

**Action Steps:**

1. PPB will track implementation of each provision of the agreement
2. PPB will provide detailed analysis of implementation and present implementation progress in a publicly palatable and informative manner
3. PPB will work with the COCL, the DOJ, and other stakeholders to identify opportunities for improvement to the report on an ongoing basis

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

## Evidence of Completion:

### Status Note:

#### 2014 Q1 Update:

**2014 Q2 Update:** Pending appointment of COCL, PPB has been preparing a quarterly report that it hopes will eventually sync with the COCL's reporting timeframe.

**2014 Q3 Update:** While awaiting the naming of the COCL, PPB has continued to prepare its quarterly report. PPB still intends to work with COCL to assure that the timeframes jive with each other.

**2014 Q4 Update:** PPB prepared its quarterly report as usual. Compliance team met with the newly appointed COCL team at the end of this quarter to discuss the timing of each one's required report. They agreed on a schedule for their respective reports that meets the requirement.

**2015 Q1 Update:** PPB prepared this quarterly report which will serve as the required status report for COCL's next quarterly report. It was posted on the website.

**2015 Q2 Update:** PPB prepared its quarterly report for submission to the DOJ and the COCL for its use in reporting on PPB compliance. It will be posted on the PPB website.

**2015 Q3 Update:** PPB prepared its quarterly report pursuant to the required timeframe to be submitted to DOJ and to COCL for its use in reporting on PPB compliance. As usual, it will be posted on PPB's website.

**2015 Q4 Update:** PPB prepared its quarterly report in a timely fashion and submitted it to DOJ and COCL for its use in reporting on PPB compliance. As usual, it will be posted on PPB's website.

**2016 Q1 Update:** PPB prepared its quarterly report in a timely manner and submitted it to DOJ and COCL for its use in reporting on PPB compliance. It will be posted on PPB's website as well.

**2016 Q2 Update:** PPB prepared its quarterly report in a timely fashion and submitted it to DOJ and COCL for its use in reporting on PPB compliance. It will be posted on PPB's website as usual.

**2016 Q3 Update:** PPB prepared its quarterly report in a timely fashion and submitted it to DOJ and COCL for its use in reporting on PPB compliance. It will be posted on PPB's website as usual.

#### 2016 Q4 Update:

#### 2017 Q1 Update:

# Department of Justice Tasks / Quarterly Update Report

---

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

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**Task Description**

177

Agreement documents and records retention

**Task Requirements:** PPB shall maintain all records, as applicable, necessary to document their compliance with the terms of the Agreement and all documents expressly required by the Agreement.

**Status** Actively in Process

**Action Steps:** 1. PPB will develop system within PSD and Compliance Coordinator offices to ensure compliance with the requirements of this provision.

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

**Evidence of Completion:** 1. PPB Action Item Database (upon request)  
2. PPB DOJ folder located within PSD (provided on USB drive)  
3. Training Records Management (upon request)  
4. BHU Records Management (upon request)

**Status Note:**

**2014 Q1 Update:** PPB is maintaining all documents, pursuant to applicable law, necessary to document compliance. A specific database has been created for that purpose.

**2014 Q2 Update:** PPB continues to maintain all appropriate documents.

**2014 Q3 Update:** PPB continues to maintain all pertinent documents.

**2014 Q4 Update:** PPB continues to maintain all pertinent documents.

**2015 Q1 Update:** PPB continues to maintain all pertinent documents related to compliance.

**2015 Q2 Update:** PPB continues to maintain all relevant documents.

**2015 Q3 Update:** PPB continues to maintain all pertinent documents related to compliance.

**2015 Q4 Update:** PPB continues to maintain all pertinent documents related to compliance.

**2016 Q1 Update:** PPB continues to maintain all pertinent documents related to compliance.

**2016 Q2 Update:** PPB continues to maintain all pertinent documents related to compliance.

**2016 Q3 Update:** PPB continues to maintain all pertinent documents related to compliance.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

189

Notification to DOJ of collective bargaining updates

**Task Requirements:** The PPB and the City agree to promptly notify DOJ if any term of this Agreement becomes subject to collective bargaining. The City agrees to keep DOJ apprised of the status of the resulting negotiations.

**Status** Open

**Action Steps:** 1. PPB will ensure that notification is sent to the DOJ upon learning of impending bargaining with the union concerning policies related to the Agreement.

**Task Date Completed:**  **Received DOJ Approval? Approval**

## Evidence of Completion:

### Status Note:

**2014 Q1 Update:** Not applicable this quarter.

**2014 Q2 Update:** Not applicable this quarter.

**2014 Q3 Update:** Not applicable this quarter.

**2014 Q4 Update:** Not applicable this quarter.

**2015 Q1 Update:** Not applicable this quarter.

**2015 Q2 Update:** Not applicable this quarter.

**2015 Q3 Update:** Not applicable this quarter.

**2015 Q4 Update:** Not applicable this quarter.

**2016 Q1 Update:** Not applicable this quarter.

**2016 Q2 Update:** Not applicable this quarter.

**2016 Q3 Update:** Not applicable this quarter.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**

# Department of Justice Tasks / Quarterly Update Report

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## Task Description

190

Employee Signed Acknowledgement of Agreement

**Task Requirements:** All PPB officers and persons related to the implementation of the Agreement shall sign a statement indicating that they have read and understand the Agreement within 90 days of the effective date of the Agreement. Such statement shall be retained by PPB. PPB shall require compliance with the Agreement by their respective officers, employees, agencies, assigns, or successors.

**Status** Actively in Process

**Action Steps:**

1. PPB will develop an electronic system for acknowledging receipt of new or revised policies and having read and understood them, per Agreement #85 g
2. PPB will require all personnel read and sign statement of understanding for new or revised policies

**Task Date Completed:**  **Received DOJ Approval?** **Approval**

**Evidence of Completion:**

**Status Note:**

**2014 Q1 Update:** Electronic system developed and ready to be utilized upon signing of the Agreement

**2014 Q2 Update:**

**2014 Q3 Update:** Agreement signed by Judge Simon on August 29, 2014. Once the final version was received from the CAO, it was posted on the PPB's Intranet with a message from the Chief indicating he expected all members to read and acknowledge by Oct. 29, 2014. By the end of this quarter, a number of members had already signed the acknowledgment. This task will be completed long before the end of next quarter

**2014 Q4 Update:** All available members have signed a form acknowledging that they have read and understand the settlement agreement. The Compliance team is working with the Personnel Division to develop a protocol to assure that all new employees receive instruction to do the same.

**2015 Q1 Update:** The responsibility for assuring the compliance of new employees will fall to the RU manager.

**2015 Q2 Update:** It is a continuing requirement that all new employees read and acknowledge the Settlement Agreement.

**2015 Q3 Update:** It is a continuing expectation that all new employees read and acknowledge the Settlement Agreement. That involved 13 individuals this quarter who all complied.

**2015 Q4 Update:** It is an ongoing expectation that all new employees read and acknowledge the Settlement Agreement. That involved 11 individuals this quarter who all complied.

**2016 Q1 Update:** It is a continuing expectation that all new employees read and acknowledge the Settlement Agreement. There were 15 new hires throughout the Bureau this quarter and all complied.

**2016 Q2 Update:** PPB hired 3 Officers during Q2 and each of them has signed off as having read and acknowledged the settlement agreement. The other 4 non-sworn employees hired during the quarter also did so.

**2016 Q3 Update:** PPB hired 9 new police officers during this quarter and each of them has signed off as having read and acknowledged the Settlement Agreement. There were also five non-sworn employees hired who also fulfilled this requirement.

**2016 Q4 Update:**

**2017 Q1 Update:**

**2017 Q2 Update:**

**2017 Q3 Update:**

**2017 Q4 Update:**