

PORTLAND POLICE BUREAU
TRAINING DIVISION

2015 ANNUAL TRAINING NEEDS ASSESSMENT

IN-SERVICE TRAINING FOR TENURED OFFICERS

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Executive Summary

Law Enforcement is a highly complex profession where officers are expected to make split-second decisions under circumstances that are tense, uncertain, and rapidly evolving. As a result, training for this profession must remain complex and reflect the challenges officers will encounter while performing their duties.

The cornerstone of the Portland Police Bureau's program for tenured officers is our annual In-Service Training. However, when Officers are detailed to training, they are not performing their primary duties. Therefore, it is critical our program balances the need to train against the impact it will have on the effective day to day operation of the Police Bureau.

In-Service is designed around identified training needs from a variety of sources both internal and external. The purpose of a formalized needs assessment is to identify training needs so they can be prioritized and then sequenced in a strategic training plan. It is important to note that not all identified needs can or should be addressed by training. Some needs are resolved through direct supervision, executive order, or other means.

The 2015 Needs Assessment highlights the large volume of training needs and requirements for our tenured officers. While the majority of the need falls within the core disciplines (Defensive Tactics, Firearms, Patrol Vehicle Operation, and Electronic Control Weapons), other needs were identified as they relate to policy, legal updates, and emerging trends. With such a large need, it is critical to prioritize the needs where In-Service training can have the greatest impact on our member's knowledge, skills, and abilities. Given the limited time available for training, some topics will be addressed through other modes, such as Roll Call Videos and Tips and Techniques Bulletins.

The 2015 Needs Assessment improved last year's gaps in the data sources we rely on. We continue to work with our sources to improve the quality of the data, so it may better inform future training needs. Of particular interest to our division is conducting research around retention rates for cores skills. Our hope is this data will help us determine the frequency of refresher training.

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INTRODUCTION

Purpose of the Training Needs Assessment

The first step of developing a training plan includes a needs assessment to identify where gaps exist between organizational or individual-level performance goals and current skill or knowledge levels. The gaps may stem from multiple causes, such as: changes in laws or policy, new equipment, changes in job duties, and the natural perishability of uncommonly used skills. The needs assessment begins the process of deciphering what gaps may be best addressed by training; however, often further processing will be required to fully prioritize the training topics, determine how many training hours are feasible, and identify the best delivery method for the material.

The process of a needs assessment is critical for increasing efficiency in the use of training time and maintaining a more comprehensive view of the training needs, especially in environments where the training needs are vast and compete with allotted training times. The format of needs assessments can vary greatly and they can include formal or informal methods of data collection.

This needs assessment focuses on the training needs that are applicable for tenured officers delivered at in-service training. It formalizes the analysis of some data that has been tracked by the Training Division for years, as well as implementing additional systems to receive further input from in-service attendees and monitor organizational outcomes.

This report focuses on the five core law enforcement disciplines (Defensive Tactics, Electronic Control Equipment, Firearms, Patrol Tactics, and Police Vehicle Operations), re-certification requirements for Oregon law enforcement, training needs pertaining to the DOJ agreement, and the following topics and sources outlined in the DOJ agreement:

- Trends in hazards officers are encountering in performing their duties
- Analysis of officer safety issues
- Misconduct complaints
- Problematic uses of force
- Input from members at all levels of PPB
- Input from the community
- Concerns reflected in court decisions
- Research reflecting best practices
- The latest in law enforcement trends
- Individual precinct needs
- Any changes to Oregon or federal law or PPB policy

The process for this needs assessment and the collection of related information will be reviewed and refined as needed in order to best meet the needs of those developing the training and curriculum plans. It is expected that the future needs assessments will continue to include additional topics that

are critical for planning training for law enforcement as well as a greater focus on skill retention rates.

As mentioned above, further processing of this information is needed to best determine which gaps are best addressed by in-service training. This document is not intended to be an outline for what topics will be covered during in-service training nor is it intended to become the only source of information to be used during the formation of the strategic and annual in-service training plans. It is critical that any information or suggestions in this document are reviewed within the following context: (1) who does this information relate most to; (2) what is the best method for disseminating this information; and (3) who this information should be distributed by. Some information will be best delivered by in-service training and other information would be better disseminated through webinars, roll call videos, unit managers, direct supervision, or other means of communication. It is also important that training plans prioritize genuine training needs above suggestions or only meeting training requirements; therefore, these three categories are used throughout this document in order keep a clear distinction and the content will focus more heavily on training needs and requirements.

Purpose of In-Service Training

The purpose of in-service for law enforcement is to receive training pertaining to officers' state recertification and OSHA requirements, the maintenance of perishable skills, new trends and equipment, updates on policy and procedural changes, and advanced law enforcement training. In general, skills perish over time when they are not used regularly. Law enforcement faces a particular challenge as they are forced to make split-second decisions in circumstances that are tense, uncertain, and rapidly evolving. These decision points are analyzed through the totality of the circumstances and the reasonableness of the officer's actions. Continual training is critical for ensuring that officers can perform at their best under these unpredictable and complicated circumstances.

RE-CERTIFICATION REQUIREMENTS FOR OREGON LAW ENFORCEMENT

Training Requirements from the Department of Public Safety Standards and Training (DPSST):

- Every three years officers need to accrue 84 hours of training for their Oregon Law Enforcement re-certification. Twenty-four of these hours need to be in use of force (eight hours annually) and 60 hours in “other” training. Use of force training includes Firearms, Defensive Tactics, Electronic Control Equipment, and portions of the Patrol Tactics program (e.g. scenario training).
- DPSST mandates that every two years officers are required to receive CPR / First Aid re-certification training.
- In addition to the 84 hours required every three years, all sergeants and above have to receive eight hours of leadership training per year.

Training Requirements from OHSA:

- Every year officers are required to receive training in blood borne pathogens. A certain amount of hours is not required for this training.

Re-certification Requirements from Taser:

- Requires officers to deploy two cartridges every year to maintain their certification. Both deployments that occur on the job and in training can count towards this requirement. All officers and sergeants assigned to the Operations Branch are required to carry an electronic control weapon.

DOJ AGREEMENT

Identified DOJ Agreement Related Training Needs¹:

- Update on DOJ Agreement
- Changes to directives pertaining to use of force, mental health, and accountability

CIT Refresher Training Needs²:

- Related policy updates
- Mental health and juvenile contacts
 - Focus on EASA resources
- Training time needed: 2 hours

Active DOJ Agreement Training Requirements³:

- DOJ agreement items that would apply to in-service:
 - 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.
 - Increase the use of role-playing scenarios and interactive exercises that illustrate reasonable use of force decision making, specifically including interactions with people who have, or are perceived to have, mental illness, including training officers on the importance and impact of ethical decision making and peer intervention (DOJ 84 – a.i).
 - Emphasize the use of integrated de-escalation techniques, when appropriate, that encourage officers to make arrests without using force (DOJ 84 – a.ii).
 - Continue to provide training regarding an officer's duty to procure medical care whenever a subject is injured during a force event (DOJ 84 – a.iii).
 - Continue to train on proactive problem solving and to utilize, when appropriate, disengagement, area containment, surveillance, waiting out a subject, summoning reinforcements, requesting specialized unit (including ECIT officers and mental health professionals), or delaying arrest (DOJ 84 – a.iv).
 - Describe situations in which a force event could lead to potential civil or criminal liability (DOJ 84 – a.v).

¹ These DOJ related training needs were obtained from the DOJ Captain and the PPB's DOJ Coordinator in June of 2015. At the time of this meeting, it was also discussed that additional topics may arise from the COCL and COAB recommendations. It was agreed that any formal recommendations would need to be submitted to the Training Division by August 1, 2015, in order to be considered for the 2016 In-service. As of September 15, 2015, no formal recommendations were received by the Training Division.

² 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. These were provided to the Training Division on September 3, 2015.

³ These items were obtained from the DOJ Agreement, case number 3:12-cv-02265-SI.

- Continue to train officers to avoid using profanity, prohibit using derogatory/demeaning labels, and also avoid terms not currently appropriate for person-centered communication, such as the term “mentals,” in all work-related settings and communications, as well as when interacting with the public (DOJ 84 – a.vi).
- Annual CIT refresher for all officers. PPB’s Training Division, in consultation with ABHU Advisory Committee, shall determine the subjects and scope of initial and refresher crisis intervention training for all officers (DOJ 98).
- DOJ agreement items specific to supervisor training:
 - Provide additional training on how to:
 - Conduct use of force investigations, including the supervisor’s investigatory responsibilities identified in Section III.A.3 (DOJ 84 – b.i).
 - Section III.A.3 includes the enforcement of Directive 940.00, maintaining adequate patrol supervision staffing, a supervisor checklist for carrying out force investigation responsibilities, and policies concerning the chain of command reviews of After Action Reports (see Appendix A for all items under Section III.A.3).
 - Evaluate officer performance as part of PPB’s annual performance evaluation system (DOJ 84 – b.ii).
 - Foster positive career development and impose appropriate disciplinary sanctions and non-disciplinary corrective action (DOJ 84 – b.iii) .
- Other DOJ items pertaining to delivering training:
 - Ensures that sworn PPB members are provided a copy of all PPB directives and policies issued pursuant to this 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 (DOJ 85 – g).
 - PPB agrees to continue to require a minimum of 40 hours of crisis intervention training to all officers before officers are permitted to assume any independent patrol or call-response duties. PPB’s Training Division, in consultation with ABHU Advisory Committee, shall determine the subjects and scope of said training (DOJ 98).
 - PPB shall specifically train each EC-I Team member before such member may be utilized for EC-I Team operations. PPB, with the advice of the ABHU Advisory Committee, shall develop such training for EC-I Team members consistent with the Memphis Model (DOJ 102).
 - PPB shall specially train each Mobile Crisis Prevention Team member (MCPT) 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 (DOJ 109).

- Agreement Implementation and Enforcement:
 - Within 180 days of the Effective Date, 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 this 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 this 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 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 (DOJ 169).

DEFENSIVE TACTICS

In Defensive Tactics, officers obtain training in how to safely make contact with subjects, conduct searches, take subjects into custody, and to counter when subjects attack an officer, including an attempt to gain control of his or her weapon. Inadequate control results in the risk of injury or death to the public and officers, the failure to reduce crime, and the potential for civil and criminal liability. The program stresses reasonable control given the totality of the circumstances. Defensive Tactics techniques require refresher trainings due to the natural perishability of the skills. Training on new techniques is necessary to keep current with developments in policy, equipment, and procedure(s).

Identified Training Needs From In-Service Attendees⁴:

- Most frequently mentioned topics (in order of frequency, starting with the most mentioned topic):
 - Control holds⁵
 - Takedowns (including leg sweeps)⁵
 - Use of force (includes policy, report writing, articulation, and decision making)⁵
 - Ground defensive tactics
 - Hand and feet defense tactics
 - Handcuffing⁵
 - Weapon retention
 - Practical applications and scenarios
- Additional topics mentioned that are taught by defensive tactics:
 - Searches⁵
 - Confrontational simulations
 - Defensive tactics with non-compliant subjects⁵
 - OC spray refresher
 - Batons
 - Trends in defensive tactics
 - Transition drills
 - Defensive tactics for close quarters
 - Scenario debriefs (e.g. using video scenarios for discussion)
 - Scenario(s) using batons
 - Knife defense
 - De-escalation tools⁵

⁴ Feedback from in-service attendees was obtained through a survey provided to participants after the skills day of in-service. The distribution of this survey began on March 12, 2014, which replaced a generic survey receiving a very low response rate. A total of 444 participants responded to the new survey. The results of this section are obtained from an open ended survey item, “In future in-services, it would be helpful to spend more time in defensive tactics on the following:”. One hundred fifty-eight participants responded to this survey item. The survey responses were aggregated and then vetted by the Defensive Tactics lead instructors to ensure that they were legitimate training needs for this discipline.

⁵ These topics were at least partially covered during the 2015 Defensive Tactics In-service training.

- Additional comments:
 - Ongoing training, multiple times a year, is needed to be proficient in defensive tactics skills.
 - There were some requests for tailoring situations towards detectives/investigators (e.g. situations that can come up in an interview room).

Identified Training Needs From Defensive Tactics Lead Instructors:

- Topic priorities:
 - Searches (policy and technique of full body search)
 - Ground control (multiple officers with an uncooperative subject on the ground, plus review of hobble)
 - Review of 2 on 1 custody and High-Risk Prone custody
 - Additional related policy reminders
- Additional Input:
 - More Defensive Tactics training time is needed for people to be proficient.
 - Training conducted over several training sessions per year would be ideal (e.g. four training sessions throughout the year).
 - Two hour blocks of time work well for Defensive Tactics.
 - Training Time needed for:
 - Searches: 3 hours
 - Ground control and review of hobble: 2 hours
 - 2 on 1 custody and High-Risk Prone custody: 1 hour

Retention Rates:

The Training Division has begun collecting information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. Future needs assessments will provide progress updates on this research although this will take years to fully develop.

FIREARMS

In Firearms, officers are trained in critical skills for ensuring safe and accurate use of firearms under various circumstances that officers may encounter. Firearms are used infrequently during the course of daily patrol. However, when an incident occurs that requires a firearm, it involves a high level of safety risk and often complex circumstances. Due to the nature of these incidents, it is critical that officers come into these unexpected encounters ingrained with substantial muscle memory in firearm skills to allow more cognitive capacity for rapidly evolving decision making. Ongoing refresher and new trainings in firearms are critical due to the perishability of these skills, new policies, and technological advances in firearms training.

Identified Training Needs From In-Service Attendees⁶:

- Most frequently mentioned topics (in order of frequency, starting with the most mentioned topic):
 - More of the same training that was provided in the 2014 In-service, particularly the scenarios
 - Live-fire training⁷
 - Other scenario based training for firearms (including holstering and transitioning to another weapon, exiting a vehicle during an ambush, suspects with body armor, partner scenarios, close range, stress related, shooting from patrol cars, finishing scenario with handcuffing, under cover scenarios, utilizing scenario village and live fire scenarios)
 - Moving and shooting
- Additional topics mentioned that are taught by Firearms:
 - Addressing and shooting moving targets⁷
 - Shooting in non-standard positions⁷ (including sitting in a car)
 - Utilizing cover
 - Malfunction drills⁷ (including two handed support side, correcting malfunctions on the move and behind cover)
 - Tactical courses⁷ and decision making scenarios
 - Speed and accuracy skills⁷
 - Shoot/don't shoot exercises with multiple threats
 - Using firearms in close quarters⁷
 - Target recognition with backdrop changes
 - Support hand weapon manipulations
 - Classroom on penetration capabilities of various caliber firearms
 - Long distance shooting

⁶ Feedback from in-service attendees was obtained through a survey provided to participants after the skills day of in-service. The distribution of this survey began on March 12, 2014, which replaced a generic survey receiving a very low response rate. A total of 444 participants responded to the new survey. The results of this section are obtained from an open ended survey item, "In future in-services, it would be helpful to spend more time in firearms on the following:". One hundred ninety-six participants responded to this survey item. The survey responses were aggregated and then vetted by the Firearm lead instructors to ensure that they were legitimate training needs for this discipline.

⁷ These topics were at least partially covered during the 2015 Firearms In-service training.

- Additional comments:
 - More firearms training time and frequency is needed in order to build muscle memory.
 - There was some interest in bringing back the Fire Arms Training Simulator (F.A.T.S.).
 - A review of the use of force policy was requested.⁷

Identified Training Needs From Firearms Lead Instructors:

- Topic priorities:
 - Malfunction drills (including in motion and the use of cover)
 - Moving targets
 - Speed and accuracy drills
 - Decision whether or not to shoot drills
- Additional Input:
 - Training time requested during in-service: One, 5-hour block of time (to allow for gun cleaning time and a break).

Retention Rates:

The Training Division has begun collecting information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. Future needs assessments will provide progress updates on this research although this will take years to fully develop.

PATROL TACTICS

Patrol Tactics is the discipline of synthesizing all of an officer's mental and physical skills and tools to accomplish a goal in a police contact or incident. It is the training that prepares officers for the complexity, stress, and fluid nature of patrol work. It prepares them to manage scenes by using a full repertoire of communication skills, legal knowledge, decision-making, and tactical skills. Patrol Tactics utilizes a combination of scenario-based, skills-based, and classroom training methods. Training on new techniques is necessary to keep up with trends in calls officers are encountering on the job, national trends, lawsuits, and new procedures.

Identified Training Needs From In-Service Attendees⁸:

- Most frequently mentioned topics (in order of frequency, starting with the most mentioned topic):
 - More scenario training in general⁹
 - More training in building clears
 - Ambush scenarios
 - Tactical calls (e.g. suspect with a gun, engaging with a house and barricaded subject, burglary in progress, domestic violence)⁹
 - Car scenarios (e.g. high-risk vehicle stop, traffic stop, uncooperative subject removal from vehicle)⁹
 - More challenging/complex scenarios⁹
 - Scenarios related to plainclothes operations⁶
 - Use of force scenarios involving simulation rounds⁹
- Additional topics mentioned that are taught by Patrol Tactics:
 - Training with K-9
 - Suppressive fire techniques/concepts
 - Active shooter⁹
 - Non-shooting scenarios⁹
 - Scenarios of real life situations or past officer involved scenarios across the U.S.
 - Scenarios incorporating more cross fire
 - Scenarios incorporating officer down and time for medical care⁹
 - Building entry with a search warrant¹⁰
 - High risk stops⁹
 - Lifesaving medical techniques⁹
 - Post-shooting incident management⁹

⁸ Feedback from in-service attendees was obtained through a survey provided to participants after the skills day of in-service. The distribution of this survey began on March 12, 2014, which replaced a generic survey receiving a very low response rate. A total of 444 participants responded to the new survey. The results of this section are obtained from an open ended survey item, "In future in-services, it would be helpful to spend more time in patrol tactics on the following:". One hundred participants responded to this survey item. The survey responses were aggregated and then vetted by the Patrol Tactics lead instructors to ensure that they were legitimate training needs for this discipline.

⁹ These topics were at least partially covered during the 2015 Defensive Tactics In-service training.

¹⁰ These topics are specific to investigative officers. Currently in-service is tailored largely to patrol officers; however, these topics may be utilized if portions of in-service are separated for the Investigative and Operations Branches in the future.

- Additional comments:
 - Need more training time.
 - Having quick scenarios provided during downtimes would be helpful.
 - Increasing realism in the scenario training (e.g. reducing factors that may lead to unintended hints regarding the main objectives of the scenario).

Identified Training Needs From Patrol Tactics Lead Instructors:

- Topic priorities:
 - Tactical Emergency Casualty Care (wound packing module)
 - Building clears
 - High risk vehicle stops
- Additional Input:
 - Training time needed for:
 - Tactical Emergency Casualty Care (wound packing): 2 hours, 4 instructors will be needed (including the 2 lead instructors)
 - Building clears: 2 hours (30 minutes of classroom, safety checks, and approximately 1 hour of skills training)
 - High risk vehicle stops: 2 hours (30 minutes of classroom, safety checks, and approximately 1 hour of skills training)

Retention Rates:

The Training Division has begun collecting information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. Future needs assessments will provide progress updates on this research although this will take years to fully develop.

POLICE VEHICLE OPERATIONS

In Police Vehicle Operations (PVO), officers receive training related to safely and efficiently handling police vehicles in challenging traffic environments, various road conditions, during pursuits and emergency situations, and with multiple distractions. PVO training integrates tactical decision-making, state law, and bureau policy with physically operating the car under stress in different conditions and circumstances. Refresher training is critical for ensuring officers will be able to utilize low frequency vehicle maneuvers, such as pursuit intervention techniques (PIT), safely and accurately when needed. Continual training is also important for reducing liability with collision avoidance, staying proficient in driving fundamentals, practicing PVO techniques with new police vehicles, integrating new policy changes, and staying apprised of technological advances in car safety and driving systems.

Vehicle Pursuit Report:

Every year the Training Division reviews the annual Vehicle Pursuit Report from the Vehicle Pursuit Committee. The 2014 Report shows that overall pursuits are being conducted appropriately and terminated within reasonable times. There is a slight increase in the average length of the 2014 pursuits compared to previous years (an average increase of 41 seconds). The data does not suggest a concerning trend at this time. The Vehicle Pursuit Committee will continue to examine this data and related reasons for any identified trends. However, a reminder of pursuit risks, balancing governmental interests, and transitioning to other strategies when one is ineffective may be beneficial as a preventative measure.

In addition, the Training Division followed up with the Internal Affairs to collect information on pursuit incident cases that were referred to the Internal Affairs in 2013 and 2014. The Internal Affairs reviewed nineteen cases from this referral time period. Within these cases, two of the allegations were sustained, one was found in-policy, and sixteen of the cases resulted in internal service improvement opportunities. Among the cases that resulted in a sustained allegation or internal service improvement opportunity, two themes were identified. One of these themes (involving six cases) was officers not utilizing lights and/or sirens at all or continuously throughout the pursuit. The other theme (involving eleven cases) pertained to radio communication. Among these cases the issues noted were having insufficient or untimely updates, not clearly broadcasting the charges for the pursuit, and not broadcasting pertinent information. These findings do not suggest an overall trend in officer pursuits or necessarily a training need that would apply to the majority of the in-service population¹¹. However, they do suggest a trend among cases where potential for improvement is noted and continuing to reinforce related reminders into training where appropriate may be beneficial, particularly since vehicle pursuits are a relatively rare event.

¹¹ There were a total of 243 vehicle pursuits reported in 2013 and 2014.

Research pertaining to the interaction of pursuit intervention techniques and electronic stability control systems:

As vehicle technology has been developing, such as electronic stability control (ESC) systems, questions have developed among researchers and practitioners of law enforcement regarding the impacts of these technologies on the use of pursuit intervention techniques (PIT). In 2015, the Portland Police Bureau's Training Division, in partnership with the Department of Public Safety Standards and Training and a few additional law enforcement agencies, conducted a research study into the effects of ESC on the PIT maneuver.¹²

A total of 183 physical pursuit intervention technique runs were conducted during the course of this study utilizing various speeds (25 – 60mph) and vehicles (2005 and 2006 Ford Crown Victoria Police Interceptors, 2007 and 2008 Dodge Chargers, and a 2011 Chevrolet Caprice PPV). The 2011 Chevy Caprice and the 2007 and 2008 Dodge Chargers were equipped with electronic stability control systems, while the Ford vehicles were not.

The study found differences between conducting a PIT on a car with electronic stability control (ESC) compared to one without it. The findings indicated the PIT maneuver is still very much a finesse technique, and this may be even more the case with cars equipped with ESC. Some of the main findings pertaining to training strategies would be:

- The study did not find using aggressive steering or acceleration to be necessary in order to PIT a car with ESC. In some cases it may lead to more secondary contact situations. Too much acceleration can also move the contact car up into the side of the subject vehicle, increasing the likelihood of contact at the doors.
- Drivers of contact vehicles should also be prepared to tap the brakes to allow separation of PIT's with ESC equipped vehicles.
- At higher speeds (such as 45mph), the driver may need to utilize braking and steering immediately after a PIT to avoid contact.

Identified Training Needs From In-Service Attendees¹³:

- Most frequently mentioned topics (in order of frequency, starting with the most mentioned topic):
 - High speed driving (including lane changes, pursuit or response driving, obstacle avoidance and braking)

¹² For more information, contact the Portland Police Bureau's Training Division for the Effects of Electronic Stability Control on the Pursuit Intervention Technique research brief.

¹³ Feedback from in-service attendees was obtained through a survey provided to participants after the skills day of in-service. The distribution of this survey began on March 12, 2014, which replaced a generic survey receiving a very low response rate. A total of 444 participants responded to the new survey. The results of this section are obtained from an open ended survey item, "In future in-services, it would be helpful to spend more time in PVO on the following:". One hundred forty-six participants responded to this survey item. The survey responses were aggregated and then vetted by the PVO lead instructors to ensure that they were legitimate training needs for this discipline.

- PIT¹⁴
- More driving time¹³ (especially with vehicles they are less familiar with because they are new or used on the job but not in training)
- Scenarios (including PIT, spike strips, skid cars, and pursuit)
- Additional topics mentioned that are taught by Patrol Vehicle Operations:
 - Pursuit driving
 - Track driving
 - Box-in
 - Skid car
 - Braking (particularly with new vehicles), cornering, and evasive maneuvers
 - Stop sticks
 - Code driving/realistic code response
 - Backing¹³
 - Distracted driving class (e.g. cell phone, MDC, radio, etc.)
 - Post-PIT¹³
 - Intersections
 - Use of mirrors¹³
 - Shuffle steering
 - Collision avoidance
 - Parallel park to both sides
 - City-like PVO settings

Identified Training Needs From Police Vehicle Operation Lead Instructors:

- Topic priorities:
 - Classroom time on pursuit policy changes (if any) and the impact of electronic stability control on PIT maneuvers.
 - Driving course utilizing collision avoidance, u-turns, the perception reaction board, lane changes, backing, and slalom. The Caprice, Ford Interceptor, and Ford Crown Vic will be used.
- Additional Input:
 - Need to have PVO driving time available every year; time made for PVO is somewhat irregular.
 - Officers are due for some PVO training at PIR. This space is needed in order to practice PITs at higher speeds, high speed driving, stop sticks and pursuits.
 - Training time requested in 2016 In-service to conduct the classroom portion on pursuit policy changes (if any) and information on pursuit intervention techniques with vehicles that have electronic stability control, and the driving course: 2 hours (30 minutes of classroom time, and 1.5 hr for safety checks and driving exercises).

¹⁴These topics were at least partially covered during the 2015 Defensive Tactics In-service training.

Retention Rates:

The Training Division has begun collecting information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. Future needs assessments will provide progress updates on this research although this will take years to fully develop.

ELECTRONIC CONTROL EQUIPMENT

Officers are trained to carry and use an ECW (Electronic Control Weapon) to quickly and safely resolve a violent or potentially violent encounter. These tense and quickly evolving encounters necessitate a dynamic training environment. In order to train officers to make the most reasonable decision during these confrontations, the training regimen includes weapons manipulation as well as dynamic, scenario-based training with a role player, simulating a real-world situation(s), while stressing reasonable decision making while under physical and mental stress.

Identified Training Needs From In-Service Attendees:

Information is currently being obtained from officers at all levels regarding their ECW training needs. This information will be available in the 2016 Annual Training Needs Assessment Report.

Identified Training Needs From The Electronic Control Equipment Lead Instructor:

- Topic priorities:
 - Review directives
 - Introduce the new Taser and holster
 - Applied training with the new equipment
 - Short decision making scenarios that involve using the equipment under stress
- Additional Input:
 - Training time requested to cover directive review, introduce and provide applied training with the new equipment, and scenario: 4 hours.

Retention Rates:

The Training Division has begun collecting information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. Future needs assessments will provide progress updates on this research although this will take years to fully develop.

TRENDS IN HAZARDS OFFICERS ARE ENCOUNTERING IN PERFORMING THEIR DUTIES

Officers encounter numerous hazards on a regular basis as a normal part of their job. These include, but are not limited to, driving hazards, being assaulted during arrests and other policing encounters, exposure to pathogens and hazardous materials, issues with sleep disruption common for shift workers, exposure to excessive amounts of trauma, and exposure to the effects of gunfire. In addition to these hazards, officers may encounter new hazards due to changes in cars or equipment, road conditions or structure, coverage for their shift or precinct, policy, radio dead spots, crime or call types, etc. The Training Division wants to stay particularly aware of these new hazards.

Identified Training Needs From In-Service Attendees¹⁵ and Training Division Supervisors and Command Staff¹⁶:

Training Topic	Year Suggested	Notes
Legal authority for calls for service to abandoned homes of transients moving in the home. No person in charge, owner or bank representative are able to be reached to approve the removal. Sometimes the property does not have a trespass agreement.	2014	Criminal legal update with legal counsel at in-service is being considered.
Live fire range training with moving, shooting, cover, stressors.	2014	Live fire range training has now been incorporated into in-service with the new Training Complex. Part of this is being covered in the 2015 In-service.
PVO training on a track with intersections, decision making, radio use, etc.	2014	In consideration for a future in-service.
Managing job related stress for officers.	2014	Emotional survival, suicide prevention, emotional intelligence and compassion fatigue class options are being explored.

¹⁵ Feedback from in-service attendees was obtained through an online survey distributed after the classroom day of in-service. The distribution of this survey began on April 9, 2014, which replaced a generic survey receiving a very low response rate. The survey was done online, partially to test out online response rates for in-service. A total of 64 participants responded to the new survey. The results of this section are obtained from an open ended survey item, “In the last 12 months, have you encountered any new hazards while performing your duties? If so, please describe them here:”. A total of nine people responded to this survey item. The responses were vetted through the Training Division sergeants and command staff to determine which concerns were applicable to the general population of patrol officers and attendees of in-service training. Concerns that would be managed by another unit or were not training needs per se, for example concerns raised about the new Caprice vehicles, were passed on to the appropriate person. In 2015, the Training Division will make an effort to further explore the hazards officers are encountering in the field.

¹⁶ Feedback was obtained through a meeting with the Training Division supervisors and command staff on June 23, 2015.

Officer safety issues with the new computer systems.

2015

Injury Data:

The injury data from the Bureau of Fire and Police Disability and Retirement (FPDR) continues to indicate that the back, fingers, knees and shoulders are the most frequently injured body parts¹⁷. The most frequent causes for injuries are assault by human/altercation, falls on the same level, lifting, and vehicle collisions. Previously prolonged physical exertion and over-exertion were also among the most frequent causes. None of the injuries from this data were classified under these two categories for 2014. No other dramatic increases or decreases in injury types were found.

The use of force injury data shows that officers are receiving a higher percentage of injuries when using takedowns and hands and feet defense, than when using other forms of force¹⁸. Although this finding is to be expected, further exploration into these cases may be valuable to determine whether any trends that would pertain to training needs could be identified. The Training Division is currently reviewing use of force cases involving officer injuries to determine whether any trends exist in these cases.

No specific training needs are identified from this data at this time. However, this information further supports training related to reducing collisions and injuries during physical altercations.

Training Division Supervisors and Command Staff, and PPB Injury and FPDR Liaisons Feedback on Related Training Needs¹⁹:

- The impact of electronic stability control on pursuit intervention techniques (PIT) and alternative strategies when the PIT is not effective.
- Box in refresher.
- A reminder regarding the importance of covering even minor cuts and abrasions to avoid infection from exposure during calls and altercations (see if Nurse Caroline Williams can provide during Blood Borne Pathogens). There is still a fair amount of needlestick exposures, which may deserve a reminder during Blood Borne Pathogens as well.
- Reminders around proper lifting techniques when it relates to what is being covered during skills or scenario training.
- Reducing and managing stress during work-related investigations.
- EAP training.

¹⁷ 2014 Portland Police Bureau injury data was obtained from the Bureau of Fire and Police Disability Retirement (FPDR) on March 13, 2015. Data from FPDR typically contains injuries that required medical treatment on work time and/or time loss.

¹⁸ Information regarding injuries in use of force cases for the years of 2008-2014 was obtained from the Professional Standards Division on March 30, 2015.

¹⁹ Feedback was obtained through a meeting with the PPB Injury and FPDR Liaison Sergeant and Officer on June 15, 2015, and the Training Division supervisors and command staff on June 23, 2015.

- Edged weapon defense.
- In-custody escorting (officers' fingers are getting caught in handcuffs while escorting subjects). A reminder of this risk and how to avoid it when a handcuffing refresher is conducted next may be beneficial.
- Ambush scenarios; fatal attacks on officers.

MISCONDUCT COMPLAINTS

At the time of this report, the 2014 Independent Police Review (IPR) Annual Report was not public. The analyses of the 2014 complaint data and additional feedback were obtained from IPR staff during July through September 2015. Feedback was also obtained from the Portland Police Bureau's Internal Affairs regarding trends in complaint data. Given the IPR Annual Report is in draft form, the findings will be presented in general terms.

Findings pertaining to trends:

- Community complaints have been slightly decreasing each year since 2011.
- Approximately seventy-five percent of the complaints continue to be dismissed by IPR.
- The force complaints have been substantially decreasing since 2011.
- Some of the most common allegation categories continue to be:
 - Rude behavior or language
 - Inadequate action or assistance
 - Inadequate/improper investigation
 - Use of force
- Some of the most common allegation categories that lead to full investigations:
 - Inadequate action or assistance
 - Unprofessional conduct off-duty
 - Profanity/profane gestures
 - Demeaning/defaming conduct
- Among allegations that result in Service Improvement Opportunities, some most common categories are:
 - Rude behavior or language
 - Inadequate communication
 - Demeaning/defaming conduct
 - Inadequate/improper investigation

Findings pertaining to training needs:

It is important to recognize that a very small percentage of contacts lead to a complaint. For example, in 2013²⁰ there were a total of 409 community complaints (256 of which were dismissed by IPR) compared to 365,859 calls for service (which does not include all police contacts). Training pertaining to misconduct complaints should balance this reality along with providing guidance for potentially increasing satisfaction during police-community member interactions.

The main categories surrounding community complaints were discussed with an IPR staff member and the Internal Affairs Lieutenant, to gain further details regarding themes within the complaint categories that may have training value. Communication was the key theme identified as having

²⁰ The 2013 counts are utilized here instead of 2014 since the IPR Annual Report is not finalized at the time of this report.

value for reinforcing in training where applicable. Compassion fatigue was also mentioned as a potential related factor. The following areas of communication were identified:

- Officers explaining the reasoning behind their actions. This includes being aware of how reasonable policing actions may be perceived by community members and taking a moment to explain after the fact, for example, how their direct commands were utilized for the purpose of maintaining safety.
- Officers explaining their lack of action in certain circumstances. For example, people often want officers to make an arrest or take an action they cannot do.
- Officers being aware of their surroundings and how joking or casual conversation may be perceived.
- Officers providing more thorough instructions for community member actions, such as explaining how to file a report.²¹

²¹ Although this would fall under another division, it was also mentioned having small instruction sheets that officers can handout during contacts may be helpful.

APPLIED USE OF FORCE DATA

Training needs pertaining to equipping officers for use of force decision making and application are documented throughout this needs assessment. This section is specifically for a review of data related to use of force data collection systems, including related complaints and Internal Affairs Investigations.

Problematic Uses of Force

Problematic uses of force are typically defined as cases that are determined to be unconstitutional (which includes excessive uses of force) and are therefore outside of the Portland Police Bureau policy. Cases that have the potential for being problematic uses of force are referred to the Internal Affairs of the Professional Standards Division, either through internal means or by the Independent Police Review. All officer involved shootings include an administrative review for policy violations by the Internal Affairs in consultation with the Independent Police Review and the District Attorney, regardless of whether or not any aspect of the police officer's actions is suspected to be out of policy. In addition, cases where a person makes a complaint regarding use of force are referred to the Independent Police Review, which are in turn referred to the Internal Affairs.

The Training Division reviews all use of force cases that were reviewed and/or investigated by the Internal Affairs, regardless of whether they were found to be in or out of policy, in order to identify any trends or other information that is pertinent to training for the general in-service population²². In order for something to be pertinent to in-service training, the finding must apply to a significant proportion of the in-service attendees. If the finding is relevant to one or only a small portion of officers, it should be delivered to those officers through supervisory channels or other means.

In 2015, the Training Division reviewed all cases that were referred to the Internal Affairs for review and/or investigation during the dates of January 1 – December 31, 2014. This included four officer involved shootings that were investigated based on standard PPB protocol (no complaints were filed related to these shootings) and fifteen cases (with 21 allegations total) involving an allegation of inappropriate use of force. One case did not involve a PPB officer and was therefore removed from this review.

Officer Involved Shootings

All four officer involved shootings were found to be in-policy and there were no complaints filed related to them. It was determined that the officers used sound and effective tactics and decision making related to force in these cases. Two of the cases resulted in death of the subject and two cases were non-lethal. In all of the cases the subjects were threatening the officers with a weapon. In

²² The process of reviewing these cases specifically for trends in training needs involves a case review being conducted by the Training Division's Use of Force Sergeant, an analysis of trends by the Training Division's Analyst, and input from the Captain of the Training Division, the In-service Lieutenant, and the Lieutenant of Internal Affairs. At times, additional subject matter experts are included in the review process. The in-service population includes all sworn members of the Police Bureau.

addition to the Internal Affairs evaluating whether or not these cases are problematic uses of force, these cases are reviewed for additional information that may be valuable for training. Given the small amount of these cases and the uniqueness of the circumstances, finding an actual trend can be difficult. Any identified information should be vetted with respect to the likelihood that it will apply to the general in-service population. Findings through other types of police contact reviews can help determine its applicability to identified training needs.

It would appear that within these rare cases, subjects are getting faster medical care, officers are re-assessing whether or not to shoot, officers are taking on more risk, and the supervisory aspects of the calls are more organized. In addition to the training needs already listed in the Professional Standards Tasklist on page 35 that were derived from these cases, having training that retrains officers to move sideways instead of backwards and reinforcing the importance of identifying leadership more quickly may be beneficial.

Use of Force Allegations

Out of the fourteen cases that involved an allegation, eight cases had neither a recorded or complaint of injury, four had a complaint of injury that was unfounded by medical personnel, one had a complaint of head/neck pain which did not appear to be confirmed or disconfirmed by medical personnel, and one was recorded as having an injury of the complainant (marks from taser probes). All of the cases were found to be within policy. Individual issues were addressed when needed with corrective action. The only trends identified within these fourteen cases, were approximately 43 percent of them were related to takedowns. An examination of takedowns will be discussed further below.

Trends in Force Application

In addition to reviewing cases that are referred to the Internal Affairs, the Training Division examines additional cases and information with the goal of identifying any trends in usage of force that, although within policy, provide information related to improving performance around the use of force. In 2014, the Training Division and Professional Standards Division implemented new pilot processes in order to review force encounters for this category. These processes were 1) the Training Division reviewing Use of Force After Action Reports that were sent to them directly by the Inspector or anyone else during the After Action review process, and 2) the Professional Standards Division implemented a new data collection system to identify more minor deficiencies in use of force cases that may provide some informative trends for training.

Training Division Review²³

In addition to looking for general trends within the force encounters, this review examines how well the officer's actions aligned with Portland Police Bureau training doctrine and curriculum, what the

²³ The process of reviewing these cases specifically for trends in training needs involves a case review being conducted by the Training Division's Use of Force Sergeant, an analysis of trends by the Training Division's Analyst, and input from the Captain of the Training Division, and the In-service Lieutenant.

teachable points are (if any) related to the event, the quality of the use of force report, and whether the findings suggest any changes need to be made to current lesson plans.

In 2014, nineteen cases were referred to the Training Division for review. The force in all of the cases was found to be within policy and consistent with training curriculum.

Of the nineteen cases, fifteen involved a takedown, six involved an electronic control weapon, four involved “hands/feet”, and two involved the use of hobble. Although not trends per se, given it may have only been found in one case, some of the teachable points from these reviews include the reduced effectiveness of hobble when a subject is double-cuffed, the limitations of an electronic control weapon in close proximity, and balancing governmental interest during decision making.

The main trend found was approximately seventy-nine percent of the cases involved a takedown. This alone does not indicate a problem. Within the needs assessment process takedown came up as a trend within use of force cases that are referred to the Training Division, cases where a complaint is made, in officer injury data related to force, and training requests from officers. The Training Division is developing a workgroup to examine whether there are any specific trends within cases involving a takedown that would indicate particular areas for improvement or whether the finding simply indicates that more training time on takedowns is needed.

Professional Standards Division Review

The Professional Standards Division has implemented two new processes pertaining to tracking information from use of force After Action forms. One of the processes provides a brief summary of each After Action case. This process began in 2015 and the Training Division is utilizing this information to identify additional After Actions that may be valuable to review. The other process extracts numerous data points from the After Action forms (for example information regarding the subject’s resistance and medical aide rendered) as well as additional information such as whether the incident was investigated and whether any deficiencies in performance were noted. The Professional Standards Division will be analyzing this data for various purposes, including identifying trends related to use of force decision making.

CONCERNS REFLECTED IN COURT DECISIONS

In 2014, The Portland Police Bureau's Strategic Services Division, in conjunction with the City Attorney's Office and the Chief's Office, spent time reviewing case holdings in binding court jurisdictions (e.g. Oregon Court of Appeals, Oregon Supreme Court, Ninth Circuit, U.S. Supreme Court, etc.). A review of such material informed the April 2015 In-service "legal updates" presentation, which was coupled with the additional civil and criminal precedent analysis via the City Attorney's Office.

As a result of this experience the Police Bureau, in collaboration with the City Attorney's Office, is further formalizing this effort. More specifically, case law will be tracked, reviewed, briefed, and approved by the City Attorney's Office, to assist the Chief's Office in constructing PPB policy. This monthly review regimen will enable PPB to regularly assess needs, inform directives, build training curriculum, and incorporate policy determinations into PPB via other means (e.g. supervisor staff meetings, roll call briefings, update working forms, etc.).

The Training Division is aware of two recent court decisions where concerns were raised as to the conduct of PPB members. At the time of this report, these cases are still active in the City of Portland's administrative review process. These cases need to complete their administrative review prior to the Training Division evaluating the cases for potential training follow-up.

CHANGES IN OREGON AND FEDERAL LAW

Identified Training Needs²⁴:

Law	Notes
HB 2225 – Authorizes circuit court judge to authorize execution of search warrant outside judicial district of court for search related to certain offenses involving victim 65 years of age or older.	
HB 2776 – Authorizes peace officer to apply for and circuit court to enter ex parte emergency protective order when court finds probable cause that person was victim of domestic disturbance or abuse and protective order is necessary to prevent abuse.	
HB 2335 – Revises definition of “enter or remain unlawfully” for purposes of crimes of burglary and criminal trespass.	
HB 2356 – Creates crime of invasion of personal privacy in the first degree.	
HB 2596 – Provides that person who records another person’s intimate areas commits crime of invasion of personal privacy.	
HB 2693 – Creates crime of encouraging sexual assault of an animal.	
SB 173 – Authorizes person licensed to carry concealed handgun to present valid license instead of providing firearm to peace officer for examination when possessing firearm in public building.	
SB 525 – Prohibits possession of firearm or ammunition by person who is subject to certain court order protecting intimate partner or child of person or intimate partner, or who has been convicted of certain misdemeanor crimes committed against family member.	
HB 3347 – Modifies definition of “person with mental illness” as used in civil commitment statutes.	Consider for BHU section of In-service.
SB 614 – Provides that peace officer may enter motor vehicle and impound animal when peace officer is authorized by law and has probable cause to believe animal is being subjected to certain criminal offenses.	

²⁴ The listing of new 2015 Oregon and Federal laws were obtained from the PPB’s Policy Analyst in August of 2015. The 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.

HB 2601 – Requires member of law enforcement agency who has probable cause to believe custodial interference or kidnapping with respect to child has occurred to notify Oregon State Police missing children clearinghouse within 24 hours.	For Detectives
HB 2317 – Extends statute of limitations of certain sex crimes from six to 12 years after commission of crime or, if victim was under 18 years of age, anytime before victim attains 30 years of age.	For Detectives
SB 641 – Prohibits law enforcement agency from obtaining by forensic imaging information from portable electronic device without warrant except when authorized by consent.	
HB 2704 – Creates exemption to prohibition on recording conversations for person who openly and in plain view records law enforcement officer while officer is performing official duties and person is in place where person may lawfully be.	
HB 4094 – Provides person is immune from prosecution for offense of possession of alcohol by persons under 21 years of age if a person was in need of medical assistance due to alcohol consumption or if a person sought medical assistance for another person in need of medical assistance due to alcohol consumption, and evidence of offense resulted from person’s having sought or obtained medical assistance.	
HB 4124 – Establishes a Youth Suicide Intervention and Prevention Coordinator within Oregon Health Authority.	Consider for BHU section of In-service.
HB 2385 – Provides that person commits crime of luring a minor if offense involves police officer posing as minor or agent of police officer posing as minor.	
HB 3468 – Adds threatening to cause physical injury to animal to induce other person to engage in conduct as manner of committing crime of coercion.	
SB 839 – Exempts specified persons from arrest and prosecution for certain offenses and for certain violations of terms of release or supervision if evidence of offense was obtained because emergency medical services or law enforcement agency was contacted to obtain necessary medical assistance due to drug-related overdose.	
SB 1556 legalization of possessing, transferring or producing marijuana for persons 21 years of age or older	Considering a Tips and Techniques or video update, in collaboration with Drugs and Vice Division.

CHANGES IN PPB POLICY

Identified Training Needs²⁵:

Policy	Notes
1010.00 Use of Force	
1051.00 Electronic Control Weapon System	Include in Electronic Control Weapon section of In-service.
850.30 Temporary Detention and Custody of Juveniles	
344.05 Bias-Based Policing/Racial Profiling Prohibited	
416.00 Post officer involved deadly force / temporary altered duty	Consider including in a Supervisor's In-service.
640.70 Fingerprinting and Photographing Juveniles	
850.20 Mental Health Crisis Response	Include in CIT refresher of In-service.
850.25 Response to Mental Health Facilities	Include in CIT refresher of In-service.
345.00 Employee Information System	
630.45 Emergency Medical Transports	Include in 2016 TECC In-service training.
870.80 Eyewitness Identification	

²⁵ A list of Portland Police Bureau directives that were newly formed or amended between May 1, 2014 and May 1, 2015 was obtained from the PPB's Policy Analyst, in May of 2015. The list was vetted through several of the Training Division's sergeants and command staff to determine which directives warranted a future training need for in-service. Directive 870.80 was added on September 19, 2015.

INPUT FROM THE COMMUNITY AND OTHER EXTERNAL STAKEHOLDERS

The Training Division has a designated curriculum development specialist that tracks and vets community input pertaining to the training needs of tenured officers. Input from the community can come from a variety of sources, and the sources below are not meant to be an exhaustive list. The Training Division continues to look for ways to improve our connection with the community in order to solicit feedback on the training needs of tenured officers.

To date, the following sources of community and/or stakeholder input have been identified²⁶:

City of Portland’s Biennial Service, Efforts, and Accomplishments (SEA) survey²⁷:

The most recent report was released in December 2010 and it was reviewed as part of the 2014 Needs Assessment.

Annual City of Portland Community Survey²⁸:

The most recent report was released in October 2014 and it was reviewed as part of the 2014 Needs Assessment.

Police Training Division: Progress made, but evaluating impacts of officer performance must be improved²⁹:

This auditor’s report was released in March 2015. The Police Bureau reviewed this report and provided written responses to the report. The recommendations made by the Auditor’s report have been incorporated into the list of Open Tasks maintained by the Professional Standards Division.

Training Advisory Council:

The Portland Police Bureau Training Advisory Council (TAC), established by a resolution of the Portland City Council in March 2012, is composed of up to 24 members of the public. Under a memorandum of understanding signed by the Chief of Police in November 2013, TAC advises the Chief, the Chief’s Command Staff, and the PPB Training Division on the effectiveness and adequacy of employee training programs and facilities; reviews the applicability of best practices and emerging strategies, and recommends ways to enhance training. The full TAC meets at least six times a year. An elected steering committee meets monthly. Issue-specific committees conduct research and report to the full council as necessary.

In early 2014, members of the Training Advisory Council (TAC) gave a presentation to other Portland Police advisory groups and solicited their feedback regarding training. Each advisory group represents a particular constituency in Portland. At the close of the year, December 2014, the Training Advisory Council conducted follow up outreach. The advisory groups did not provide input regarding training needs for 2015.

²⁶ The following information was obtained from the designated curriculum development specialist and Training Division Captain on September 16, 2015.

²⁷ <http://www.portlandonline.com/auditor/index.cfm?a=328267&c=51639>

²⁸ <http://www.portlandoregon.gov/auditor/article/507436>

²⁹ <https://www.portlandonline.com/auditor/index.cfm?c=66565&a=520697>

At the February 2015 quarterly TAC meeting, Training Division staff presented the preliminary findings of the Division’s 2014 needs assessment along with the training plan for the 2015 sworn In-Service training. An in-depth overview of the newly developed Tactical Emergency Casualty Care Tourniquet program and a related roll call video was presented. At the conclusion of the presentation, staff solicited feedback regarding the course content. TAC members recommended continuing with the training as planned.

At the May 2015, TAC meeting, the TAC reviewed and discussed the Auditor’s March 2015 Report on the Training Division. The TAC’s discussion resulted in additional questions which were captured in the minutes. Those questions are being vetted for further discussion with the TAC. The TAC did not make any formal recommendations related to the Auditor’s Report.

At the July 2015 TAC meeting, the TAC was provided an update on the findings of the 2015 Needs Assessment. The TAC had no formal recommendations related to the findings. For the 2016 Needs Assessment, the TAC recommended soliciting feedback from other local law enforcement agencies and the Bureau of Emergency Communications. Additionally, the TAC recommended a review any reports published by the Citizen Review Committee.

Professional Standards List of Open Tasks Assigned to Training Division³⁰:

The Training Division regularly reviews training requests that are sent to the Professional Standards Division. These requests often come from external sources such as auditors, city attorneys, the Police Review Board, and community advisory groups.

Identified Training Requests and/or Needs:

Training Topic	Source
Prisoner transport and post-foot pursuit medical issues. (Zelinka Thurman) ³¹	PRB
Judicial processes and appropriate bureau staff roles related to jurors and the court.	PRB
Case study: Keaton Otis, 20-28353 Debrief case in In-Service format and in Sergeant’s Academy.	PRB

³⁰ The Professional Standards Division maintains a list of training requests that come through the Police Review Board, the Department of Justice, the PPB case review processes, the City Auditor and various other auditors and community advisory groups. A current list of tasks assigned to Training Division was retrieved from Professional Standards Division on May 19, 2015 and rechecked for updates on September 15, 2015. Training requests that are not currently in progress or have been completed are included in this list.

³¹ This task was partially covered in 2015 In-service. The 630.50 Emergency Medical Aid and 630.45 Emergency Medical Custody Transports Directives were covered during the Tactical Emergency Casualty Care class. In addition, CPR was covered in 2015 In-service, as well as incorporating CPR and medical care into the 2015 scenario training.

Officer In-service Training on DOJ Agreement	DOJ
Training in verbal and non-verbal communication skills	Training Analysis
Creativity in scenario based training	Training Analysis
Language training	Training Audit Report 2015 ³²
Continued instruction on stress responses during shootings	Training Analysis
Continued training emphasis on tactical event communications	Training Analysis
Defensive Tactics Program Training, 2014-B-0025, ground fighting and position recovery	Training Analysis
Pursuit debrief	Training Analysis
Case study: Forsyth, 2012-B-0012 Positive training case study.	PRB

³² Additional training requests or needs from the 2015 Training Audit Report were in progress of being addressed during the time of this report. For instance, the 2015 In-service is covering Tactical Emergency Casualty Care, scenario training that involves medical care components, and three scenarios pertaining to persons in mental health crisis (some of the 2015 Training Audit requests).

INDIVIDUAL PRECINCT NEEDS

Identified Training Needs From Precinct Command Staff:

Training Topic	Year Suggested	Notes
Active Shooter Training	2014 ³³	In progress; we will continue to hold Advanced Active Shooter trainings as training time allows.
Tactical Emergency Casualty Care	2014	This was partially delivered during the 2015 Patrol Tactics In-service training and the current plans are to deliver another module during the 2016 In-service.
Misdemeanor Follow Up & Investigations	2014	The individual precinct needs would be best met by developing and conducting this training through the precincts and detectives rather than the Training Division.
Precinct Defensive Tactics Training Reinstated (Quarterly)	2014	The Training Division is exploring reinstating a quarterly precinct training that would include multiple disciplines.
An update on gangs and gang culture	2015 ³⁴	
D.A. Legal updates	2015	The request includes having this delivered by a prosecutor in the District Attorney's Office.
Suicide Prevention and EAP services	2015	

³³ The Training Division Captain obtained these training needs from Precinct Command Staff at a 2014 Operations Branch Meeting.

³⁴ The Training Division Captain obtained these training needs from Precinct Command Staff at a 2015 Operations Branch Meeting.

Managing scenes involving provocative interference from observers and video recording	2015	This request includes staying mindful of officer safety while managing these scenes. This may be covered in a tips and techniques.
Update on person-encounters-detentions, stops, mere conversations, reasonable suspicion	2015	This request includes having this delivered in combination with our Patrol Tactics program and the Multnomah County District Attorney.

RESEARCH REFLECTING BEST PRACTICES AND LATEST IN LAW ENFORCEMENT TRENDS

In 2014 the Training Division implemented two processes to track research reflecting best practices and law enforcement trends pertaining to training. For many years the Training Division has sent staff to trainings, conferences, and agencies, in order to gain information on training trends and new innovations in law enforcement training. The Training Division implemented a system in 2014 to begin tracking information obtained from these events. The Training Division is also developing a system reviewing and tracking literature findings pertaining to law enforcement training research, equipment, and trends.

Staff Trainings and Conferences, and Agency Visits

From August 2014 to August 2015, at least one person from the Training Division attended the following events.

Event	Topic(s) of Value	Future Application / Notes
Force Science Certification Course Program (Force Science Institute)	Research on reactionary times; body camera implementation	Components of this training will be integrated into the Defensive Tactics program. The research on body cameras will be beneficial for any future training on body cameras.
Los Angeles Police Department Visit	Researching curriculum on removing subjects from vehicles	The comparison with the Portland Police Bureau's training found that the PPB covers this topic in greater depth and in greater quantity already.
2014 ALERT Conference	Electronic Stability Control; core driving skills; cognitive thinking during driving	Applied to 2015 research on the effects of electronic stability control on pursuit intervention techniques.
Chicago Police Department Visit	Researching curriculum on procedural justice	This curriculum and other trainings are still in the review process.
Threat Assessment Training (American Board of Professional Psychologists)	Identifying risk factors related to assessing danger to self or others when considering a mental health hold	Components of this training will be integrated into the ECIT Mental Health Risk Assessment class.
De-escalating Potentially Violent Situations (Crisis & Trauma Resource Institute)	Anger escalation scale, anger cycle, aggressor attributes, aggression-defusing process, styles of anger, addressing enablers of violence	This topic is already covered in greater depth in the Portland Police Bureau trainings.
Seattle Police Department Visit	Researching de-escalation training	This curriculum and other trainings are still in the review process.

Event	Topic(s) of Value	Future Application / Notes
2015 ILEETA Conference	Active Shooter	Materials from this conference have been incorporated into the 2015 In-service and a civilian class on active shooter situations. It is also anticipated that materials from this conference will be used for future Active Shooter and Ambush updates.

Literature Research Pertaining to Law Enforcement Training

In 2014, the Training Division began expanding upon and formalizing their review of literature and research on law enforcement training. The sources for information include, but are not limited to, peer-reviewed research journal articles, the International Law Enforcement Educators and Trainers, the Community Oriented Policing Services, the Police Executive Research Forum, policing journals, and reports from a selection of police agencies³⁵ across the nation.

The focus of these searches and reviews are on the following topics:

- Crisis Intervention
- Defensive Tactics
- Electronic Control Equipment
- Firearms
- Patrol Tactics
- Police Legitimacy
- Police Vehicle Operations
- Procedural Justice
- Racial Equity
- Use of Force

Within these topic areas, some of the categories of information gathered are:

- Best methods for delivery of particular training topics
- Retention rates & other information pertaining to the perishability of the skill
- Training/curriculum models
- Related teaching methods to increase learning
- Suggestions for related key learning objectives, training components, and exercises

³⁵ These police agencies are: New York Police Department, Chicago Police Department, Los Angeles Police Department, Philadelphia Police Department, Houston Police Department, Washington Metropolitan Police, Phoenix Police Department, Miami-Dade Police Department, San Francisco Police Department, Denver Police Department, Charlotte-Mecklenburg Police Department, and Kansas City Police Department.

- Trends in the number of training hours provided
- Training for performance under stress
- New training technologies

The review of this literature and related trends is still in progress.

APPENDIX A: DOJ AGREEMENT, SECTION III.A.3

Section III.A.3: Use of Force Supervisory Investigations and Reports

70. 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:

- a. Complete After Action Reports within 72 hours of the force event;
- b. Immediately notify his or her shift supervisor and PSD regarding all officer's Serious Use of Force, any Use of Force against persons who have actual or perceived mental illness, or any suspected misconduct. Where the supervisor suspects possible criminal conduct, the supervisor shall notify the PPB Detective Division. Where there is no misconduct, supervisors also shall determine whether additional training or counseling is warranted. PPB shall then provide such counseling or training consistent with this Agreement;
- c. Where necessary, ensure that the subject receives medical attention from an appropriate medical provider; and
- d. Interview officers individually and not in groups.

71. 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.

72. 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.

73. PPB shall revise its policies concerning chain of command reviews of After Action Reports, as necessary, to require that:

- a. EIS tracks all Directives 940.00 comments, findings and corrections;

- b. All supervisors in the chain of command are subject to and receive corrective action or discipline for the accuracy and completeness of After Action Reports completed by supervisors under their command;
- c. All supervisors in the chain of command are accountable for inadequate reports and analysis;
- d. A supervisor receives the appropriate corrective action, including training, demotion, and/or removal from a supervisory position when he or she repeatedly conducts deficient investigations. Where a shift commander, or precinct commander, repeatedly permits deficient investigations, the shift commander, or precinct commander, receives the appropriate corrective action, including training, demotion, and/or removal from a supervisory position;
- e. When, after investigation, a use of force is found to be out of policy, PPB shall take appropriate corrective action consistent with the Accountability provisions of this Agreement;
- f. Where the use of force indicates policy, training, tactical, or equipment concerns, the immediate supervisor shall notify the Inspector and the Chief, who shall ensure that PPB timely conducts necessary training and that PPB timely resolves policy, tactical, or equipment concerns; and
- g. The Chief or designee, as well as PSD, has discretion to re-assign a use of force investigation to the Detective Division or any PPB supervisor.