

**TRAINING ADVISORY COUNCIL**  
**January 10, 2018**  
**PPB Training Complex**  
**6:30 -8:30 p.m.**

**MEMBERS PRESENT**

Sushanah Boston, Co-Chair  
Shawn Campbell  
David Coates  
Danielle Droppers  
McKay Fenske  
Jennifer Grove-Heuser  
Edward Hershey  
Jeffrey Klatke  
Judy Low  
John McVay  
Sylvia Zingesser  
Anne Parmeter  
Sarah Suniga  
Kezia Wanner  
Gavin White

**MEMBERS ABSENT**

Dave Hoffman  
James Good  
Gary Marschke  
Erin Stevanus  
Rio Rios  
Robert Fisher  
Tyler Hall

**TRAINING STAFF PRESENT**

Captain Bob Day  
Lt. Kraig McGlathery  
Valerie Crumley  
Jody Halia

**PPB STAFF PRESENT**

Captain Mike Krantz  
Mary Claire Buckley  
Lt. Craig Dobson  
Heidi Busche

**GUESTS PRESENT**

Dan Handelman  
Richard Mohle  
Kalei Luyben  
Ted Luyben  
Amy Ruiz

**CITY OF PORTLAND**  
**Prepared by INDEPENDENT POLICE REVIEW**  
**Taped Statement**  
**Investigator - Training Division**

**Interview Date:** 01-23-2018  
**IA #:** N/A  
**IA File Name:** TAC Meeting - 01102018  
**Complainant:** TAC Meeting  
**Interviewed:** N/A

**Recording starts here**

**BOSTON:** The 2018 meeting, the Training Advisory Council. It's always exciting to kind of kick off the New Year. For our new members, I am Sushanah BOSTON, I am a co-chair. And my fellow co-chair, Rio RIOS couldn't make it tonight. He is stuck driving through Central Oregon. So, we hope that he gets here with only a few bumps and scrapes. We have new members. So, that is also an exciting thing, welcome. We are going to have some new membership introductions as we go around. And we have our new chief present today. So, that is very exciting as well, welcome.

**OUTLAW:** Thank you.

**BOSTON:** We usually start by reading our mission statement. So, if you turn over your agenda and I can get a volunteer, we can have a new member or maybe one of our old volunteers to start with our Mission Statement. Anyone game?

**WANNER:** I will read it.

**BOSTON:** All right, then.

**WANNER:** I am Kezia WANNER, new member.

**BOSTON:** Thanks, Kezia.

**WANNER:** Uh-huh, the mission of the TAC is to provide ongoing advice to the Chief of Police and the Training Division in order to continuously improve the training standards, practices and outcomes through the examination of training philosophy, content, delivery, tactics, policy, equipment and facilities. The mission of the Portland Police Bureau is to reduce crime and the fear of crime by working with all citizens to preserve life, maintain human rights, protect property and promote individual responsibility and community commitment.

**BOSTON:** Thanks very much. Jody also put some reference on the back for some of our new members, a little bit about the inception and origin of TAC, to provide a little bit of extra context for our mission statement and what we do throughout the year. Meeting minutes, so as some of you may know, who have been here for a while, we lost our dedicated person who was so great at taking our meeting minutes for us and allowing us to improve them. In her absence, over the last couple of meetings, we have been recording it so it's a transcription and that is digitally sent out, we do not have print outs of it and the Steering Committee is still trying to figure out

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53 the best way to manage that. So, did - Bob, did we - I have been  
54 absent the last two meetings, did we do an email approval of meeting  
55 minutes, or are we still trying to figure out how to best vet,  
56 streamline and produce handouts for people?  
57 **DAY:** For right now we have just been sending them out on the email,  
58 correct Jody?  
59 **HALIA:** Mm-hmm.  
60 **DAY:** In the - in the - in that manner, and then we vote for  
61 approval of them here.  
62 **BOSTON:** All right.  
63 **DAY:** You know.  
64 **BOSTON:** So, it's just -  
65 **DAY:** We can, you know, in the future if we want to have them  
66 printed out and available here, we can do that. And we also talked  
67 prior, too, about, you know, if somebody wanted to take on the - the  
68 pros and cons of recording them like we are doing now, or actually  
69 having somebody take minutes and, you know, the benefits of -  
70 there's benefits to both actually, so. I know that Sylvia expressed  
71 some interest.  
72 **BOSTON:** Sylvia.  
73 **ZINGESER:** Yeah, I - I volunteered to try to go back and go through  
74 September's and November's and try to present some minutes for that  
75 and I will do that. So - but, those - those two - well, let's see,  
76 the ones from September have already been approved, so the one that  
77 we would have to approve tonight would be the ones from November.  
78 **BOSTON:** Oh.  
79 **ZINGESER:** That's where we are at.  
80 **BOSTON:** All right, so, we are not approving November meeting  
81 minutes?  
82 **ZINGESER:** Well, I don't know.  
83 **DAY:** Well, we can, I mean, they've been out and - and available.  
84 So, they can - you can take a motion and approve them, yes.  
85 **BOSTON:** All right, can I get a motion to approve our meeting  
86 minutes for November?  
87 **MALE:** Move.  
88 **MALE:** Second.  
89 **BOSTON:** Ed - okay, thanks. Any opposed?  
90 **KLATKE:** Just comments.  
91 **BOSTON:** Comment.  
92 **KLATKE:** Public records, or public meeting laws do require us to  
93 still have attendance attached to that because we have to  
94 (inaudible). So -  
95 **DAY:** I think - have we not been attaching the attendance sheet?  
96 **HALIA:** I didn't attach it this last time that I sent them out. When  
97 they get posted online we do (inaudible).  
98 **DAY:** Okay, thanks Jody, appreciate that. Thanks Jeff.  
99 **BOSTON:** Thank you, Jeff.

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100 **LOW:** I would like to make a comment too. For the record, my name is  
101 Judy, and that was one of the things that we had agreed upon at the  
102 last meeting, that when we speak we would identify ourselves because  
103 the transcription lists us as 'MALE' and 'FEMALE' but doesn't  
104 identify who we are. So, we had agreed to do that.

105 **BOSTON:** Thank you, Judy.

106 **LOW:** You are welcome.

107 **BOSTON:** So, any - we have had two comments, no objections? Can we  
108 approve our meeting minutes for November? All right -

109 **FEMALE:** By consensus, or -

110 **BOSTON:** Meeting minutes are approved. Okay, so new business, let's  
111 start by going around and introducing our new members. Just a little  
112 aside, we did do the Doodle Poll last year, trying to find sometimes  
113 where we could together. We do have an orientation slide up, just  
114 kind of walking people through a little bit of the context around  
115 some history of how TAC came together and what we have done so far  
116 and where we might like to go. So, that's still on the docket, so  
117 you can expect to get another poll from PPB trying to set up a date  
118 after this meeting. Yes, Ed.

119 **HERSHEY:** It occurs to me that for the benefit of the new members as  
120 well as the chief, maybe everybody should introduce him or herself,  
121 although we could start with the new members.

122 **OUTLAW:** That would be great.

123 **BOSTON:** I think that's a great idea.

124 **OUTLAW:** Thank you.

125 **BOSTON:** All right, I will start. We will go this way. My name is  
126 Sushanah BOSTON and I have been a member of TAC for about two and a  
127 half years and I started on Steering Committee and then I became a  
128 co-chair. My co-chair, Rio RIOS is not here today. Our chair shift  
129 goes through May. And I joined because of a lot of attention on  
130 police nationally. I was very interested in what was going on in my  
131 own community, having had a family member who was a police officer  
132 in my home town and I have found it very instructive. I have  
133 background in training and education programs and I am a project  
134 manager.

135 **KLATKE:** My name is Jeff KLATKE, I use he, him and his pronouns. My  
136 day job is at Home Forward, which is the housing authority that  
137 serves Multnomah County, and then also I am the state-wide president  
138 for Afscome, which is a - one of the public employees in Oregon and  
139 we represent some of the employees in the police bureau.

140 **WANNER:** My name is Kezia WANNER, this is my first meeting, I am a  
141 new TAC member. I have worked for the police bureau for seven years  
142 and a year ago I took a job with the Portland Bureau of  
143 Transportation, I am the Parking Enforcement Division Manager. My  
144 interest in serving on the TAC is that I believe that the Training  
145 Advisory Committee has an absolute vital role in the health of the  
146 organization and I would like to be a part of, you know, the

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147 positive changes in the bureau and giving input and guidance as we  
148 can to the chief.

149 **GROVE-HEAUSER:** My name is Jennifer GROVE-HEAUSER and (inaudible)  
150 and my background is in training and education, primarily on higher  
151 education and - and my fun part time work, I teach psychology. And I  
152 was attracted to the mission of this group because I was hoping  
153 there was something I can contribute to these issues and I know that  
154 they are important.

155 **FENSKE:** My name is McKay FENSKE, I am one of the few remaining  
156 original group founding members. My background is software. I  
157 currently work for a point of sales software for the restaurant  
158 industry and consider it a support in media, whatever that -

159 **COATES:** My name is Dave COATES, my - my first meeting. My  
160 background is, I am a human resources manager. One of my reasons for  
161 joining TAC is I want to get back involved with the community, plus  
162 my father was a retired deputy from Clackamas County.

163 **SUDIA:** Hi, my name is Sarah SUDIA, and this is also my first  
164 meeting, I am a new member. I have been living in Portland for  
165 around eleven years and the past couple of years I have been trying  
166 to find a way to be more active locally. And I am here as a citizen,  
167 but my other job is working for the VA, I am a clinical  
168 psychologist, specializing in trauma and addiction. I am also  
169 involved in our psychology training program there and recently made  
170 a move to the Woman Veterans Program Manager. Also, again, here as a  
171 citizen but also one of my identities is as a psychologist for the  
172 army reserves and I'm in a mental health medical detachment there  
173 and have deployed and provided mental health treatment on range. So,  
174 I am glad to be here.

175 **OUTLAW:** Oh, me?

176 **RESPONDANTS:** Sure.

177 **OUTLAW:** Danielle OUTLAW, Chief of Police.

178 **PARMETER:** My name is Anne PARMETER, I have been with the TAC for  
179 two and a half years now. I am an adult educator. I studied applied  
180 linguistics and currently I work in videography for health care  
181 technology, we support programs like, Planned Parenthood or Outside  
182 In. Yeah, so I - I hope to provide input on audiovisual and  
183 videography support to the TAC.

184 **CAMPBELL:** My name is Shawn CAMPBELL, I work as the economist in  
185 international marketing and I am mostly here because I saw a need  
186 for some data head kind of knowledge at the TAC.

187 **WHITE:** My name is Gavin WHITE, my pronouns are they, them and  
188 they're. I - I design quire analog games. I have got a background in  
189 mathematics. I have got a degree from Reed College in math. I also  
190 have a background in training, facilitation and leadership. I  
191 believe that we can see the results of training in the activities  
192 that happen on the street and I think that we can influence that  
193 feedback really strongly in this advisory council, so I think that's

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194 really important. I found out about the opportunity through my  
195 participation in the (inaudible) Teams. I am also - I serve on the  
196 board of the (inaudible) Community Association and I formally served  
197 as the chair of the Democratic Party of Multnomah County for two  
198 terms.

199 **MCVAY:** My name is John MCVAY. And, let's see, so my background is -  
200 I manage Community Corrections, I manage our mental health unit.  
201 Prior to that I worked as a therapist in community mental health.  
202 So, my (inaudible) is basically, we - it's a way for me to give back  
203 as a community member, kind of taking my professional experience in  
204 what I do day to day now and my training, so.

205 **HERSHEY:** My name is Edward HERSHEY. My tie is a commitment to law  
206 enforcement oversight. Date back to my years as a - as a journalist  
207 in New York. I authored a book called Hostage Cop about the founding  
208 of the New York City police officers negotiating team and my  
209 experience in that light here in Oregon was - I was right there with  
210 MCKAY at the beginning of this organization and spent six years as  
211 well as a member of the Police Independent Review Board. And since  
212 my last journalistic endeavor in early Jan - June, was a heartfelt  
213 opened piece urging the mayor to please look outside Portland for a  
214 new chief. It's a special pleasure for me to meet the result of that  
215 search.

216 **DROPPERS:** Good evening, I am Danielle DROPPERS. And I - in my day  
217 job - I am here as a member of the public, but in my day job I work  
218 for the state, for the Oregon Health Authority for the Office of  
219 Equity and Inclusion and I am a Regional Health Equity Coalition  
220 Coordinator there. And so, my interest in participating in this  
221 group is to help and contribute an equity lens to the work they are  
222 doing. So, I am very passionate about that. And my - actually, my  
223 great grandfather was killed in the line of duty several years ago  
224 and was likely one of the first sheriffs of color in Altus Oklahoma.  
225 So, I feel a very personal connection to this work too. Thank you  
226 for having me.

227 **DAY:** I am Bob DAY, Captain of the Training Division.

228 **CRUMLEY:** I am Elroy CRUMLEY, I am the - I am the Administrative  
229 Supervisor here at the Training Division.

230 **LOW:** I am Judy LOW, TAC member for about a year. In my former life  
231 I was a training and development person. I had a consulting company  
232 for over twenty years. My first job was with the Portland Police  
233 Bureau in service and subsequent to that I started training at DPST  
234 when it was BPST, I did that until Governor Kitzhaber made it DPST  
235 and it conflicted with my consulting business, so something had to  
236 give. I was a member of the American society for Training and  
237 Development and helped to develop curriculum for other trainers. My  
238 specialty was in communities of color, particularly immigrants and  
239 refugees and in youth gang violence prevention. I retired - I have  
240 been trying to retire off and on for the last ten years. It's not

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241 working out. So, I am a - I am on the Steering Committee now, just  
242 joined the Steering Committee. I plan to serve out my commitment,  
243 but I am also looking for gainful employment because volunteering  
244 and retirement is expensive.

245 **ZINGESER:** I am Sylvia ZINGESER and I am with NAMI, Multnomah  
246 National Alliance on Mental Illness. I am a - a family member, I  
247 have a son who is - is a long list of mental health issues and the  
248 Portland Police has - has helped him several times to get into the  
249 hospital to get treatment. And I am a charter member of this  
250 organization and watched this develop. We came out of a Crisis  
251 Intervention Training Advisory Board and Captain DAY was one of the  
252 people who was - one of the two officers that served there, and that  
253 - so, I knew him before when - on CIT. So - and yeah, I am - I have  
254 a strong commitment, I - I do have a commitment to quality  
255 assurance, I don't know how that is going to work out. I would like  
256 to see a quality assurance program that would actually help officers  
257 be able to side step outcomes that we - we don't want them to have  
258 and they don't want to have. And so - but that's - that's a very big  
259 order, I think. I have been - as - if you talk to Captain DAY, he  
260 will tell you, I have been talking about this for a very long time.  
261 So, I haven't gone away.

262 **DAY:** Thank you for your passion, Sylvia.

263 **ZINGESER:** You are more than welcome.

264 **LOW:** Yeah, don't go away.

265 **BOSTON:** Well, thank you everyone. And I have to tell you that from  
266 my point of view, as I said, well I have been here for about two and  
267 a half years, but I have gone through two recruiting cycles now and  
268 I am really impressed with the caliber of people that we have been  
269 able to bring on to the TAC. And I will probably hit you up a little  
270 bit later on in Steering Committee announcements to tell you a  
271 little bit more about what we think this year is going to look like  
272 and how you can get, you know, more involved. So, welcome and thank  
273 you so much for choosing to apply and give us your time. We really  
274 appreciate it. Going to turn it over to Bob now to introduce Chief  
275 OUTLAW.

276 **OUTLAW:** Before we do that though, can we (inaudible). I would love  
277 to know who you are.

278 **GLUBEN:** I am Ted GLUBEN. I am a citizen from west side, Southwest  
279 Portland.

280 **GLUBEN:** I am Collet GLUBEN and I hang out with him in the same  
281 location. And interestingly enough, my passion is values in  
282 policing. I am working - I am developing a curriculum on values  
283 policing using Portland's values, which are wonderful values and I  
284 am learning a lot. I don't know if I will teach anybody anything  
285 ever but I am learning.

286 **HANDLEMAN:** I am Dan HANDLEMAN with Portland Copwatch - Portland.

287 **OUTLAW:** Thank you, pleasure to meet you.

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288 **BUSCHE:** I am Heidi BUSCHE, I am an analyst with the - the Force  
289 Audit Team that's (inaudible) Services Division at the Portland  
290 Police Bureau.  
291 **DOBSON:** Craig DOBSON, the inspector for the police bureau.  
292 **BUCKLEY:** Mary Clair BUCKLEY, DOJ Compliance Team.  
293 **MOHLE:** I am Richard MOHLE. I am representing the Wilkes Community  
294 Group here tonight.  
295 **MCGLATHERY:** Craig MCGLATHERY, I am a lieutenant at the Training  
296 Division.  
297 **JONES:** I am Steve JONES, Professional Standards Division, Portland  
298 Police Bureau.  
299 **LOVELL:** Lieutenant Chuck LOVELL, Chief's Office, Portland Police  
300 Bureau.  
301 **RUIZ:** Amy RUIZ at the COCL Team.  
302 **HALIA:** And you all met me in the entrance, I am Jody HALIA, I work  
303 in (inaudible) development.  
304 **OUTLAW:** Now we are all family.  
305 **DAY:** So, good evening and I am grateful Chief OUTLAW was able to  
306 join us, that's a little bit my fault. As soon as, like, the day  
307 that she was announced I knew the importance of having her at this  
308 meeting and so, I got a hold of her assistant and said, "this needs  
309 to be a priority", so I was fortunate to get to the front of the  
310 line, but if you had a chance to see her schedule now you would see  
311 that that was a - that's a rare opportunity. So, we are grateful to  
312 have her, she has a strong background in training. I have had an  
313 opportunity to meet with her on a couple different of occasions with  
314 various members of the training staff, both as it relates to things  
315 that we do inside this building that we have already covered, as  
316 well as department of justice matters, which she also has a strong  
317 background and familiarity with. So, she only has a few minutes to  
318 be with us tonight, you know, like I said, that the schedule is in  
319 high demand, but she is gracious enough to join us and so, I just  
320 want to give her an opportunity. I speak highly of this group. I  
321 have been involved in this organization almost twenty-eight years. I  
322 have been involved in a lot of citizen led programs and I have  
323 really appreciated the effort, the commitment, the passion displayed  
324 in the eighteen months I have been serving with many of you and your  
325 grace extended to me in the learning curve, and also the work that  
326 you are doing. So, it's important that the chief get out here and  
327 get a chance to say hi and meet you as well. So, Chief OUTLAW.  
328 **OUTLAW:** Thank you, thank you for the great introduction. So, first  
329 I just want to say thank you. It's seven o'clock at night, some of  
330 you, I know you are retired but it's still a lot to drive out this  
331 way in - in traffic and give us your time on your own dime. And it's  
332 a lot, this isn't easy work, there's a lot of thought that goes into  
333 this and some of us do this all day every day and it can be tiring.  
334 So, I know in your regular life, you cut off what you do in your

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335 daytime job and then you come here and then you - you're - you're  
336 here and you are present, and this is big stuff and there is a lot  
337 of heavy lifting that goes into that. So, I just wanted to come and  
338 personally not just introduce myself, but personally thank you for  
339 your time and for being here and for the commitment that this will  
340 entail. Just a little bit, yes, I do have a training background in  
341 my past life at the Training Division for a very long time and we  
342 also had our won academy. So, this is a new concept for me in that  
343 all of our officers are trained in one place in the state and then  
344 divvied out to the - not divvied, but you know what I mean, they go  
345 back to their various home agencies. So, I am still learning their  
346 processes within the state and how these things work, but because of  
347 that, I am still trying to get acclimated to how training is  
348 standardized here. We - obviously, we are the largest agency, OSP  
349 gives us a run for our money but, you know, we are a - we are the  
350 major city agency in the state and because of that the scrutiny that  
351 we are under will be far more intense than any other agency, not  
352 only because of the Settlement Agreement but just because we are -  
353 we are the big fish in the pond and what comes with that - what  
354 should come with that are far more restrictive policies than you  
355 will see anywhere else in the state. What you will hear from me  
356 moving forward as far as priority goes will fall in either three  
357 buckets, crime reduction and prevention is huge, because that's our  
358 core mission, that's what we do, community engagement and inclusion,  
359 you will also hear me talk about that, but the third piece is really  
360 important, and all of these things, they are not separated, they are  
361 not siloed, they are all interrelated because without one we can't  
362 have the other. You will hear me talk about organizational  
363 excellence a lot, and what that means is not only are we carrying  
364 ourselves in a way that we want to be known as PPB, you know,  
365 professional polished, our branding, but is internally making sure  
366 that everyone within this organization has the resources they need  
367 to be the absolute best they can be, meaning they - they can perform  
368 at their absolute highest peak. I want peak performance, right. But  
369 it's my job to make sure that they have what they need in order to  
370 do that. And what does that look like? It's not just toys, it's not  
371 just cars, it's not just the stuff that we carry, it's development  
372 and it's training. So, Captain DAY mentioned that we had the  
373 opportunity to meet on a couple of occasions, one because this is  
374 really important to me, training is important. Training is where not  
375 only does it shape the culture, but this is what can turn the ship,  
376 right. I got asked a lot about when I first got here, "well, what  
377 are you going to do to reform the agency?" and I was very serious  
378 when I said, "it's not about reform, it's strengthening what we do  
379 well. But we identify areas of vulnerability that - that could us  
380 some tweaking". What does that? Training is a huge part of that,  
381 right. So, one of the first meetings that we had was me asking

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382 questions. It was actually kind of informal because someone said,  
383 "hey, Chief, we have got you scheduled to go to in-service on this  
384 day", and I - I ran into - I kind of interrupted a meeting that  
385 Captain DAY was already in and I said, "hey, do I need to go to in-  
386 service right now, today? I just got back from two weeks of DPSST  
387 getting certified", and I didn't know - so, basically, I am all - I  
388 am all caught up, but my question was, what am I going to be  
389 learning in in-service? I think it's important to train in  
390 solidarity with those who work with me, but it brought out the  
391 bigger question of, is what we are teaching amongst the  
392 classifications of each rank relevant to what we are doing? Case in  
393 point, I am going to in-service to be with my fellow officers but am  
394 I learning to do dummy drags or am in learning executive leadership  
395 training? Same thing for my sergeants, are they learning how to  
396 supervise? Are they learning how to be out there? Because it's  
397 critical and we talk about his all the time, that jump from officer  
398 to sergeant is the most critical, you are no longer a peer, you are  
399 now supervising and it's a completely different shift in mindset and  
400 heart-set sometimes, right. So, are we teaching them and giving them  
401 the tools that they need to be able to do that? Same thing with  
402 lieutenants, are we teaching them how to manage? I want to make sure  
403 that the training that we provide is relevant. We talked about  
404 policing in communities of color, I would take that a step further  
405 and say, how are we institutionalizing the philosophies that we say  
406 we embrace? We talk about community policing all the time but for me  
407 and for this organization, community policing isn't making sure that  
408 x amount of officers go to x amount of community meetings per month.  
409 How are we institutionalizing that? What do we train? How do we  
410 train? Is there a community aspect in the training that we provide?  
411 Do we co-teach? How heavy are we emphasizing procedural justice? Are  
412 we measuring that in our performance appraisals? You know, how do we  
413 train, and then, I think it was mentioned somewhere over here, how  
414 does that play out in practical application and then, where's the  
415 feedback group? How do we know whether or not this training is even  
416 relevant and working? Right, so these are a lot of things that I am  
417 going to be relying on you to kind of tap me on the shoulder and  
418 say, "hey, this is what you said you want and this - this isn't -  
419 you are not doing it", or "it's not working", or, "this works  
420 really, really well. Do more of this". I can't be everywhere at all  
421 times, so I was actually pleased to see the number of you in here.  
422 Sometimes you can have too many cooks in the kitchen, but sometimes  
423 it's great to have the varying perspectives with the different  
424 backgrounds to make sure that we are covering all the bases. And  
425 it's a lot, again, I know it's a lot when you volunteer your own  
426 time - your own time and folks can get tired, right. So, if you  
427 start off with a really big crowd you can end up with a really small  
428 one. But again, I want to make sure that this is meaningful and it's

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429 not a waste of your time and from what I have heard this far, it's  
430 been a very productive group and your input has been highly valued.  
431 So, I just want to let you know that this - and this is why I am  
432 here and it made the top of the list, this can make or break us and  
433 when I say "us", I don't mean just the bureau, also the community  
434 because whatever we teach, whatever we say we value, however that is  
435 manifested in our interactions on the street, in meetings, whatever  
436 that is, it all starts here, it starts in the training division. And  
437 it - it boils all the way down to not just the training that's  
438 received in the academy, but who we recruit, what we recruit for,  
439 how we train in the academy, the very first exposure to PPB culture  
440 through our academy here, but also our field training officers, how  
441 we select our field training officers, what we are looking for in  
442 them, how much emphasis do we place on soft skills, all these things  
443 that you guys already know but at the same time, without realizing  
444 it, sometimes we forget that that's - training is at the crux of how  
445 we shape the culture here. So, this won't be the last time you see  
446 me, sometimes I'll pop in and say, "hey", and it might not even be  
447 on the agenda, so I apologize but I might need to go, you know,  
448 "hey, what do you think about this? Okay bye", and then I will leave  
449 because that's how important this is, and I need more minds than  
450 just mine sometimes to help me flesh something out. So, I appreciate  
451 you making yourselves available and please, by any means do not  
452 think that I am by any means uncomfortable with push back or hearing  
453 something that you think I might not like, or if we are planning on  
454 roll out of some big initiative and we have, you know, hopefully it  
455 doesn't reach this but if we invested a lot of time and effort into  
456 and you say, "you know what, you might not want to do it that way",  
457 tell me or tell us. Tell someone because I don't want to move  
458 forward with something without - I don't like saying buy-in because  
459 that sounds very superficial, but I want it to be as well thought  
460 out and comprehensive as possible with the input of those who know  
461 what they are talking about. So, with all of that said, again, I  
462 thank you. Just keep procedural justice in the back of your mind,  
463 please. However, we can incorporate that into everything we do.  
464 Obviously, I come from, again, a past life, an agency where our  
465 model was actually adopted by the state of California, it was being  
466 rolled out and replicated throughout the state, so I do have some  
467 input there but at the same time, I would love to formulate a very  
468 solid procedural justice program here with everyone's input as well  
469 because, again, the policy decisions that are made, what we teach,  
470 how we train, all in the end has a very major impact on the  
471 community we serve in many capacities. So, please feel free, be  
472 vocal, advocate, push back and just let me know. But thank you again  
473 and I look forward to working with each and everyone one.  
474 **LOW:** Thank you - thank you.  
475 **OUTLAW:** Oh, no problem.

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476 **ZINGESER:** We are so delighted to have you.  
477 **OUTLAW:** Thank you - thank you - thank you for saying thank you.  
478 **BOSTON:** I have a question.  
479 **OUTLAW:** Sure.  
480 **BOSTON:** You mentioned organizational change management and  
481 instituting cultural change and in our twenty-sixteen recommendation  
482 we did have a recommendation and some resources for the discipline,  
483 the specific discipline of organizational change management and I am  
484 wondering if you could share anything about your ideas, background  
485 or people that are kind of close to you at the higher levels of  
486 leadership that are interested in bringing that formal discipline  
487 into the police department.  
488 **OUTLAW:** So, I am not really clear on what you mean by formal  
489 discipline. What do you mean?  
490 **BOSTON:** Well, I mean the discipline of organizational change  
491 management as it's -  
492 **OUTLAW:** Oh, the discipline itself.  
493 **FEMALE:** As it's -  
494 **OUTLAW:** Yes.  
495 **BOSTON:** - defined -  
496 **OUTLAW:** Yes.  
497 **BOSTON:** - like, a sort of process for -  
498 **OUTLAW:** Yes.  
499 **BOSTON:** - imbedding cultural change.  
500 **OUTLAW:** Yes.  
501 **BOSTON:** - cultural change.  
502 **OUTLAW:** Yes, so interesting you say that because we have a captain  
503 test -  
504 **BOSTON:** (cross talk)  
505 **OUTLAW:** - a captain's test coming up and one of the books - so, I  
506 have incorporated a reading list and one of the books on there is a  
507 Cotter Book and I said, "gosh, this is old and this is basic", but  
508 oh well, we need to go back to basics so people know what the change  
509 management process even is because everyone doesn't know that. You  
510 have to remember, we go to school - where we, you know, we come from  
511 all kinds of backgrounds, some of us happen to be very intelligent,  
512 we are all very intelligent but I mean intelligent in the sense that  
513 we might have more academic learning in other disciplines than  
514 others, and some are, you know, we are cops, we are trained to be  
515 police officers, so if for some reason you are not introduced to  
516 change management, the discipline of change management, what the  
517 processes are, depending on who's model, you know, you would adhere  
518 to, that's not on our radar, and it doesn't make us less  
519 knowledgeable, it doesn't make us not right, it doesn't make us not  
520 willing to learn and want to do new things, it's just not in our  
521 realm of policing. So, there is a Cotter Book on the reading list  
522 because I am trying to make it very clear, one, that this is a

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523 process, but I want to revamp the way we think and this is just  
524 something - I - I have only been here for three months but this is  
525 something where I saw the opportunity to kind of incorporate it and  
526 will continue to do things like this with other processes. So, I  
527 talked about, you know, when we talked about institutionalizing  
528 these things, it's not just looking at how we hire, who we hire, how  
529 we train, but it's also, how do we measure performance, how do we  
530 select who we promote, who do we put in specialized units, you know.  
531 And - and it's not just - it's not a popularity contest, it's - we  
532 are teaching you these things, we want you to learn how to do these  
533 things, this is what we value and then let's see how well you  
534 implement it and how well you do with that. So, it's coming, again,  
535 we have been here for - for a little bit. But I'll, you know, we are  
536 slowly introducing these - these ideas and just talking. They're - I  
537 - I will say, in the very short amount of time that I have been  
538 here, everyone has been - and - and it's not easy work, you know,  
539 they - I know they walk out of my office sometimes like, "arg!", but  
540 there is still a passion behind what's done here. It's not easy,  
541 it's not easy work at all but they are all very, very knowledgeable  
542 in what they do, and everyone is willing to learn and do something  
543 different, that is what I appreciate. It's not a - well, it might be  
544 behind my back but I doubt it, not that they are scared, it might be  
545 a, "okay, gee, you know, we will do it", and then you walk out and  
546 grumble, but at the same time it's a process for everybody, we are  
547 still getting to get to know each other as I slowly - for me it's  
548 small incremental change and the way for me to prioritize is not  
549 just looking at, you know, how these initiatives fit into those  
550 three buckets I talked about but it's, what are the - some of the  
551 smallest things that we can do to have the largest impacts. And so,  
552 again, I have got to kind of pace myself because it is a marathon  
553 and not a sprint but exactly going back to your question, we will  
554 slowly introduce the concepts. And part of that just comes natural  
555 and, you know, some of you may know that the Oregonian did their  
556 lovely piece on me after me being here for thirteen days, but I -  
557 but it shared - you know, what it told me was is that I just have to  
558 continue to manage expectations. And it goes both ways, there is a  
559 lot asked of me as the chief, but I am not uncomfortable in saying,  
560 "here is what I need from the community. Here's how I need you to  
561 expect from me. Here is what you can expect in x amount of time",  
562 you know, and that's - and that is all I can do, is be as  
563 communicative as possible and make it very clear and set realistic  
564 expectations. So, I gave you about a fifteen-minute answer, probably  
565 should have came out in two but hopefully you see that in small  
566 increments.

567 **BOSTON:** That's okay. We are really glad to have you and thank you  
568 for being here to give us information and I would like to work with  
569 Captain DAY and Lieutenant MCGLATHERY and anyone else so that we can

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570 kind of find a way to make sure that we are really on top of the  
571 changes that you are making little by little -

572 **OUTLAW:** Mm-hmm.

573 **BOSTON:** - so that we are on top of it as we make recommendations  
574 for training measurement and evaluation and topics, and as you said,  
575 procedural justice. We would love to keep asking you questions,  
576 particularly about the roll out, the state-wide Californian roll out  
577 that you mentioned. So, I mean, we could keep you here all night and  
578 I know we can't, so.

579 **OUTLAW:** Yeah, just think about it. I mean, we talk about equity and  
580 - excuse me, inclusion, diversity, all these things, I mean, not  
581 that these things are new, but we have got to find a way to bake it  
582 into what we do every day, so it's not a saying. I don't like the,  
583 "oh, we put somebody in this seat, so we've marked the diversity  
584 box" -

585 **FEMALE:** Been there, done that.

586 **OUTLAW:** - it's not about that. And when you talk about change  
587 management or even, you know changing of any cultural, before we do  
588 it, people need to understand what it is and what that means so we  
589 know what to expect. Case and point, my son just went back to  
590 school, he's a sophomore in college, he's at - he just left, he was  
591 on Christmas break, he went the whole break without being sick, he  
592 has to go back to school early for baseball practice, he's in his  
593 suite, little dorm suite by himself and he says, "I don't feel  
594 well". Gosh, you had all this time to be away from home, get all the  
595 way on the east coast and you are sick. He has the flu, right. Long  
596 story short, he gets to the doctor, he has the flu, gets all the  
597 meds, he's texting me, he's a nineteen-year-old, texting me every  
598 five minutes, "I have chills", okay son, that's to be expected, "I  
599 am hot", okay son. So, finally, I mean, well every five minutes I am  
600 getting a text and then I said, "son, read up on what to expect when  
601 you have the flu". The text messages stopped. Then I called him  
602 about fifteen minutes ago because I am worried because he didn't  
603 call me, right. But my whole point in sharing that is, if we can do  
604 what we can when we introduce new ideas, new concepts, we have to  
605 share the why in what to expect before we introduce it -

606 **FEMALE:** That is the key.

607 **OUTLAW:** - otherwise, it just seems like we are hitting them over  
608 the head or we are doing it because the DOJ says we have to, as  
609 opposed to explaining on the front end what our intended outcomes  
610 are, what the value adds and what the benefits are. And guess what,  
611 this is what we can expect, you know, group dynamics 101 looks like  
612 this, it's not going to always go well, so we don't wig out if we  
613 get slammed over the head or we try something, and we fail. So, that  
614 is also part of the training piece, to let people know, this is what  
615 you can expect when we go through any critical change management  
616 process.

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617 **HERSHEY:** You mentioned the Oregonian's criticism, let me say just  
618 speaking from my - we report to you. Look at the - the law that the  
619 city council passed we report to you. Everybody reports to you. I  
620 want to applaud your decision to get a number two. It seems to me  
621 that the - the way this thing was designed was virtually impossible.  
622 **OUTLAW:** Thank you, I am going to leave it at that, thank you. But  
623 just if there are any questions around that - I will say that having  
624 a number two was a condition of my hire that was not publicized for  
625 whatever reason. Unfortunately, I was not clear on what the process  
626 will be before I got here. I thought that that was something that  
627 would have already been taken care of before I got here, so I didn't  
628 know and then I was already scheduled to be away when it was  
629 presented, so I didn't really get an opportunity to provide  
630 information about it. But I appreciate your support in that and, you  
631 know, I - I have tried to explain it like a CEO/COO type  
632 relationship. But, you know, in order for me to be able to work more  
633 at the strategic level and really be engaging and be able to do  
634 stuff like this, I can't be down in the weeds all day every day,  
635 there needs to be someone there to run the day to day operations to  
636 make sure that the things that we are deciding here actually get  
637 done. And that's - that's really the crux being it and you really  
638 won't find a lot of major city police agencies without a number two.  
639 So, that is the background behind that and hopefully we will have  
640 their personal (inaudible). All right, thank you.  
641 **BOSTON:** Thank you Chief OUTLAW.  
642 **OUTLAW:** Goodnight, I appreciate what you do.  
643 **RESPONDANTS:** Applause.  
644 **OUTLAW:** Okay, goodnight.  
645 **BOSTON:** Okay - all right.  
646 **OUTLAW:** Sorry, I don't want to be disruptive anymore.  
647 **BOSTON:** We are going to move into the Use of Force Quarterly Report  
648 section of the agenda. And you can go ahead and get started on that.  
649 **BUSCHE:** I am Heidi BUSCHE, hi. I think we are going to go ahead and  
650 get - I have a presentation prepared. I was delighted to bring a  
651 couple of concepts to you guys today. I have - so, the presentation  
652 I have prepared does focus mostly on the comparison of the Quarter  
653 Three Report, which just has been (inaudible) out recently to  
654 Quarter Two's previous report. My colleague, Kate BONN was here last  
655 month and was discussing with you the changes that you could  
656 anticipate seeing in that. So, we are really excited about the new  
657 report, so a lot of the presentation focuses on the quarter on  
658 quarter comparison because as you know, we have picked up some data,  
659 we are aggregating some new data on some additional types of force,  
660 so part of the presentation is on that. I do have with me a number  
661 of extra Q3 - oops, pens - a number of extra Q3 Force Reports, if  
662 anyone wants the new force report, if you didn't want to waste your  
663 own paper to print it out. So, that will be going around, definitely

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664 take a copy of that. Let's see here, and then, the other thing I  
665 just need to do is to get the projector going, that was before - I  
666 have this ready to go, I just didn't know how to start the  
667 projector, is there, like -  
668 **HERSHEY:** It's going.  
669 **BUSCHE:** Oh, it's going, great.  
670 **LOW:** Everywhere but there. Oh, now it's coming up. Yep, just say,  
671 "open, open, open".  
672 **FEMALE:** (inaudible).  
673 **BUSCHE:** Yeah, that would be great. I have - I have some notes that  
674 I wanted to be able to refer to but that's - that's perfect. Great,  
675 thanks. Oops. I'll try to be quick so that we can have - ahh! I'll  
676 try to be quick because the presentation that I have does focus -  
677 that I have prepared here, does focus on the use of force and Q3 on  
678 - to Q3 to Q2 comparison and then does talk about an anticipated  
679 change that we are getting ready to make into the next or coming  
680 quarters. There we go. And I did - I did see on the agenda that  
681 there is space, or that there is an agenda item as relates to crowd  
682 control, so Lieutenant DOBSON and I can kind of speak more off the  
683 cuff to that but the presentation I have prepared tonight is mostly  
684 the quarter on quarter comparison and what we are looking forward to  
685 in the future. So, we have - hopefully we will have room for all of  
686 that, but this is just a - so, I am Heidi, I have a - an MS from  
687 Portland State in political science. I completed most of a doctoral  
688 program there, the only reason that matters is that I did take  
689 thirty-two credit hours of graduate level statistics work -  
690 methodology - research methodology work, so that is, I guess, why I  
691 am qualified to - to do some statistics work. We work as a team.  
692 Like, I said, my colleague Kate BONN was here last month, I am Heidi  
693 and next month you will get to meet Shannon, she is the third member  
694 of the team that is really in the day to day management of force  
695 statistics and the use of force at the Portland Police Bureau. We  
696 are supervised by Lieutenant DOBSON and we are assigned to the  
697 Professional Standards Division. When I introduced myself I  
698 accidentally said we were part of Strategic Services, we have  
699 shifted a little bit. So, here is kind of our overview of Quarter  
700 Three Force Statistics. So, we had - in the third quarter we had two  
701 hundred and eleven cases that involved the use of force. So, like  
702 Kate - like Kate said last month, any case could involve any number  
703 of uses of force, but this is the unique number of cases that had a  
704 force event within them. And we had two hundred and twenty-one  
705 individuals that were involved in - subjects or individuals that  
706 were involved in use of force events on - in Q3. And then we had two  
707 hundred and thirty-nine unique officers who used force - or, I am  
708 sorry, two hundred and thirty-nine officers who were involved in  
709 force events and we had three hundred and seventy-two force data  
710 collection reports. So, like I mentioned earlier, any case involving

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711 multiple officers that applied force, each officer would fill out an  
712 FDCR - a force report for that, so that is why those numbers are -  
713 are different. And I have, you know, from last month we anticipated  
714 these numbers going up, they have gone up by quite a bit and that is  
715 because we started aggregating data on what we are calling Category  
716 Four Types of Force. Let me go to this slide. So, these are your  
717 category four types of force on the left side. All of the new types  
718 of force that we are collecting data on are in red. So, we knew that  
719 officers had been reporting on these types of force for a long time  
720 - is it hard to see?

721 **MALE:** Can't see red.

722 **BUSCHE:** Oh, I am sorry, I should have tested that.

723 **LOW:** Well, look at this one, this one is easier to see.

724 **BUSCHE:** So, all the ones -

725 **MALE:** I am color blind.

726 **LOW:** Oh.

727 **BUSCHE:** So, I will just say, category four types of force are on  
728 the left side, they are - and the new category types of force are  
729 baton non-strike -

730 **MALE:** That would be your right side, her left side.

731 **BUSCHE:** Oh yeah, my left side, your right side. Category four new  
732 types of force are, a non-strike baton, so that is typically, like,  
733 a pry, a controlled take-down, which is a take-down that involves  
734 minimal - minimal injury - no, no injury and minimal speed with - I  
735 guess, like, it's not dynamic, it's like you would set someone down,  
736 a resisted hand-cuffing, which is a new data point for us to  
737 collect, pointing of a firearm is a category four event but we have  
738 been collecting that and reporting on that for a while, so it's not  
739 in red, hobble restraint is something that we are collecting data  
740 on, again, that is in red and that is a category four, the firearm  
741 discharge to end the suffering of a wounded animal, a box-in and a  
742 control against resistance, those are all category four items. The  
743 only new category two and three items we are collecting are - are  
744 PVIT, which is Patrol Vehicle Intervention Technique, and the  
745 firearm discharge to stop an aggressive animal, and a vehicle ram.  
746 So, we have added three new types of force to category two and  
747 three. We have added one, two, three, four, five, six - one, two,  
748 three, four, five - seven new items to category four and includes  
749 the eighth, which we have already been cap - which we have already  
750 been capturing. So, we knew that the numbers and categories three -  
751 or, we knew that the numbers in quarter three were going to go up  
752 because we are just counting a whole bunch new - like, a whole bunch  
753 of new types of data, right. So, this is the impactful category  
754 four, which our ten-ten policy went into effect in the middle of  
755 August, which was the middle of Q3, so we had part of Q3 where we  
756 weren't counting category four and part of Q3 where we were. And as  
757 you can see, before we started counting category four types of force

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758 we had a hundred and thirty-one applications of force and when we  
759 added category four types of force in we had three hundred and  
760 fifty-five applications of force for a total of four hundred and  
761 eighty-six. One of the things that is really important to know about  
762 all of these applications of force and the types of force that are  
763 being applied is that almost fifty percent of the applications of  
764 force we are talking about were either the pointing of a firearm or  
765 the resisted handcuffing of a subject. This is a slide that I think  
766 is really important because it provides some context to just the -  
767 how many events we are talking about in the big picture of the  
768 organization as a whole. So, in quarter three we had just over six  
769 thousand custodies, six thousand one hundred twenty subjects were  
770 taken into custody. The little - there is a small slice on top that  
771 has got the number one thirteen next to it, those are the number of  
772 subjects that experienced a category two or a category three force  
773 event. So, category two or three force was used against a hundred  
774 and thirteen people, which accounts for about one-point eight  
775 percent of total custodies. So, of all the custodies of the quarter,  
776 only one-point eight percent resulted in a category two or three  
777 application of force. And then, the other slice of the pie that is  
778 small is a hundred and eight, and that is the number of people  
779 against whom category four force was used. So, again, in quarter  
780 three - they are actually quite similar, in category three we had a  
781 hundred and eight people who had a category four type of force  
782 applied to them and that also accounts for about one-point eight  
783 percent of custodies. So, in Q2, last quarter - the quarter before,  
784 our ratio of custodies to use of force was two-point three percent,  
785 in Q3 our ratio of custodies to use of force is three-point six  
786 percent, and like I said, we anticipated that that would go up just  
787 as a result of - as a consequence of counting these additional types  
788 of force applications. We are happy to see that it didn't go up by  
789 much. Another way to provide a little more context around the use of  
790 force and the number of calls for service that the bureau responds  
791 to, this is on page five, I believe -

792 **FEMALE:** Six.

793 **BUSCHE:** Six, thank you - is when we look at a pie - the pie charts,  
794 the calls for service data. So, in Q3 there were seventy-two  
795 thousand four hundred and sixty-one citizens initiated calls for  
796 service, so that is someone who picks up the phone, dials 911 or  
797 flags someone down or flags an officer down, and of - all of those  
798 calls for service, seventy-seven of them resulted in a category two  
799 or three use of force and eighty-four of them resulted in a category  
800 four use of force. So, again, those num - that is actually pretty  
801 similar percentages. So, point one-one percent of those citizen-  
802 initiated calls resulted in category two or three, point one-two  
803 percent of category four - of citizen initiated calls ended up in  
804 category four force. And again, these ratios are pretty consistent

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805 with last quarter with a slight increase because of these additional  
806 types. So, the full stat is to the - to the right side of the slide.  
807 And then below - we think it's important to - we think that it is  
808 really important to separate out our calls for service as they - as  
809 far as where they originate. So, we think it is important to look at  
810 calls for service from citizens and we also think it is important to  
811 look at calls for service that are officer initiated. So, an officer  
812 is in the community and sees something going on and does - or does a  
813 traffic stop, that is, like, a great example of that too. So, the  
814 lower pie chart is our officer initiated calls for service. Officer  
815 initiated calls for service accounted for about twenty-three  
816 thousand calls in Q3, and twenty-eight of those resulted in a  
817 category two or three force event, so a really small number, and  
818 twenty-two of them resulted in a category four force event. So,  
819 overall what we are looking at is about a quarter of a percent of  
820 both citizen and officer-initiated phone calls - or calls for  
821 service, excuse me, ended up in a - a force event of some kind. And  
822 again, that is an increase from last quarter, but it is a slight  
823 increase that we had anticipated. One of the things that we really  
824 like to look at - I know the TAC has asked about this as well, is  
825 the initial call types as they came in and the uses of force that  
826 are - that are related to those, or I guess, what the initial call  
827 type is that is attached to the use of force event. So, here we have  
828 the top ten initial call types that result in uses of force. I am so  
829 glad that you mentioned that you can't - that you mentioned this - I  
830 will definitely design the next set for - I will have a test on  
831 that.

832 **MALE:** This I can distinguish because they have different luminance.

833 **BUSCHE:** Excellent, that is very good.

834 **MALE:** Right, so there is different brightness.

835 **BUSCHE:** Okay.

836 **MALE:** Yeah, there is a very clear distinct - distinction between  
837 the bright and the dark.

838 **BUSCHE:** Okay, good. Well, I am glad, and I am glad to have that on  
839 my radar now. So anyway, the category two and three cases are to the  
840 left and the category four cases are to the right. And you will see,  
841 this is largely consistent with the top ten call types from the  
842 previous quarter. I did have them - I actually have them marked on  
843 my copy. So, the following call types were consistent with Q2, they  
844 were on Q2's top ten list as well, that is, disturbance priority,  
845 person contact, suspicious subject vehicle or circumstance, traffic  
846 stop, unwanted person, warrant, vehicle stolen cold, suspicious with  
847 weapon and shots fired. So, those are calls that are - those types  
848 of calls are pretty consistent quarter on quarter, being in the -  
849 the initial call type and - and the use of force.

850 **MALE:** What does ECIT stand for?

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851 **BUSCHE:** ECIT calls are dispatched - those are calls that are  
852 dispatched by BOEC, they have a specific protocol for dispatch and  
853 they generally - I actually - I worked on a project that was (cross  
854 talk) -  
855 **SPEAKERS:** (cross talk)  
856 **BUSCHE:** Enhanced - yes - yes - so, they are Enhanced Crisis  
857 Intervention Calls and they do have a specific dispatch protocol for  
858 that. So, calls have to meet a certain criteria to come out with  
859 that ECIT dispatch label.  
860 **ZINGESER:** That's the Behavioral Health Unit -  
861 **BUSCHE:** Correct.  
862 **ZINGESER:** - officers are the ones when they call the ECIT -  
863 **BUSCHE:** Yes.  
864 **ZINGESER:** - those behavioral health unit officers get called to  
865 that particular call.  
866 **BUSCHE:** Correct, yeah, and so that particular - the dispatch  
867 criteria means that certain officers will - ECIT officers will go to  
868 those calls.  
869 **ZINGESER:** Yes, they will show up, yeah.  
870 **MALE:** Thank you.  
871 **BUSCHE:** Yeah, you are welcome. Okay, so this is an interesting  
872 chart because it really shows - it has our big three divisions and  
873 it shows them for each month in the quarter. And so, in the first  
874 month of the quarter, in July, you can see that the bars are - there  
875 aren't, like, two sets of bars on top of each other, and that is  
876 because we didn't have the new force policy, and so, all - this was  
877 capturing all force. And then in August and September you can see  
878 the split where the - the bottom half of the bar is category two and  
879 three force and the top half of the bar is category four force. One  
880 of the reasons I like this chart is that it really demonstrates what  
881 kind of - it really demonstrates the leap in, like, how much extra  
882 data we are gathering by capturing the category force that are -  
883 that we are capturing this - that we are capturing.  
884 **LOW:** It's a good visual illustration.  
885 **BUSCHE:** Yeah, it's great. Yeah, I really like it. So, kind of  
886 related to this is kind of the distribution by precinct. So, in Q2  
887 Central Precinct had twenty-two percent of the force events, in Q3  
888 they have thirty-two percent. My - we haven't done a deeper dive  
889 into this necessarily, but my kind of instinct - my - my thoughts on  
890 this, just off the cuff would be that, I would imagine that is a  
891 consequence of this category four stuff that is coming up and you  
892 can see that those bars are big - or - yeah, that especially in  
893 September for Central they have fifty category four events. East  
894 Precinct went from forty percent of the force events down to thirty-  
895 three percent. North Precinct went - stayed steady, stayed flat at  
896 twenty-six percent. There is some encouraging things about this  
897 distribution, especially if you look only at Q3 you see that there

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898 is Central at thirty-two, East at thirty-three, North at twenty-six,  
899 which suggests that, you know, there is no uneven distribution,  
900 there is not a particular precinct that is really heavy on the force  
901 events, or there is nothing that is a concern to us from this data.  
902 I would consider this flat quarter on quarter. I understand that the  
903 TAC was interested in knowing about the demographics as they were  
904 related to armed subjects. I don't think we had previously reported  
905 this, and so this is something that we added to the Q3 report. So,  
906 as you can see here I don't have much commentary on this other than  
907 really, it's - it gives a - it is a set of unique subjects. Seventy-  
908 two unique subjects who were armed in Q3 and then provides you with  
909 the number and the percentage of - of total.

910 **MALE:** Just a question about that real quick.

911 **BUSCHE:** Sure.

912 **MALE:** And I don't know if you are about to get to it, so I  
913 apologize if I am -

914 **BUSCHE:** No.

915 **MALE:** - (cross talk).

916 **BUSCHE:** That is okay.

917 **MALE:** So, that is on page eleven and then followed by twelve, this  
918 chart shows there are seventy-two armed subjects, but the following  
919 page mentions thirty-four total armed persons. What is the - what is  
920 the difference between those two?

921 **BUSCHE:** Let's see. Oh, because the - sorry, because the top - in  
922 the triangle?

923 **MALE:** Sure.

924 **BUSCHE:** Yeah, so total armed persons, that has thirty-four, thirty  
925 and four and this has seventy-two and why would that be? Hmm, I am  
926 wondering if that is a typo.

927 **MALE:** It has to do with your distribution weapon status, armed  
928 actual versus armed unknown, if you look at the little pie chart  
929 next to the triangle on page twelve. (cross talk) -

930 **BUSCHE:** Oh, subjects may be counted and - mm-hmm. That is probably  
931 - that is probably it. I actually want to do a little bit deeper dig  
932 into that. I am not sure why the difference. It has been a while  
933 since we created the report, so I definitely appreciate the question  
934 about it. And I know that sometimes when we start to count subjects,  
935 especially when someone is armed with, like, more than one weapon,  
936 that can be - that number can differentiate a little bit from what  
937 we have got. But this - thirty-three - hmm.

938 **MALE:** I apologize, I didn't mean to dis-rail - de - de-rail you but  
939 (cross talk).

940 **BUSCHE:** No, that is okay. I - I will look into the difference. I -  
941 frankly, off the top of my head I am not entirely sure why the two  
942 things are different. So, it might be a typo, but it might be that  
943 we counted it different because there are, like, any number of ways  
944 to count it. So, let me - I will take a note on it and I will make

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945 sure that I get back to you about why the difference. Okay, so the  
946 next thing that we did, this is not in the document that you have,  
947 it's not in the quarterly force report, it is something that you  
948 could easily - a table you could put together on your own no  
949 problem, but basically it just looks at the types of force applied  
950 from Q2 to Q3, where we have comparable categories. So, category  
951 four stuff is obviously not on here, with the exception of pointing  
952 of a firearm because we didn't have any category four stuff in Q2.  
953 One of the things that is - that I like about this table is it shows  
954 that we are really looking at pretty flat numbers quarter on  
955 quarter. Holds with injury went from five to two, take downs went  
956 from seventy-eight to ninety-two, but I will say that if you  
957 eliminate the category four stuff in Q3, you are looking actually at  
958 a comparison of seventy-eight to sixty-four. So, that is again,  
959 like, a pretty flat quarter on quarter with these small - with these  
960 small data sets, I mean, we don't expect to see a huge trend - or a  
961 huge trend difference. Strikes and kicks went down significantly,  
962 that is a good - that is good for - that is good. So, we have  
963 thirty-five strikes and kicks in Q2, we have sixteen in Q3. Less  
964 lethal was pretty flat, aerosol - pepper spray was pretty flat, CEW  
965 was flat, K-9 -

966 **MALE:** What is CEW?

967 **BUSCHE:** Sorry, Conductive Electrical Weapon, so that is a Taser.

968 **ZINGESER:** Taser.

969 **BUSCHE:** K-9 bites were flat, pointing a firearm and impact weapon,  
970 which would be baton, all flat. So, that is - nothing that really  
971 had an - nothing there that raised it by force. The next thing that  
972 I wanted to talk about - that really is kind of just a quick run  
973 through of the quarter on quarter comparison, and we can continue to  
974 talk more about that at the end of this segment or afterward, I am  
975 happy to field more questions and all of that, would want to touch  
976 base with you, but I want to get to one other piece which is that  
977 the City of Portland is really committed to transparency with its  
978 data through the open data project. And so, currently the Portland  
979 Police Bureau's city open data portal hosts a number of dash boards  
980 as it relates to various types of police and crime statistics. So,  
981 the - the three they host right now are, crime statistics, stop  
982 dates - stops data reports and stolen vehicle statistics. The force  
983 team and the inspector's office are currently exploring this open  
984 data portal and its - and our ability to use it for the - for the  
985 force reports, and we think that there are a number of benefits to  
986 that, including transparency - increased transparency and  
987 accountability and ease of use. So, what I am passing around now is  
988 like - is basically a mockup of what we would like to do for a dash  
989 board, and I have a PDF of it that I'll open. Oh, I have one more  
990 slide about it actually. So, we are starting to build a markup, we  
991 are starting to draft the kind of dashboard that we would want to be

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992 able to have available to our community members. It would include a  
993 downloadable data set of use of force data and we can definitely  
994 have a look at this printed version and I will open up this  
995 electronic version. Unfortunately, this runs on Tableau - not  
996 unfortunately, unfortunately for us tonight, this runs on what is  
997 called Tableau, and so this computer doesn't have a Tableau license  
998 on it, so I can't just pull it up and we can't just play with it but  
999 when you - when it's up and running, basically what will happen is  
1000 you will - as an interested community member you will be able to go  
1001 to the Portland Police Bureau's website, you will click on a link  
1002 for the use of force dashboard and then you will be able to move the  
1003 data around and visualize it in whatever way is - works best for  
1004 you. There are a number of benefits to this, one of them being that  
1005 currently the force report is forty pages long and this dashboard is  
1006 six pages long and still provides you with all of the dimensions of  
1007 the data that the force report provides. So, I am going to scroll  
1008 down a little bit. The very first page of the dashboard will  
1009 basically be the - very similar to the summary pages, the first  
1010 pages of the force report. The kind of, the mundane stuff, so I  
1011 would like to get into the next set of things. Let's see here, will  
1012 this make it - oh, that makes it too small. The next page of the  
1013 dashboard, you would be able to see the subjects of the use of force  
1014 and then you would be able to apply any number of filters to this  
1015 population or this demographic data set. So, you would be able to  
1016 apply a filter to see only subjects who were in mental health crisis  
1017 or you would be able to apply two filters to see subjects who were  
1018 in a mental health crisis and subjects who were armed, and you would  
1019 see all the demographics data as it related to that. And then  
1020 eventually when you get to the end of the dashboard you would be  
1021 able to download that data and do your own statistical analysis on  
1022 it if you wanted to. So, one of the things that is great about the  
1023 data visualization tool is, when you select these two filters up  
1024 here, it will also filter the applications of force on the table  
1025 below. So, now all of the sudden you will have your demographics,  
1026 what kind of characteristics they had and the types of force that  
1027 were applied to them. We are so stoked about this because it's  
1028 really, like, the most intuitive way to be able to use data and to  
1029 be able to understand what it means and to be able to interact with  
1030 it and, like, really use it the way that you want to use it. So, I -  
1031 I -

1032 **BOSTON:** Well, we - we get that you are stoked about it because you  
1033 are a statistics person, but for non-statistics people -

1034 **BUSCHE:** Yeah.

1035 **BOSTON:** - it's very exciting because -

1036 **BUSCHE:** Yes.

1037 **BOSTON:** - over the duration of my time here, this has been a little  
1038 bit tricky -

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1039 **BUSCHE:** Mm-hmm.  
1040 **BOSTON:** - where we have had, like, back and forth where if you are  
1041 not particularly savvy with statistics -  
1042 **BUSCHE:** Right.  
1043 **BOSTON:** - you don't know what you don't know -  
1044 **BUSCHE:** Right.  
1045 **BOSTON:** - so it's a chicken and an egg thing to ask for -  
1046 **BUSCHE:** Sure.  
1047 **BOSTON:** - what kind of information we want to see, what does it  
1048 mean.  
1049 **BUSCHE:** Yeah.  
1050 **BOSTON:** So, I am really excited about the portal and also about  
1051 being able to see it in a better dashboard version.  
1052 **BUSCHE:** Totally, I mean, it's going - it's just going to be, like,  
1053 an - it is going to be so much better. Yeah.  
1054 **LOW:** Judy LOW, I have a question -  
1055 **BSUCHEY:** Uh-huh.  
1056 **LOW:** - in - in some of your queries -  
1057 **BUSCHE:** Uh-huh.  
1058 **LOW:** Is racial identification one of the queries?  
1059 **BUSCHE:** Mm-hmm, well, you will have the demographics of race and  
1060 sex up here, sorry, it's on the far - so, I think - so, you will be  
1061 able to filter - oh yeah, so not only will you be able to add the  
1062 filters over here, which includes subject age ranges, we heard some  
1063 feedback on that last week - or last month, but you will also be  
1064 able to filter at the top. And I wish we had the actual inter -  
1065 interactive version.  
1066 **LOW:** So, I could filter it by age and race and type of -  
1067 **BUSCHE:** Correct.  
1068 **LOW:** Thank you.  
1069 **BUSCHE:** Yeah, it's going - it's - it is going to be mind blowing.  
1070 So, we are in develop - development of this at the moment. We will  
1071 just keep scrolling down the page here. The other thing that will be  
1072 on this top page will be force type counts when a single application  
1073 of force is used. So, I know Kate mentioned last month that we had  
1074 talked about that, that the TAC had requested being able to see  
1075 single applications of force only. So, I believe that this table  
1076 will also be linked to the two above it -  
1077 **DOBSON:** It is.  
1078 **BUSCHE:** - so that all the filters - so, when you set your filters  
1079 at the top, all of your tables will change and reflect data for only  
1080 what you are interested in seeing.  
1081 **DOBSON:** It is unfortunate that we can't pull it up tonight to show  
1082 you, but it's - it's nice and intuitive so people like me, who  
1083 aren't like her and know how to do all this stuff can actually click  
1084 on the things that we want to see and filter through it to make it  
1085 easier to find. And it - it is pretty cool.

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1086 **BUSCHE:** Yeah, it's going to be - it's really going to be cool.  
1087 **MALE:** Is there going to be a way to combine more than one quarter  
1088 together?  
1089 **BUSCHE:** Yes, we are working on that.  
1090 **DOBSON:** So, yes, we are working on that as well to make it so that  
1091 you can get - you can do it by quarter, you can - I think we are  
1092 going to try to break it down by either - by month, by quarter or by  
1093 year or across the board so that you can do bigger data sets.  
1094 **BUSCHE:** Yeah.  
1095 **MALE:** Year over year?  
1096 **BUSCHE:** Yeah.  
1097 **DOBSON:** Yeah.  
1098 **BUSCHE:** Hopefully, I mean, the force data that we have is the  
1099 twenty-sixteen force data that we have is good, the twenty-seventeen  
1100 force data that we have is good, so you will have at least the two  
1101 years potentially. I don't want to over promise. I am trying to  
1102 think of the way that we collected twenty-sixteen, but you will have  
1103 all of twenty-seventeen for sure and then we will keep rolling on -  
1104 on top of that. And again, we are in development now, so this is -  
1105 we are anticipating the roll out of this, but I don't have any hard  
1106 dates or anything like that, but it is coming. Yeah.  
1107 **HERSHEY:** I assume that those three categories, armed, drug and/or  
1108 alcohol affected, and mental health crisis are not mutually  
1109 exclusive -  
1110 **BUSCHE:** Correct.  
1111 **HERSHEY:** - that some people who were taken into custody -  
1112 **BUSCHE:** Would show up.  
1113 **HERSHEY:** - or by force were involved in two or three.  
1114 **BUSCHE:** Mm-hmm.  
1115 **HERSHEY:** Is there any way of knowing - is that another category  
1116 that is just not reported and we know when there are - there are  
1117 more than one of these things at play?  
1118 **BUSCHE:** Yeah, you know, we don't currently report subjects who fall  
1119 into more than one of those categories, although, on the current  
1120 force report there is a page for subjects involved in drugs and  
1121 alcohol, subjects who are drug and alcohol affected, subjects who  
1122 are in a mental health crisis and subjects who are transients, and  
1123 then -  
1124 **HERSHEY:** Because that equal out to more than a hundred percent,  
1125 right?  
1126 **BUSCHE:** Correct, yeah, so, you will have all of the - you will get  
1127 all of the - you will get all of the subjects that were involved on  
1128 each page, but it won't be unique subjects necessarily because they  
1129 could be involved in one or more. What we did do in Q3 this - this  
1130 quarter, which is a little bit of a step back from this, in Q3 we  
1131 did make a note of anytime on those subject characteristic pages we  
1132 made a note of any time that CEW's or Tasers were applied for three

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1133 or more cycles and it happened to be that one subject who received  
1134 more than three cycles was both - I don't want to speak - was both  
1135 drug and alcohol affected and transient, so we made a note that we  
1136 found that one subject fell into both categories. So, we do have the  
1137 ability to do - to figure out when subjects fall into more than one  
1138 of those categories. It is time consuming and a little challenging,  
1139 so, for that we felt like it warranted - we have got to know if this  
1140 person is the same person in - or if it was two different people  
1141 that had three - three - more than three cycles applied. So - so, I  
1142 guess the answer is, the subjects will show up currently, but they  
1143 are not unique to each event.

1144 **DROPPERS:** I have a question.

1145 **BUSCHE:** Sure.

1146 **DROPPERS:** Danielle DROPPERS, and I just wanted to commend this work  
1147 because making this data accessible to the wider community I think  
1148 is so fantastic. One of the things that I think would be helpful as  
1149 well is to add an additional column to sort of provide a little more  
1150 context around, like, the proportion of race and ethnicity and - and  
1151 other categories as well because I think that helps to provide a  
1152 little more context into the percentages that we are seeing and how  
1153 maybe some groups are over or under represented in certain areas.

1154 **BUSCHE:** Yeah, that is so interesting because we were just talking  
1155 about that before the meeting. I am sorry, I didn't mean to  
1156 interrupt.

1157 **DROPPERS:** No, no.

1158 **BUSCHE:** Okay, one of the things we do in the current force report  
1159 is, we provide the custody demographics data. So, our team has  
1160 struggled with this. We have kind of kicked this question around for  
1161 a while, you know. The percentage - the demographics that we see of  
1162 people who are the subjects of use of force, what is the best  
1163 comparison? Like, is - should we be comparing that to, you know,  
1164 census data? Should we be comparing it to district data? Should we  
1165 compare it to precinct data? And we really think that the use of  
1166 force is an outcome of being taken into custody. So, that is why we  
1167 provide the custody demographics data and - because generally when  
1168 we end up having a force event it is because we are in the process  
1169 of taking someone into custody. It does occasionally occur that we  
1170 have a force event where we are not taking someone into custody.  
1171 Most of the time we are usually taking someone into custody. So,  
1172 that is why we - we think that is the best comparison and that is  
1173 certainly a set of demographics that we could easily add to provide  
1174 context. And we also add that particular set of demographics because  
1175 it is kind of hard to get a hold of that set of demographics. So,  
1176 that way you would have that - that set of custody demographics, you  
1177 would have the use of force demographics and then you could  
1178 potentially find the census demographics or - or precinct

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1179 demographics on your own - on your own but we will definitely add  
1180 some context pieces to those.  
1181 **DROPPERS:** And have you been able to compare the - the custody -  
1182 custodies proportions to, like, ACS census data to see how  
1183 comparable those are?  
1184 **BUSCHE:** I haven't done that study. I do think there was an analyst  
1185 that was - that was looking at that, but it was at least eighteen  
1186 months ago and she has since moved on. But that would be - I can  
1187 definitely take a note about looking at ACS - ACS data to custody  
1188 data.  
1189 **DROPPERS:** Sure.  
1190 **BUSCHE:** Mm-hmm.  
1191 **WHITE:** Gavin WHITE, I - I really appreciate that you are sort of  
1192 echoing Danielle here. I think - yes -  
1193 **DROPPERS:** You got it.  
1194 **WHITE:** I really appreciate that this approach makes sense from your  
1195 perspective -  
1196 **BUSCHE:** Mm-hmm.  
1197 **WHITE:** - and that the - there is a strong argument to be made for  
1198 the custodies as a population for which the use of force (inaudible)  
1199 -  
1200 **BUSCHE:** Mm-hmm.  
1201 **WHITE:** - and I - I wonder whether I - I - frankly, I doubt that is  
1202 how community members see themselves.  
1203 **BUSCHE:** Okay.  
1204 **WHITE:** I think when people of the community are looking at use of  
1205 force, they are - and thinking about themselves and whether they are  
1206 feeling fear towards members of the police bureau -  
1207 **BUSCHE:** Mm-hmm.  
1208 **WHITE:** - I think they are not thinking, well I am not part of the  
1209 custody part of the population, or we are not thinking - they are  
1210 not thinking, well, I am - I am less likely to be taken into  
1211 custody, or maybe we are thinking that because if - if the custody  
1212 population statistics don't actually match up to the general  
1213 population statistics then that raises some other potentially  
1214 troubling questions about the relationship that we have as a  
1215 community with our police force. I think it is worth highlighting  
1216 and, you know, if it is not in the use of force data, to have it  
1217 somewhere -  
1218 **BUSCHE:** Right.  
1219 **WHITE:** - and since we have got this lever, like, let's put it on  
1220 here, is - is my thinking. Like, if we - if we could, if it is easy  
1221 to add a column for that data, I would really appreciate seeing it  
1222 there.  
1223 **BUSCHE:** Yeah, I definitely can take those notes back to the team as  
1224 we continue to - to discuss, like, what the best choices are for the  
1225 development of this dashboard, absolutely, yeah.

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1226 **WHITE:** Thank you.

1227 **BOSTON:** I just want to take a minute to do a time check. We are  
1228 going into break or we can continue if you - we would like to ask  
1229 some more questions of Heidi. Would everyone just like to continue,  
1230 kind of, with this use of force piece and kind of roll through break  
1231 or - and take a bio break as you need it. Okay great.

1232 **BUSCHE:** There is not much - there is not much left to the  
1233 presentation, so we are doing pretty - oh, yes.

1234 **MALE:** Real quick, I would say definitely at least have the custody  
1235 stuff in here because that is a big comparison that we have done to  
1236 show some issues in the past.

1237 **BUSCHE:** Okay.

1238 **MALE:** Just between the use of force and custody. Yeah, the other  
1239 one is a problem too, but problem is always that the last census  
1240 data that is down on the city level is from two thousand and ten.

1241 **BUSCHE:** Mm-hmm, so custodies data would be - oh, and it is not on  
1242 the current Tableau - it's not on that (cross talk).

1243 **DOBSON:** Yeah, I think it needs to be on the Tableau. I would say  
1244 that is a necessity.

1245 **BUSCHE:** Okay, yeah, absolutely.

1246 **MALE:** I am waiting for the twenty-twenty census (inaudible).

1247 **MALE:** It's getting chopped up.

1248 **HERSHEY:** Edward, I have a - I have a kind of a more overarching  
1249 question.

1250 **BUSCHE:** Sure.

1251 **HERSHEY:** Given that you and your colleagues are not in the line of  
1252 duty - law enforcement -

1253 **BUSCHE:** Correct.

1254 **HERSHEY:** - and how proud you are of your ability to aggregate this  
1255 data, what do you see its role is in - trainable?

1256 **BUSCHE:** Yeah, well, for this I - I will say, I - I am really  
1257 delighted with our ability to kind of crunch the - this complex data  
1258 and provide it to the community. I don't know - I actually don't  
1259 know exactly what the role for this will be in training. What I do  
1260 know is that, you know, we work with so much data and our end goal  
1261 is really always to make it informative to the bureau and  
1262 informative to the community. And so, for us, you know, it is  
1263 important that we stay on top of trends about, you know, where the  
1264 use of - you know, especially around, like precinct use - precinct  
1265 level use of force, you know, it would be disconcerting to us to see  
1266 a precinct using a high amount of force consistently quarter on  
1267 quarter on quarter, that would raise a red flag for us and we would  
1268 potentially do some training around that. You know, that is, like,  
1269 kind of, like, the most basic example that I can think of. I don't  
1270 know that it is very satisfactory to your question. But there are a  
1271 lot of reasons why having this particular set of data available to  
1272 us and - and that we are constantly working with it just for our own

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1273 ability to keep tabs on everything and make sure that trends are  
1274 staying flat and see - make sure that we don't see a big spike in  
1275 use of Tasers or that we don't see a big spike in pointing of  
1276 firearms or, you know, so kind of just for us it helps us to kind of  
1277 keep our finger on the pulse of what is happening - what is  
1278 happening out there as it relates to force. Unfortunately, I don't  
1279 have a - I don't have a huge background in training, so I am not - I  
1280 am not naturally inclined to be able to tell you exactly how this  
1281 would be useful in the training division, although I know that they  
1282 receive these reports and that, you know, you guys get to digest  
1283 them as well and make recommendations to training. So, I don't  
1284 really know if that gets to -

1285 **MALE:** And - and so, what - what you saw - if I can interject here  
1286 is - is, in the last meeting that we had, for those of you that  
1287 weren't here, at the end of the year we come up with kind of what  
1288 our trends are and what we are seeing, what are the issues that we  
1289 are seeing that we can pass on to training so that they can look at  
1290 those and see if there is something that is - that is there. For  
1291 example, take-downs, is one of those high occurring events that we  
1292 see for use of force, so as I send that off to training and ask, you  
1293 know, here - here is where we are seeing most of our force being  
1294 used, when was the last time we trained in doing a take down to  
1295 ensure that we are doing it correctly and that we are doing it in a  
1296 way so that we are protecting the person that we are taking to the  
1297 ground and also our officers going to the ground. Part of that take-  
1298 down thing that I sent out and I think some of you received, we - we  
1299 sent it out after the last meeting was, in that take down what we  
1300 are seeing is, suspects are - are - are putting their arms  
1301 underneath them, we are calling it turtled up if you will, they -  
1302 they put their arms underneath here. Again, a question that I posed  
1303 to training is, when was the last time that we trained on when a  
1304 subject is down, and those arms are underneath them, how do we  
1305 remove those arms so we can get them behind their back and take them  
1306 into custody? So, that is kind of- that - that is my piece of this  
1307 whole thing and - and it's - there - there is almost two levels of  
1308 this, there is the data piece of this data where we are looking for  
1309 trends and things but there is also another piece that is a little  
1310 higher, kind of a bigger picture that I am looking at with law  
1311 enforcement background to see, are - are we seeing a regular -  
1312 regular mistakes in policies or in training that - that have  
1313 affects. Does that make sense to you?

1314 **HERSHEY:** Thank you, that was very helpful.

1315 **MALE:** Okay.

1316 **MALE:** So, then we take all that information, again, it's just -  
1317 maybe the data points that come into the training division that we  
1318 all put into the needs assessment and the needs assessment looks at  
1319 multiple things, use of force report, there is eleven different

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1320 things listed in the agreement and then we take and we then assess  
1321 what it is we need to train on for the next year. So, there is a lot  
1322 of moving parts and a lot of information that go into the  
1323 information coming into the training division. and we are looking  
1324 for things that are - are working well, so we can continue to teach  
1325 those things. We are also looking for things that are not working  
1326 well to see, are there things that we need to do or improve or  
1327 techniques that we need to improve on. You know, for example,  
1328 several years ago it was the - the cycles, one of the things we did  
1329 was change the batteries in the CEW's so that they cycle off after  
1330 five seconds. And so, that was one of the things that we have  
1331 changes. So, there is a tremendous amount of data coming into the  
1332 training division and then we try to sift through the best we can  
1333 and then deliver the training for that year based on the trends we  
1334 see.

1335 **BOSTON:** Yeah, and I would just like to add for our new members,  
1336 first I would like to give a shout out to Shawn, John and Jeff for  
1337 kind of bringing together a little bit more rigor around the types  
1338 of questions and dialogues that we have with the inspectors office  
1339 and we really appreciate your cooperation and input with helping us  
1340 with this, but this review of our quarterly numbers, we do it four  
1341 times a year and we are supposed to provide input on it as part of  
1342 their responsibilities of this body and it has been a challenge in  
1343 the past because we are members of the community, we are not  
1344 necessarily savvy with statistics. This is going to help a lot. But  
1345 the other issue is that we have typically held any kind of feedback  
1346 or has one track and put it into an annual report that is supposed  
1347 to drop in the summertime to feed the needs assessment that  
1348 Lieutenant LOVAK had mentioned. So, one thing I am hearing, from  
1349 Danielle or from Gavin and maybe some of our other new members, with  
1350 this new capability that PPB is putting together for us, or if you  
1351 have ideas about how we might be able to be more responsive and  
1352 respond more frequently with ideas or suggestions for the training  
1353 department based on anything that we see in these numbers, we  
1354 welcome it. It is part of our responsibility that we just kind have  
1355 been trying o get up to speed with a response and I think that based  
1356 on some of the things I am hearing and seeing, we might be able to  
1357 actually have a more frequent engagement with the training division  
1358 and with the use of force numbers. So, keep that in the back of your  
1359 mind. I really would value that.

1360 **BUSCHE:** And Sylvia, did you have a question also?

1361 **ZINGESER:** Well, yeah, I was - a question for you.

1362 **MALE:** All right.

1363 **ZINGESER:** When - when you are doing a take-down and - and officer  
1364 is doing a take-down and you want to determine how they took that  
1365 take - takedown, I know that they have to write a report, is there a

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1366 - a place on - on the form for the use of form - use of force that  
1367 says that they did a turtle - turtle back or -  
1368 **DOBSON:** So, that is - that is going to be -  
1369 **ZINGESER:** Do you see what I am saying?  
1370 **DOBSON:** Sure, no that - that is going to be - that is a good  
1371 question. That is going to be pulled out of the narrative that they  
1372 write.  
1373 **ZINGESER:** Yes, that is what I thought. I know that's time  
1374 sensitive.  
1375 **DOBSON:** And - and - and so, in the review process - so, the  
1376 officers all submit what is called a force - FDCR.  
1377 **BUSCHE:** Force Data Collection Report.  
1378 **MALE:** Thank you. And then with that is a - a written report  
1379 detailing out a candid report of what occurred. When force occurs, a  
1380 sergeant is called to come and review that force. What happens is,  
1381 the sergeant shows up, looks for witnesses, third party witnesses,  
1382 talks to them and says, "okay, what did you see? What happened?" to  
1383 confirm that what the officer said is the same thing that the public  
1384 saw. Then they look for witnesses within the officers and then they  
1385 - then they talk to the - the person who used the force as well as  
1386 the subject that the force was used on and then compare all the  
1387 notes that they come back with to see, is this what occurred? Is  
1388 this what the officer wrote, and does it fit within the Graham  
1389 Standard, does it fit within the policy, does it fit within training  
1390 and - and go through a whole huge checklist of things to do that.  
1391 But we - we have got to tease some of that out through the narrative  
1392 piece.  
1393 **ZINGESER:** Right, through the narrative, yeah.  
1394 **BUSCHE:** And as analysts we read all the narratives that come in.  
1395 **ZINGESER:** Do you, okay.  
1396 **BUSCHE:** So, we read all the narratives of officers that apply the  
1397 force and we read any additional narratives that are submitted from  
1398 officers that witnessed, or just, like, that were on the call. So,  
1399 part of the data collection - part of the data cleaning process for  
1400 us is, like, we don't just pull the numbers out - off of these FDCCR  
1401 reports, we actually read all the narratives and code stuff  
1402 consistently among the three of us and that is how we get some of  
1403 the context variables that we are able to capture.  
1404 **MALE:** First of all, thank you for - this is really great, and I am  
1405 excited as well for you. And thank you for including (inaudible) in  
1406 this draft and in the quarterly report a definition of category two  
1407 and three and category four. Saying that, I think this view right  
1408 here, I would make a suggestion.  
1409 **BUSCHE:** Mm-hmm.  
1410 **MALE:** Putting some kind of definition in for the reader what other  
1411 divisions includes.  
1412 **MALE:** Yeah.

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1413 **BUSCHE:** Okay, that's a - that's a great note because I do know that  
1414 some of these will have the ability - see the little eye above it?  
1415 You will be able to hover above the eye and then you will get a - an  
1416 explanation but I don't know that other divisions are defined in  
1417 that eye, so I will make a note on that one.

1418 **FEMALE:** This is great.

1419 **FEMALE:** I know, I know.

1420 **BUSCHE:** Anyway, so if there are any other questions, this is really  
1421 just the -

1422 **FEMALE:** Sorry, I have one other -

1423 **BUSCHE:** Oh, yeah but I just want to be mindful of your time.

1424 **FEMALE:** So, I was reading the report that was sent around, and I  
1425 just want to make sure I am understanding because my head did tend  
1426 to start to hurt after a bit and I do like stats. But in terms of  
1427 the counting, if I was tracking, the number of people that were  
1428 involved in a custody - let's say one person on multiple occasions  
1429 was taken into custody, they would each one - they would count  
1430 separately, yes, but if an officer was involved, like, multiple  
1431 times, they - that officer gets counted once. Did I - did I track  
1432 that right?

1433 **BUSCHE:** In some places it - the officer gets counted once. So, on  
1434 the cover page it is not unique officers. So, on the very front page  
1435 it said there were two hundred and thirty-nine involved officers and  
1436 that counts an officer - if an officer was in three force events -  
1437 that is unlikely, if an officer was in three force events in the  
1438 quarter they would be counted three times there. On the precinct  
1439 pages, however, it counts the number of officers at each precinct  
1440 that were involved and that - in that case, the officer is only  
1441 counted once because they are at, you know, they are assigned to the  
1442 precinct and so, no matter how many events they were in, they - that  
1443 is a unique count of officers, so they are counted - it is counted  
1444 differently. And that was a great catch.

1445 **DOBSON:** And that is one of the challenges is, is there is so much  
1446 data that you can count it in so many different ways. In - in our  
1447 last presentation we kind of broke it down using the ice cream shop  
1448 and ice cream cones and kids and parents and how - how do you count  
1449 all of the interactions and all of that kind of stuff. It - it gets  
1450 really complicated really fast, and so, yeah, my head hurts every  
1451 day.

1452 **BUSCHE:** And Danielle, did you have another question?

1453 **DROPPERS:** I did. I was wondering if there was any sort of alignment  
1454 or standards - standardization of some of the variables that the -  
1455 that are being highlighted, like, nationally?

1456 **BUSCHE:** You know -

1457 **DROPPING:** So, I am thinking again about context and, like, are we  
1458 able to compare some of these figures to national standards at all?

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1459 And also, thinking back to Chief OUTLAW's point of, like,  
1460 standardizing -  
1461 **BUSCHE:** I will tell you that I - there is some room for us to do  
1462 some research to see who else is doing this type of work, but I also  
1463 know there are not a lot of agencies that are - that are doing -  
1464 tracking force in this way. So, one of the things that is really  
1465 cool about that is, I - I do think that the police bureau is doing  
1466 ground breaking work. I think they are out there setting best  
1467 standards and best practices for how we do this counting and - and  
1468 so, it is important that we get the right metrics in, that we have  
1469 the right filters on, that we have the data dialed in the best that  
1470 we can because I think actually most agencies will be looking to us  
1471 as to how we are doing it. Seattle comes to mind as potentially an  
1472 agency that we can, like, we can look at their use of force reports  
1473 to see what they are capturing but I don't know that they are  
1474 capturing anything substance - much substance will be different than  
1475 what - than what we have got, but that is just off the cuff. Do you  
1476 have a recommendation, was there something in mind?  
1477 **DROPPERS:** No, I was just curios.  
1478 **BUSCHE:** Okay, yeah, okay.  
1479 **DROPPERS:** Thank you.  
1480 **BUSCHE:** Yeah.  
1481 **CAMPBELL:** I guess I just have one comment.  
1482 **BOSTON:** All right, Shawn.  
1483 **CAMPBELL:** And it is about - and it is about new uses of force we  
1484 have added in, which I think is great because I just love data. One  
1485 of the things that we put within the last TAC suggestions was that  
1486 we include at least pointing of a firearm when people actually shoot  
1487 their gun or get shot. And I know this wasn't your guys' decision, I  
1488 don't believe the - decide what went into these categories but I  
1489 find it very disturbing in my mind that I know when an officer  
1490 shoots at a doll, but I don't know when he shoots at or shoots a  
1491 person.  
1492 **DOBSON:** So, those would be cat - what we would call category one  
1493 and what - when we talk about category, really what that is, is  
1494 category defines the level of review for that use of force. So,  
1495 category four type force starts with a sergeant, is reviewed by the  
1496 sergeant and then goes to the lieutenant. It is reviewed by the  
1497 lieutenant and then sent to me. A category three goes to a captain,  
1498 goes through those two stages, then to a captain and then sent to  
1499 me. A category two goes to the chief's office, the branch chief who  
1500 is charge and then is sent to me. A category one is handled  
1501 differently, so anytime a - a discharge of a firearm happens, an  
1502 officer involved is what we call that, that is handled in a  
1503 different manner and usually the - the volume of stuff, and Craig  
1504 could probably talk a - better about it than I can, it - it's a very  
1505 different process because it is far more in depth in how that is

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1506 handled. And so, we don't particularly handle that. And we have had  
1507 that discussion of, quarterly do we report officer involved type  
1508 events in our quarterly? We don't get that information because it  
1509 takes so long to process that, that usually - and I don't know how  
1510 many months it takes but it takes a lot to go through that process  
1511 to get that information. But we could put in, yes, we had one, but  
1512 beyond that we don't have any information. If - does that make  
1513 sense?

1514 **BUSCHE:** Yeah, I mean, we actually were just talking about this this  
1515 week about whether or not we should start just adding them in  
1516 because the problem is, because of the investigation, like he said,  
1517 the - the - all the files are locked during the investigation and we  
1518 don't have access to that stuff, so as analysts we can't read any of  
1519 the context. So, we can't collect any of the context variables that  
1520 we collect with all the other data that we provide, right. So, we  
1521 were just starting to weigh the, like, the pros and cons of, like,  
1522 well, we could just put it in and just say, like, we don't have any  
1523 context around this, but we know that this event happened and we  
1524 are, you know, kind of working through that, it is something that is  
1525 kind of always on our radar. Yeah.

1526 **HERSHEY:** Since - Edward - since, in fact, that is the most  
1527 important statistic of all, the reasons you have said, it would be  
1528 very helpful just to have the raw data, even though you can't  
1529 analyze it, just to know from quarter to quarter how many OIS' there  
1530 were.

1531 **DOBSON:** Okay.

1532 **HERSHEY:** That is an easy number.

1533 **DOBSON:** Okay.

1534 **HERSHEY:** That is just one little -

1535 **DOBSON:** Sure, okay.

1536 **CAMPBELL:** Yeah, I mean, most of these numbers we don't have a huge  
1537 amount of detail on -

1538 **FEMALE:** No.

1539 **CAMPBELL:** - and we don't expect to because, obviously, there is a  
1540 due process that has to be done, but -

1541 **FEMALE:** Yes.

1542 **CAMPBELL:** If I was not a part of the TAC and just a citizen looking  
1543 at something like this, it would raise all sorts of red flags.

1544 **DOBSON:** Okay.

1545 **CAMPBELL:** And it would bring up a lot of questions.

1546 **DOBSON:** Okay.

1547 **BOSTON:** Okay, all right.

1548 **BUSCHE:** Thank you so much.

1549 **BOSTON:** Thanks very much. We are really excited by the changes that  
1550 we have seen over the last little while and we really look forward  
1551 to trying to provide more input to the training division based on

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1552 our quarterly numbers. Thanks very much you guys. All right, we have  
1553 a training division update. Is that - no, talk to Dave?  
1554 **FEMALE:** Here he comes.  
1555 **FEMALE:** He walks in just in time.  
1556 **BOSTON:** Good timing.  
1557 **FEMALE:** Yeah.  
1558 **DAY:** I heard the applause, I figured that was for me.  
1559 **BOSTON:** Welcome to your division update.  
1560 **DAY:** This division? So, as usual we have been steady. The nice  
1561 thing was, we got a little bit of break over the holidays, much like  
1562 everybody else, hopefully. Got a chance to catch our breath. We  
1563 finished the in-service in - in December. We ended up squeezing in a  
1564 couple schools to in - increase some of our trainers. One of the  
1565 changes we made recently was just a name change but I think it is  
1566 significant, as we changed our Defensive Tactics Program to Control  
1567 Tactics. Defensive Tactics was originally named Defensive Tactics  
1568 under Ron STILL back in the eighties.  
1569 **FEMALE:** Oh gosh.  
1570 **DAY:** And really the mentality and the effort and the work around,  
1571 you know, our work now is more about control, not, you know, not  
1572 that defensive mentality but we just want to control the incident,  
1573 you know, control the person, etcetera. So, we use a lot of control  
1574 terminology, so we are note - we are calling, we have an acronym for  
1575 everything, we call it CT instead of DT's. But we are, you know,  
1576 that was just a name change. But we have held a couple of schools,  
1577 so we - we put together - we are also transitioning form our less  
1578 lethal bean bag shot guns, which we have had since the early two  
1579 thousands, we are transitioning to what is called a forty millimeter  
1580 launcher, and it is really what is being used more commonly around  
1581 the country and even - even around the tri-county area. It's a  
1582 single-shot, you know, the - the shotguns, the less lethal shotguns  
1583 carry up to five beanbag rounds that we have used over the years and  
1584 we are transitioning to these forty millimeter, and I didn't bring  
1585 one, I could bring one in to the next time, maybe I will bring Gabe  
1586 in, our instructor, but it is like shooting a baton round,  
1587 essentially, at the individual. It is - but that is going to be a  
1588 good move for us for a couple different reasons. You remember the  
1589 real tragedy a few years back where we mistakenly placed live rounds  
1590 in with - with the lethal, excuse me, we put live rounds - lethal  
1591 rounds into a - a less lethal shotgun and that was a - a tragedy.  
1592 So, we will be pulling all of those weapon systems from the street  
1593 and transitioning to these. So, it's a totally different, you know,  
1594 fire mech - and everything, I mean, across the board. And officers  
1595 will have, you know, one shot and so, we will hopefully - it gives  
1596 us better aim, it gives us, you know, a little bit more stopping  
1597 power but still in that less lethal category. So, we hope to be  
1598 rolling those out in the next few months. Yes.

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1599 **ZINGESER:** What does that look like, that baton, I mean, as compared  
1600 to the shotgun? Because the shotgun looked a little bit like a  
1601 regular machine.  
1602 **DAY:** Well, I would have to - I commit to you the next time around I  
1603 will bring one in and - and have it for you and have the - the, you  
1604 know -  
1605 **ZINGESER:** Because that was one of the problems, is - is -  
1606 **DAY:** Oh, this doesn't look anything like a shotgun.  
1607 **ZINGESER:** That's good.  
1608 **DAY:** No.  
1609 **ZINGESER:** Yeah.  
1610 **DAY:** No.  
1611 **ZINGESER:** Yeah.  
1612 **DAY:** It's a totally different - it is a totally different system,  
1613 nothing like a shotgun at all, I mean, it's - it's designed for one  
1614 thing and it can only take one type of ammunition one time.  
1615 **ZINGESER:** Yeah.  
1616 **DAY:** So, anyway, but we transitioned our - our operators right  
1617 before the Christmas break, so we had training staff working right  
1618 up until Christmas, getting them all up to speed. We are also going  
1619 to be holding some schools for new operators on the system. Right  
1620 now, today, yesterday I came out and greeted a new group of field  
1621 training officers. We have about a hundred and eleven new police  
1622 officers in the system right now. A hundred and eleven people on  
1623 probation, that is a significant number.  
1624 **LOW:** That is a good start.  
1625 **DAY:** What is that?  
1626 **LOW:** That is a good start.  
1627 **DAY:** It is a great start. And when I came to the division eighteen  
1628 months ago we had not hold - held an FTO school in a number of years  
1629 - a Field Training Officer School because when you are new everybody  
1630 gets a field training officer for a period of time. This is our  
1631 third school we are hosting right now, we had twenty people at a  
1632 time. So, we had two prior schools, forty people, and our FTO  
1633 numbers didn't change because in the year and a half that we did  
1634 those forty, we had those people retire, promote, leave the street,  
1635 go to specialty assignments or whatever. So, I am - I am - we are  
1636 hosting this school right now because we have to get those coaches  
1637 out of the street to be able to manage the - the people. A hundred  
1638 and eleven in the system and we are hiring eleven more February  
1639 first, I believe. So, really, some, you know, unprecedented numbers,  
1640 you would have to go back to the early nineties to see similar type  
1641 hiring, which is exciting but also challenging. We will run four  
1642 advanced academies this year, essentially from the middle of January  
1643 until the first of June and then again starting in July until the  
1644 end of the year, essentially. So, the advanced academies will be  
1645 running full bore. On Monday we start our Police Vehicle Operations

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1646 In-service. We will be out at PIR. It is the first time we have done  
1647 high speed driving since two thousand and eight and I am proud of  
1648 that. I wish we - I am not proud of the fact that it has been seven  
1649 - eight years but I am proud of the fact that we are returning,  
1650 making it a priority. Lieutenant MCGLAUGHERY has identified, you  
1651 know, and we are trying to put together a plan, but he has  
1652 identified, you know, there are some things we should just have on  
1653 the calendar that we do more frequently, like, we don't have to high  
1654 speed driving every year, but it is something that we should  
1655 probably do more than every ten years. So, we will be out at PIR  
1656 starting on Monday the fifteenth and we run that five days a week  
1657 for six weeks straight and all members will be, you know, attending  
1658 that. You want to come out and drive, is that what you are saying?  
1659 **LOW:** Been there, done that. I was just wondering if you were going  
1660 to teach them how to drive in reverse?  
1661 **DAY:** Well, backing is actually probably one of our highest - maybe,  
1662 I would say, close to saying our highest accident rate is from  
1663 backing, you know. So, we always have a course that is designed for  
1664 just that type of stuff, the precision, you know, slow speed. It is  
1665 not just all driving around the circle, we will be doing other stuff  
1666 as well. And then, our F - our in-service program will start up in  
1667 April, Lieutenant BESNER has that responsibility now and we are  
1668 starting to put that together based on the needs assessment and  
1669 feedback. The chief is correct, you know, we had a very candid  
1670 conversation shortly into her tenure where she just stopped by, I  
1671 was in an office, and - and asked about in-service and - and my  
1672 explanation to her was, "I think there is benefit". You know,  
1673 historically what we have done is, we have done an officer in-  
1674 service that, excuse me, everybody has to attend regardless of your  
1675 rank, regardless of your assignment, regardless of your job, you  
1676 have to attend, and everybody gets the same thing. And the majority  
1677 of it - the majority of it is based on the needs of the patrol  
1678 officer, so it's not as applicable to the people of rank and so  
1679 forth. So, we are in discussion with her, she has made that a  
1680 priority. So, we are in the process of trying to develop a one-day  
1681 supervisory specific in-service this spring. So, they will still get  
1682 the other in-service, the supervisors get, like, an extra day but it  
1683 will be supervisory specific. So, more to come on that as we go but,  
1684 you know, essentially, we are moving full speed ahead.  
1685 **ZINGESER:** Wow!  
1686 **DAY:** Thank you.  
1687 **BOSTON:** Thank you, Captain DAY.  
1688 **DAY:** Mm-hmm.  
1689 **BOSTON:** I am going to just hold off on comments or questions for  
1690 Captain DAY, just so we can -  
1691 **DAY:** I will stick around and do something.

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1692 **BOSTON:** Yeah, just so we can kind of wrap up really fast so that  
1693 members of the public have a full opportunity to make a public  
1694 comment. So, I am going to throw out some stuff really, really fast  
1695 for some of our - our new members. First of all, we did have an  
1696 orientation slide that kind of - presentation that kind of helps the  
1697 lay of the land get some context around some of the other  
1698 organizations that you might hear or acronyms that you might hear.  
1699 So, expect to have a - a Doodle Poll come out again where we can  
1700 kind of convene, either, you know, electronically or in person to  
1701 kind of give that orientation. So, expect that. By-laws, we want to  
1702 make sure that you have them, but they have literally kind of been  
1703 in play the whole time I have been here, but we are close and then  
1704 they are going to go on PPB's website. So, we are going to get those  
1705 to you too, hopefully in time for orientation. During orientation we  
1706 will have, like, a sort of annual overview of how we kind of pick a  
1707 topic and move forward. That topic is the implicit bias, that very  
1708 ground level training for this year. And so, we will be having a  
1709 sort of overview about how we approach that, and we are open to  
1710 ideas about how we structure things. This will be the third year  
1711 that we are kind of trying this structure to get that annual report  
1712 in before the needs assessment is due in June. So, that will be part  
1713 of the assessment, but that is the topic that we will be discussing  
1714 and curriculum that we will be seeing. And then, the other thing is  
1715 Steering Committee. So, Steering Committee is a number of five  
1716 people from TAC who meet on the third Monday of the month at Central  
1717 Precinct. It used to be at four but now it is at five, so that more  
1718 people can kind of cut out of work and have the opportunity to  
1719 possibly attend it. If this is something that you are interested in,  
1720 I really encourage you to go. Anybody that is on the TAC can show up  
1721 to Steering Committee meetings and just kind of sit in and listen.  
1722 But it is a great opportunity to have some voice and direction and  
1723 bring in fresh ideas and we really need some Steering Committee  
1724 members. It is a one-year commitment. So, put that in the back of  
1725 your head, especially new folks. If you are interested as well, my  
1726 co-chair Rio and I, our tenure as chairs will end in May. So, if you  
1727 have been on Steering Committee and you kind of understand the lay  
1728 of the land, I strongly encourage you, if you have been part of the  
1729 task forces for writing reports to think about that because we have  
1730 this opportunity, gaining some momentum, really exciting things  
1731 going on as have been shared with you tonight. So, keep that in mind  
1732 as well. And then, my last question for new people are ride-alongs.  
1733 Did we ever get any clearance on whether we could move forward with  
1734 ride-alongs?

1735 **DAY:** I believe we can.

1736 **BOSTON:** Okay.

1737 **DAY:** I didn't check but yeah, let's set - let's set those up.

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1738 **BOSTON:** So, should we set that up? Okay, and then training, we were  
1739 able to go through training in October in past years but because of  
1740 the delay we kind of - we didn't really set that up. Will that be an  
1741 opportunity coming up for new members as well?  
1742 **MALE:** Yes, it will, and we will discuss that in orientation.  
1743 **BOSTON:** Okay, wonderful. All right, I am going to wrap that up and  
1744 we will try to follow that up with an email, if you, you know, if  
1745 you need it because that is kind of a lot, so that we can move into  
1746 closing down our - our meeting with our public com - oh, public -  
1747 public comment and close. But it is a commitment to get out here,  
1748 that is how we will say that. So, thanks very much.  
1749 **DAY:** Public commitment.  
1750 **BOSTON:** Do we have any comments from the public at this time? Dan  
1751 HANDLEMAN.  
1752 **FEMALE:** We have one here too.  
1753 **HANDLEMAN:** All right, yeah, I am Dan HANDLEMAN with Portland  
1754 Copwatch. We are a police accountability group that promotes  
1755 accountability through citizen action. We have been around for over  
1756 twenty-five years now. This is our newsletter. the People's Police  
1757 Report comes out three times a year. This is a new issue, so if  
1758 anybody who wants to, before you go come see me. We also participate  
1759 in the directives pro - process, which, you know, every once in a  
1760 while, there is a directive that has to do with training that comes  
1761 out, and I think that that directive might have just come out again  
1762 and didn't necessarily come up in discussion here because it was in  
1763 between your meetings. I tried posting our comments about directives  
1764 on the website on the day that they were due, just on the thirtieth  
1765 - I don't - just - and the poll had already closed - the input had  
1766 already closed, I don't know whose division that is but chief did  
1767 get a copy by email, she said thank you, so I know the bureau heard  
1768 from us. I think it's - that I was very happy to see, although it  
1769 was only on the screen and not in the packet that the new statistics  
1770 that only relate to the old statistics were put together and I think  
1771 that for - at least for the first two or three years I think it  
1772 would be a good idea to see - just - so we, you know, people can see  
1773 a through line of where we were and where we are without having the  
1774 new stuff piled on top of it. So, I am - I am hoping that the bureau  
1775 can continue that. There was no little white boxes in the early  
1776 years, even though pointing a firearms is category four, so I didn't  
1777 understand why that was not in - do you understand what I am talking  
1778 - in - in July when they were still counting pointing a firearm,  
1779 there was no white boxes showing category four being taken in. Shawn  
1780 brought up the - the issue about shooting of animals and that is  
1781 mentioned as one of the new categories but nowhere else in the  
1782 report is that - that category mention - mentioned, except in the  
1783 listing of what the categories are, and I know there was a dog that  
1784 was shot in this last quarter of twenty-seventeen, so I am hoping

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1785 that that gets repaired. I like the comment that was made about the  
1786 use of force data as civilians see it because yes, we do like - we  
1787 do compare it to the population and there may be some reason why one  
1788 population gets targeted and arrested and taken into custody more  
1789 than another and that is related - if that is related to use of  
1790 force you will have to back it up and look at the population, so.  
1791 The annual report did come out of the - of - the use of force annual  
1792 report but that wasn't presented to this group and that is where the  
1793 statistics about crowd control and deadly force were, and I am  
1794 hoping that that portal is going to include those statistics as  
1795 well. The use of force at crowd control was mentioned by the ACLU as  
1796 more than any other city in the United States. I don't know if that  
1797 is true, we like to be accurate at Copwatch, so I would have  
1798 researched that but maybe they know because they have offices over  
1799 the - all over the US and we don't. I also think it is important to  
1800 connect these - these data to the other data that comes in about  
1801 traffic stops and pedestrian stops, for instance, those data show  
1802 that only fifty people are stopped in pedestrian stops per quarter,  
1803 which I find very hard to believe. And then there is this officer  
1804 initiated stops number twenty-three thousand something, I don't know  
1805 how many of those are traffic stops, how many are pedestrian stops.  
1806 So, it might be interesting to find out if there is something going  
1807 on where there is more stops being recorded in the force data than  
1808 there are in the stops data. And I had a bunch of individual  
1809 comments about the data. I know you are trying to wrap up your  
1810 meeting. I will try to type them and send them to the chair and  
1811 maybe they can - you can share them with everybody else. But, you  
1812 know, I guess the - one of the - the most striking one is that there  
1813 are sixty-five subjects who had force and acted upon them without  
1814 custody, which is twenty-nine percent of the force, so I think that  
1815 is something that needs to be looked at. Thank you.

1816 **RESPONDANTS:** Thank you, Dan.

1817 **BOSTON:** And, sir.

1818 **RICHARD:** Yes, ma'am. Thank you, my name is Richard, I am chairman  
1819 of the Wilkes Neighborhood Association and we are sitting right here  
1820 in the Wilkes area. And about six months ago one of our residents  
1821 came to me and asked for help, he is an eighty-year-old retired  
1822 minister and apparently there was a complaint made against him for  
1823 an obscene gesture on the golf course. So, two policemen came to his  
1824 house in the middle of the night and arrested him, took him to the  
1825 justice center in his pajamas and released him the next day without  
1826 charges and no way to get home. So, I am clearly concerned for the  
1827 safety of our old folks. And so, I have not been able to help him.  
1828 What you can do is help me find out who it is, what position or what  
1829 policies that makes the decision to notify someone of an alleged  
1830 hand gesture crime by having him arrested. So, if you could - anyone

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1831 could help me with that I would really appreciate it because he is  
1832 totally baffled. Thank you.  
1833 **BOSTON:** Thank you and thank you for coming and perhaps you can help  
1834 -  
1835 **DAY:** We will talk afterwards.  
1836 **BOSTON:** - Richard with that. Thank you. Do we have any other  
1837 comments from any other public members? All right, I think we are  
1838 pretty good. And Dan did mention the crowd control presentation, was  
1839 that a power point presentation that we could email out or -  
1840 **CAMPBELL:** What do you want? What would you like?  
1841 **BOSTON:** Well, I don't know, it just said this presentation will  
1842 focus on crowd control, on -  
1843 **CAMPBELL:** So -  
1844 **BOSTON:** Is there any -  
1845 **CAMPBELL:** So, last quarter I was here and there was some questions  
1846 that we didn't get to, so I had raised - maybe I could come back in  
1847 one of the meetings that I am not required to do my quarterly piece  
1848 and - and answer your questions to crown control, if - if that is  
1849 what it is. It would help me to craft or know what your guys'  
1850 questions are about crowd control so that I can - rather than just  
1851 wonder through crowd control I can actually get to your questions.  
1852 **BOSTON:** I was not here at the last meeting, so I am not sure the  
1853 organize -  
1854 **MALE:** They were - they were mostly my questions and -  
1855 **BOSTON:** Do you - okay.  
1856 **MALE:** Mostly, if you look at the crowd control section of the  
1857 annual report there is a whole bunch of acronyms.  
1858 **CAMPBELL:** So, the acronym piece, is that what you are after?  
1859 **MALE:** Yeah, like, what -  
1860 **CAMPBELL:** Okay.  
1861 **MALE:** What are - what do those acronyms stand for and what is the  
1862 actual kind of - like, just a basic description of what it's  
1863 described as that type of force being used, what is actually being  
1864 done? What is the equipment being used, I guess?  
1865 **CAMPBELL:** Okay.  
1866 **ZINGESER:** I have a question. So, because we have had some crowd  
1867 control issues.  
1868 **CAMPBELL:** Mm-hmm.  
1869 **ZINGESER:** So, are those separated out from - they are separated out  
1870 then, okay.  
1871 **BUSCHE:** Yeah, and actually we will report on the crowd control -  
1872 twenty-seventeen crowd control data will come out in the twenty-  
1873 seventeen annual report, which is actually not out yet.  
1874 **ZINGESER:** Okay.  
1875 **BUSCHE:** So, we anticipate delivering that in the mid to end of  
1876 February.  
1877 **ZINGESER:** Yeah.

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1878 **BUSCHE:** And that crowd control section will change from - we are  
1879 making some changes to it from last years. We are doing a little bit  
1880 - it will be different than last years.  
1881 **ZINGESER:** Okay.  
1882 **BUSCHE:** And then, so - that is not out yet, but it will be in  
1883 February.  
1884 **ZINGESER:** Yeah, okay, that is good.  
1885 **BOSTON:** All right - all right, well, okay, Gavin's last question  
1886 and then I will have a motion to adjourn our meeting, Gavin.  
1887 **WHITE:** Thank you, Gavin WHITE, I am curious - I am seeing types of  
1888 categories being added to the report and I am curious how that got  
1889 done, because there is a bunch of question that I have got about  
1890 things like, de-escalation, conflict resolution, you know, when are  
1891 the officers feeling scared and when they - what are they doing  
1892 about it and if - because it - that seems to me to be deeply related  
1893 to the use of force, and I don't know whether that is a thing that  
1894 could be captured in FDCR's, like, what did you do to prevent the  
1895 need for the use of force, any of that, but -  
1896 **DOBSON:** So, yeah, there - there is a whole bunch of pieces of data  
1897 that we collect.  
1898 **WHITE:** Yeah.  
1899 **DOBSON:** De-escalation or the - the techniques that they use to try  
1900 to de-escalate prior to force is something that we are going to be  
1901 definitely capturing better here in two thousand eighteen. Yeah,  
1902 there is a - there is a lot of data that we collect, and I can show  
1903 you maybe on our next visit what that form is going to look like. We  
1904 are putting out a new form that is more informative and - and easier  
1905 for the officers to use. But yeah, there - there is - yeah, what can  
1906 I say? There is lots of data to sift through.  
1907 **BUSCHE:** Yeah, the other piece of that is that we do audit the  
1908 reports for - for their - meeting - for how well they meet the  
1909 outlined requirements from the DOJ Settlement Agreement and that  
1910 area really assesses the de-escalation techniques used. That is an  
1911 audit report that - so, that is a separate report that de - delves a  
1912 little deeper into the reporting and the nuances of reporting. The  
1913 other question about the additional types of force that were added,  
1914 that was a decision made by the bureau in conjunction with - well, I  
1915 know the directives team and DOJ and COCL and the Department of  
1916 Justice had all got together to add those additional types that we  
1917 collect. But, yeah, that is the short answer.  
1918 **BOSTON:** All right, well thank you to the instructor's office for  
1919 the great presentation, thanks to the public for making your way out  
1920 here to share the information with us, thanks PPB and our new  
1921 members. Can I have a motion to adjourn our meeting?  
1922 **MALE:** (inaudible).  
1923 **BOSTON:** What? Okay, all right, meeting is adjourned, thanks.  
1924

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