



# Portland Police Bureau

Strategic Training Plan: 2019-2021

January 2019

PPB TRAINING DIVISION

## Strategic Training Plan: In-Service

The purpose of In-service for law enforcement is to receive training pertaining to officers' state maintenance certification and OSHA requirements, the maintenance of perishable skills, new best practices and equipment, updates on policy and procedural changes, and

### Purpose of In-Service

advanced law enforcement training. In general, skills perish over time when they are not used regularly. Law enforcement faces a particular challenge as officers are forced to make split-second decisions in circumstances that are tense, uncertain, and rapidly evolving. These decision points are analyzed through the totality of the circumstances and the reasonableness of the officer's actions. Continual training is critical for ensuring that officers can perform at their best under these unpredictable and complicated circumstances.

### INTRODUCTION

Given the vast array of skills needed for officers to be successful on the job, as well as the rapid perishability of many of the skills, meeting the full training needs of the tenured officers is often challenging. The Training Division management is currently conducting a thorough review of the officers' unmet training needs and related challenges to better meet those needs. This information is being utilized, along with information pertaining to retention rates and other research, to develop strategies and plans for better achieving the training needs of tenured officers.

This document provides a brief update of the Training Division's plans for both enhancing the training provided at In-service, as well as utilizing additional methods for dispersing training material (for example: online learning, roll call video training, precinct skills training). The Training Division will continue to develop these plans and will update this document as needed.

In general, the Training Division's upcoming goals are to:

Develop three new training programs to further incorporate the topic areas of leadership; ethics, equity, procedural justice; and officer wellness into training curriculum and programs.

Utilize strategies that maximizes training time and increase knowledge and skill retention.

Further integrate policy into all training areas, as a foundation for on-the-job performance.

Provide training that is tailored more specifically to various job assignments (for example, Detectives and Investigators).

Further integrate the 21st Century Policing<sup>1</sup> recommendations on best practices into training.

The following sections outline the current strategies the Training Division plans to utilize for accomplishing these goals for both classes that have traditionally been delivered primarily through classroom training, as well as hands-on skills and scenario training.

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<sup>1</sup> President's Task Force on 21st Century Policing. 2015. *Final Report of the President's Task Force on 21st Century Policing*. Washington, DC: Office of Community Oriented Policing Services.

## NEW PROGRAMS

The Training Division is developing three new programs pertaining to increasing internal and external legitimacy, officer health and safety, leadership skills at all levels of the organization, and community service. As well as developing and enhancing related curriculum, these programs will be involved in integrating these components with additional mentorship programs for Bureau members.

| New Programs  |  |
|---|--|
| Training Area   | 2019 to 2021   |
| <b>Ethics, Equity, and Procedural Justice Program</b> | <p>The Training Division has established a lead trainer position who is conducting program research and development in the training categories of ethics, equity, and procedural justice.</p> <p>The Ethics, Equity, and Procedural Justice Program plans on taking a staged and integrated approach, starting off in 2019 with reviewing current curriculum and further integrating these topic areas into existing training curriculum where applicable, integrating the four elements of Procedural Justice into scenario debriefs when appropriate, and utilizing the 21st Century Policing's framework for developing a guardian mindset. The program will incorporate a focus on internal legitimacy in respect to fostering open, fair, and transparent processes.</p>  |
| <b>Officer Wellness Program</b>                       | <p>The Training Division has recently established a lead trainer position who will conduct program research and development pertaining to officer wellness.</p> <p>This person will review current curriculum and further integrate this topic into existing training curriculum where applicable. They will also develop related specialized classes and/or training materials as needed, and assist in the development of the mentorship program for the Advanced Academy.</p> <p>Topic areas in consideration: Managing job related stress through physical (fitness, mental health, sleep, and nutrition) and financial health, reducing stigma of utilizing EAP and other services, and reducing compassion fatigue.</p>  |
| <b>Leadership Program</b>                             | <p>The Training Division has established a lead trainer position who is conducting program research and development in the training categories of leadership and supervision skills.</p> <p>The Leadership Program plans on taking a stairstepped approach, with emphasizing the same concepts regardless of rank, but tailored to the specific roles of each position. In 2019, the program will focus on reviewing current curriculum and further integrating this topic area into existing training curriculum and scenario debriefs when appropriate, and developing leadership training for supervisors. The topic areas currently being researched include: accountability, training and mentoring subordinates, self assessment and development goals, and organizational change strategies. This program will also incorporate topics of internal procedural justice and officer wellness.</p> |

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## TRADITIONAL CLASSROOM TRAINING

As a part of this review process, the Training Division has identified several areas where training time could be maximized by utilizing more online learning options and further integrating policy into existing training curriculum. In addition to increasing the amount of curriculum delivered, this strategy should increase retention and job applicability of the training material.

| Traditional Classroom Training |   |
|--------------------------------|---|
| Training Area                  | 2019 to 2021  |
| <b>Bloodborne Pathogens</b>    | The Training Division is planning to create and deliver online Bloodborne Pathogens training starting in 2019. When this change occurs, management will make sure there are opportunities for officers to meet with the City nurse at precinct locations.   |
| <b>CPR / First Aid</b>         | The Training Division is currently developing a process for delivering the lecture portion of this training through the Learning Management System and the skills portion through precinct trainings.   |
| <b>Legal Updates</b>           | <p>The Training Division plans to deliver most of the legal updates through online learning methods starting in 2019.</p> <p>Quarterly legal updates on court decisions impacting law enforcement will be delivered through Tips and Techniques bulletins.</p> <p>Additional legal updates will be delivered via video or other online training methods.</p>  |
| <b>Directive Updates</b>       | <p>The Training Division and Professional Standards Division will continue to deliver directive updates and related knowledge checks through the online Learning Management System.</p> <p>The Training Division will continue to integrate directive refreshers in the skills and scenario training programs, where applicable, to ensure members understand the practical application of policy and can utilize them as a resource as needed.</p> |

## PATROL PROCEDURES TRAINING

Patrol Procedures is the discipline of synthesizing all of an officer's mental and physical skills and tools to accomplish a goal in a police contact or incident. It is the training that prepares officers for the complexity, stress, and fluid nature of patrol work. It prepares them to manage scenes by using a full repertoire of communication skills, legal knowledge, decision-making, and tactical skills. This discipline includes training on handling various call types such as: traffic stops, foot pursuits, high-risk vehicle stops, active shooter events, officer-citizen rescues, and mental health response.

Currently, some of the most pressing training needs pertaining to this discipline are: active shooter, building searches, and high risk vehicle stops. These training needs provide critical skills for increasing the safety of the public during active shooter events (which have been increasing in frequency over the years), as well as increasing the likelihood of the best outcome when apprehending suspects.

In addition to meeting the above training needs, the main goals for Patrol Procedures during 2019-2021 are to:

- Incorporate more detective/investigator specific training material, to better meet the training needs of the investigative units.

- Expand and enhance the use of scenario training:

  - Increase the integration of Control Tactics, Firearms, Conducted Electronic Weapon, and Police Vehicle Operations skills into scenario training (when applicable).

  - Incorporate detective / investigator scenarios.

  - Utilize paint rounds more (when applicable) to provide more detailed feedback to students on their firearms skills.

  - Run scenarios longer (when practical) to allow students to demonstrate additional skill sets, such as as Control Tactics and communication.

- Develop video or other online prerequisite materials for In-service attendees (when applicable), to maximize In-service training time and increase student retention.

- Develop training materials (e.g. Powerpoints) that can be available on the Intranet for members to utilize as refresher training, reference, and/or pre-training material.

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| <b>Patrol Procedures</b>                                    |  |   |  |
|---|--|---|--|
|   | <b>2019</b>  | <b>2020</b>   | <b>2021</b>  |
| <b>Pre-Requisite Material Prior to Attending In-Service</b> | To be determined: Considering post-training active shooter materials     | To be determined: Considering prerequisite materials for building searches and/or high-risk vehicle stops | To be determined   |
| <b>In-Service Patrol Procedure Topic Areas</b>              | Active Shooter<br>Training Time: 18 hours (including scenarios)          | Building Searches<br>High-Risk Vehicle Stops<br>Training Time: 12 hours (including scenarios)             | Considering a refresher training on Active Shooter and Critical Incident<br>Training Time: 4 hours |
| <b>Other Training</b>                                       | Monthly roll call videos<br>Build intranet resource of training material | Monthly roll call videos<br>Build intranet resource of training material                                  | Monthly roll call videos<br>Build intranet resource of training material                           |

| <b>In-Service Scenario Training Considerations</b> |   |   |   |
|--|---|---|---|
|  | <b>2019</b>   | <b>2020</b>   | <b>2021</b>   |
| <b>Patrol Procedures</b>                           | Topics will include: active shooter   | Continue incorporating investigator specific scenarios<br>Topics will include: building searches, high-risk vehicle stops   | Continue incorporating investigator specific scenarios<br>Topics in consideration: critical incidents                 |
| <b>Conducted Electronic Weapon</b>                 | N/A   | At least one CEW or less lethal scenario. Incorporate the use in conjunction with de-escalation techniques, the use of a cover officer, communication (between officers and with the subject) and decision-making pertaining to effective distances for use, pre-entry planning related to officer roles, and contingency planning. | Incorporate a stress course with at least one of the decision-making exercises designed for CEW or less lethal usage. |
| <b>Firearms</b>                                    | Incorporate the use of paint rounds, moving subjects, and close distances in the Active Shooter training. | Incorporate the use of paint rounds, moving subjects, close distances, and the use of shotgun.  | To be determined.   |
| <b>Control Tactics</b>                             | N/A   | High Risk Prone<br>Weapon Retention   | Pepper Spray<br>Hobble  |
| <b>Police Vehicle Operations</b>                   | N/A   | High-Risk Vehicle Stops   | To be determined  |

## POLICE VEHICLE OPERATIONS TRAINING

In Police Vehicle Operations (PVO), officers receive training related to safely and efficiently handling police vehicles in challenging traffic environments, in various road conditions, during pursuits and emergency situations, and with multiple distractions. PVO training integrates tactical decision-making, state law, and bureau policy with physically operating the police vehicle under stress in various conditions and circumstances. PVO refresher training is critical for reducing collisions and ensuring officer and community member safety.

Currently, some of the most pressing training needs pertaining to this discipline are: collision avoidance (including intersection driving), backing, Skid Car, PIT maneuvers, and other techniques pertaining to handling high risk vehicle stops.

In addition to meeting the above training needs, the main goals for Police Vehicle Operations during 2019-2021 are to:

Increase the integration of Police Vehicle Operations skills into scenario training with Patrol Procedures.

Offer training at a location that enables for PVO skills training above 30 mph every three years.

| <b>Police Vehicle Operations</b>                            |             |  |  |
|---|-------------|--|--|
|   | <b>2019</b> | <b>2020</b>  | <b>2021</b>  |
| <b>Pre-Requisite Material Prior to Attending In-Service</b> | N/A         | Training Video: Safety briefing on vehicle inspections and related reporting   | To be determined   |
| <b>In-Service Police Vehicle Operations Topic Areas</b>     | N/A         | Skid Car<br>PIT (low speed)<br>Post-PIT<br>Spike Strips<br>Pursuit Driving<br>High-Risk Vehicle Stop<br>Skills Course (including backing)<br>Directive Refresher (as needed)<br>5 Driving Fundamentals<br><br>Training Time: 4.5 hours | PIT (above 30 mph)<br>Box-in<br>Skid Car<br>Cornering Lines (high speed driving, including distractions & lane changes)<br>Radio Communication<br>Precision Maneuvering Course<br>5 Driving Fundamentals<br><br>Training location: PIR<br>Training Time: 9 hours |
| <b>In-Service Scenario Training with Patrol Procedures</b>  | N/A         | High-Risk Vehicle Stops  | To be determined   |

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## CONDUCTED ELECTRONIC WEAPON TRAINING

Officers are trained to carry and use a Conducted Electronic Weapon (CEW) to quickly and safely resolve a violent or potentially violent encounter. In order to train officers to effectively utilize the CEW and make the most reasonable decisions during these confrontations, consistent training in a dynamic training environment is required.

Currently, some of the most pressing training needs pertaining to this discipline are: utilizing the CEW within effective distances, accuracy in probe placement when deploying under stress, reducing failed deployment, and utilizing the CEW in combination with custody skills.

In addition to meeting the above training needs, the main goals for Conducted Electronic Weapon during 2019-2021 are to:

Increase the integration of CEW skills into scenario training with Patrol Procedures.

Conduct a stress course, in combination with the other main training disciplines.

Develop online prerequisite materials for In-service attendees to maximize In-service training time.

| Conducted Electronic Weapons                                |  |   |   |
|---|--|---|---|
|   | 2019   | 2020  | 2021  |
| <b>Pre-Requisite Material Prior to Attending In-Service</b> | Training Video: Refresher training from Taser International  | Training Video: Refresher training from Taser International   | Training Video: Refresher training from Taser International   |
| <b>In-Service Conducted Electronic Weapons Topic Areas</b>  | The Taser International annual recertification requirement of deploying the CEW will be conducted.<br><br>Training Time: .5 hour | CEW Directive refresher and updates on trends<br>Failed deployment<br>CEW usage combined with custody skills<br>Effective distances for CEW usage<br>Accuracy in probe placement when deploying under stress<br>Basic manipulation of the X2<br>CEW Qualification<br><br>Training Time: 2 hours   | CEW Directive refresher and updates on trends<br>Failed deployment<br>CEW usage combined with custody skills<br>Effective distances for CEW usage<br>Accuracy in probe placement when deploying under stress<br>Basic manipulation of the X2<br>CEW Qualification<br><br>Training Time: 2 hours |
| <b>In-Service Scenario Training with Patrol Procedures</b>  | N/A  | At least one CEW or less lethal scenario. Incorporate when possible the use in conjunction with de-escalation techniques, the use of a cover officer, communication (between officers and with the subject) and decision-making pertaining to effective distances for use, pre-entry planning related to officer roles, and contingency planning. | Incorporate a stress course with at least one of the decision-making exercises designed for CEW or less lethal usage  |

## FIREARMS TRAINING

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

Currently, some of the most pressing training topic areas pertaining to this discipline are: decision making and operating firearms under stress, shotgun training, speed and accuracy, low light conditions, and use of cover.

In addition to meeting the above training topics, the main goals for Firearms during 2019-2021 are to:

- Increase Firearms training opportunities for tenured officers.

  - Provide open range sessions.

  - Integrate additional training/skills practice into the qualification course.

  - Provide annual Firearms Satellite Instructor In-service trainings.

  - Provide an optional annual stand-alone advanced firearms training for officers.

  - Provide more remedial Firearms In-service training opportunities for members.

- Increase the realism of Firearms training sessions with the integration of decision making courses, to better prepare officers for on-the-job application of these skills.

- Advance the Firearms qualification course.

- Develop training materials (e.g. video and Powerpoint) for Firearms instructors.

- Increase the integration of Firearms skills into scenario training with Patrol Procedures.

- Incorporate more investigator specific training, to better meet the training needs of the investigative units.

# STRATEGIC TRAINING PLAN: IN-SERVICE

| Firearms   |   |   |  |
|--|---|---|--|
|  | 2019  | 2020  | 2021   |
| <b>In-Service Firearms Topic Areas</b>                     | N/A   | <p>Red handle skill drills and decision-making course</p> <p>Topics will include:</p> <ul style="list-style-type: none"> <li>Reloads</li> <li>Malfunctions</li> <li>Moving and shooting</li> <li>Use of cover</li> <li>Speed and accuracy</li> <li>Use of firearms under stress making</li> <li>Weapons transitions</li> <li>Shotgun skills</li> <li>TECC component</li> <li>Target recognition with backdrop changes</li> </ul> <p>Considering: Shooting from non-standard positions</p> <p>Training Time: 4.5 hours</p> | <p>Red handle skill drills and decision-making course</p> <p>Topics will include:</p> <ul style="list-style-type: none"> <li>Reloads</li> <li>Malfunctions</li> <li>Moving and shooting</li> <li>Use of cover</li> <li>Speed and accuracy</li> <li>Use of firearms under stress making</li> <li>Low light conditions</li> <li>Weapons transitions</li> <li>Shotgun skills</li> <li>Target recognition with backdrop changes</li> <li>TECC component</li> </ul> <p>Training Time: 4.5 hours</p> |
| <b>In-Service Scenario Training with Patrol Procedures</b> | Incorporate the use of paint rounds, moving subjects, and close distances in the Active Shooting training.  | Incorporate the use of paint rounds, moving subjects, close distances, and the use of shotgun.  | To be determined   |
| <b>Other Training</b>                                      | <p>Open-range sessions (tentatively the end of 2019)</p> <p>Develop training materials for Firearm instructors (tentatively Spring 2019)</p> <p>Optional stand-alone advanced Firearms training</p> | <p>Open-range sessions</p> <p>Optional stand-alone advanced Firearms training</p>   | <p>Open-range sessions</p> <p>Optional stand-alone advanced Firearms training</p>  |

## CONTROL TACTICS TRAINING

In Control Tactics, officers obtain training in how to safely make contact with subjects, take subjects into custody, and how to counter when subjects attack an officer. Control Tactics techniques require frequent refresher trainings due to the natural perishability of the skills. This is critical for reducing the risk of injury or death to the public and officers, and for increasing public safety through crime reduction.

One of the greatest challenges in meeting officers' training needs in Control Tactics is securing regular and frequent training opportunities throughout the year. Currently, some of the most pressing training topic areas pertaining to this discipline are: searches, defending against assaults, ground control, and techniques involving multiple officers.

In addition to meeting the above training topics, the main goals for Control Tactics during 2019-2021 are to:

- Increase Control Tactics training opportunities for tenured officers.

  - Reinstitute a mandatory Control Tactics Precinct/Investigations program.

  - Provide elective Control Tactics training sessions.

- Increase the realism of Control Tactics training sessions to better prepare officers for on-the-job application.

- Increase the integration of Control Tactics skills into scenario training with Patrol Procedures.

- Incorporate more investigator specific training material to better meet the training needs of the investigative units.

  - Members will utilize the equipment that they carry on the job during training exercises.

  - Some scenario exercises will be tailored towards situations investigators encounter on the job.

- Develop video training tools, for reference and assistance in teaching the Precinct / Investigations Control Tactics sessions.

## STRATEGIC TRAINING PLAN: IN-SERVICE

| Control Tactics  |                                   |  |  |
|--|-----------------------------------|--|--|
|  | 2019                              | 2020   | 2021   |
| <b>In-Service Control Tactics Areas</b>                    | N/A                               | High Risk Prone Weapon Retention (in or out of the holster)<br><br>Training Time: Two 2 hour training blocks                   | To be determined<br><br>Training Time: Two 2 hour training blocks  |
| <b>In-Service Scenario Training with Patrol Procedures</b> | N/A                               | High Risk Prone Weapon Retention   | Pepper Spray<br>Hobble   |
| <b>Precinct / Investigations Control Tactics Program1</b>  | Conduct an instructor school      | Develop Precinct/Investigations Training Curriculum<br><br>Train the Precinct/Investigations instructors in related curriculum | Anticipated topic areas:<br>Ground Control<br>Standing Weapon Retention<br>Ground Weapon Retention<br>Baton/pepper<br>Striking<br>Self Defense<br>Headlock and Choke Defense |
| <b>Other Training</b>                                      | Elective Control Tactics Program2 | Elective Control Tactics Program<br>Develop Control Tactics Instructor Videos  | Elective Control Tactics Program   |

<sup>1</sup>The Precinct / Investigations Control Tactics Training will be mandated for Operations and Detectives. These are tentatively planned as 2 hour sessions, 3 to 4 times per year.

<sup>2</sup>The Elective Control Tactics Program: weekly or quarterly 2 hour sessions are being considered.

## Law Enforcement Re-Certification Requirements

The following Oregon Law enforcement re-certification requirements stem from OSHA, Taser International, and the Department of Public Safety Standards Training.

Every three years, officers need 84 hours of training for their Oregon Law Enforcement re-certification.

- Twenty-four of these hours need to be in use of force (eight hours annually). Use of force training includes Firearms, Control Tactics, Conducted Electronic Weapon, and portions of the Patrol Procedures program (e.g. scenario training).
- Three hours need to be in ethics training (1 hour annually).
- Three hours every three years need to be in mental health training.

Every two years, officers are required to receive CPR / First-Aid re-certification training.

Every year, officers are required to receive training in blood borne pathogens.

Taser International requires officers to deploy two cartridges every year to maintain their certification.