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PORTLAND POLICE BUREAU
Training Advisory Council
Training Division

Meeting Date: 01/08/2020

CAMPBELL: By doing - recording that gets turned into a transcript, so please say your name when you speak just to make life on the transcriptionist easier. All right. I'd like to welcome everybody to the meeting here. Thank you for making it. Let's go ahead and start with somebody reading the mission statement there at the bottom of the agenda. Any volunteers? Walt?

HULL: The mission of TAC is to provide ongoing advice to the chief of police - I'm pausing - and the training division in order to continuously improve 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.

CAMPBELL: Thank you, Walt. All right. Let's start with some opening announcements. Of course, the big one that probably everybody has seen on the news is the fact that Chief Outlaw has moved on to Philadelphia which is, as we all know, a much bigger city, so congratulations to her, and she has been replaced by Resch is the correct name.

MALE: Resch.

CAMPBELL: Chief Resch who is - Resch. Thank you. Chief Resch who was formally assistant and has served the bureau for, I believe, 20+ years at this point. Is that correct? Yeah. So, we're going to have a new chief, and we'll see what happens with that. And, of course, once you shift chairs up on top, chairs get shifted down low, and as a result, Captain Hurley is no longer in charge of the training division. She has been made a commander, which congratulations to her, and she has now been moved onto, I believe, the traffic -

MALE: Transit.

CAMPBELL: Transit Division. Thank you. As her replacement, we are going to get Captain Craig Dobson. Some of you who have been here long enough probably remember working with Captain Dobson. He was formally the inspector which is the position Lieutenant Niiya is in now. So, lots of different chairs, lots of difference faces to get used to. We've still got Lieutenant Stewart to kick around though.

STEWART: Yeah. Thank you. I'm still here.

CAMPBELL: I would like to say on the record, even though she isn't here, I've worked, I believe, with three different heads of the training division in the four years I've been part of TAC, and working with Captain Hurley, I think, was one of the - my favorite ones to work with just because I always felt like our message was getting listened to even if it wasn't necessarily agreed with, and there was always a lot of thought that went in to everything. It was greatly appreciated. Yes, Walt?

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54 **HULL:** Walt Hall. I just want to say in regard to the new chief, I
55 worked in and around the new chief for about 14 years, and this is a,
56 in my opinion, a very highly regarded appointment. And it is an
57 appointment from within, and the rank and file, in my opinion, are
58 very much encouraged by this appointment, and I really look forward
59 to a calming of the seas. And I think that a lot of the issues that
60 have been sort of forced, I think, are going to be very well attended
61 to, and I - I don't know whether you've - anybody, you guys, have
62 worked real closely with the new chief, but my association, while
63 brief, has been one of professionalism, and I was really encouraged
64 with the appointment.

65 **CAMPBELL:** Thank you. Would anybody else like to make some comments?
66 All right. Moving forward. We'll go into recruitment and taskforce
67 updates. Let's start with recruitment. As you can tell from the fact
68 that we have nine people here (inaudible), we are down on numbers a
69 little bit. We've had - between this meeting and the last, we've had
70 a total of three people resign including Sarah Carlson, Danielle
71 Droppers who was at the meeting, and then Edna (inaudible). And there
72 are a couple people on here who haven't shown up for about three
73 meetings, so we're probably going to be down a little lower too given
74 that. On the plus side, we have done some initial recruiting, and we
75 - the steering committee which has been acting as the recruitment
76 committee this time around just approved five new application - five
77 new members. So, right now, they just have to go through the
78 background check which I'm sure everyone remembers from their own
79 time. But as soon as that's done, they will be seated with us. So,
80 we'll get the numbers back up. We've also decided to extend the
81 deadline for recruitment to February 28th. We will be sending out
82 updated materials, so if anybody has anybody that they think might be
83 considering it or anything, please go ahead and speak to them since
84 we kind of figured the holiday season was rather busy, so - the goal
85 is - full compliment is about 24-25 people. Bob, do you have a
86 question?

87 **FISCHER:** Yeah. Bob here. Bob Fischer. The February 28th deadline,
88 will we not then look at the new applications until February 28th, or
89 can we roll it a bit? The numbers - you understand what I'm asking?
90 Will we not look at any of the applications and approve them before
91 February 28th?

92 **CAMPBELL:** We could probably look at doing it both ways. That would
93 be something for the steering committee as the recruitment task force
94 to decide.

95 **FISCHER:** Yeah. I think that that's a long way off and -

96 **CAMPBELL:** Yeah. I -

97 **FISCHER:** I'd like to see people more rapidly processed if possible.

98 **CAMPBELL:** Okay. Usually, the big slow up on this is usually the
99 background check from what I understand.

100 **STEWART:** Just to clarify. My understanding was that these five we
101 will move in the background -

102 **CAMPBELL:** Yes.

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103 **STEWART:** So, it would be - it won't delay these five getting seated.
104 **FISCHER:** These five. Right.
105 **STEWART:** It would - and we can talk at the next steering committee
106 about bringing people on as they apply.
107 **FISCHER:** Right. Okay.
108 **CAMPBELL:** Yeah. I think Bob's talking, like, if we get to our
109 January meeting or - and we have some more applications, whether or
110 not we can go ahead and just approve those.
111 **STEWART:** As they come in? Okay.
112 **FISCHER:** Right. Right. That's what I'm hoping to - not to wait two
113 months before we -
114 **CAMPBELL:** Right. I see no problem with that, especially since in the
115 gap, you tend to lose people anyways because - I'm really interested
116 in November, but by the time I get seated in May, I really don't care
117 anymore. It's not an uncommon problem.
118 **FISCHER:** Thank you.
119 **CAMPBELL:** All right. So, any questions about the current work of the
120 recruitment task force? Okay. As far as the other task forces still
121 ongoing, the pass/fail task force that was being headed up by Sarah
122 Carlson who resigned - so, that puts in a little bit - she said she
123 was going to get her notes to me, but I'm still waiting. Basically,
124 if we don't have anything to move forward with by the March meeting,
125 we will probably have a vote to close that task force. Bob?
126 **FISCHER:** Sorry. Can I go back to the previous subject and -
127 **CAMPBELL:** Sure.
128 **FISCHER:** And could you encourage everybody here to - if they know
129 people that might want to apply to this job to talk to them about it?
130 I think that's the - rather than just what goes online, but people we
131 know - let's get some recruiting going here.
132 **CAMPBELL:** I wholeheartedly agree. It's important for us to reach out
133 as far as we can, but at this time too, human interaction is what of
134 the stronger things in this world. That's how I was recruited
135 originally. All right. But we will also be putting it back out on the
136 website and stuff as well, correct? Yeah?
137 **STEWART:** Yeah. I've got that down here.
138 **CAMPBELL:** And I can reach back out to some of the groups I reached
139 out to before. All right? Let's see. Other tasks forces. Let's real
140 quick talk about. There was a dry run that we had a member attend for
141 the Wellness, Stress, and Resilience, and that was attended by
142 Sylvia, which thank you very much, Sylvia. It was right around the
143 holiday season, and you took the time out of your day to go ahead and
144 go through it. We greatly appreciate it. If you could give us just,
145 like, a real quick kind of summary of what the class was about and
146 some of your thoughts, that would be great.
147 **ZINGESER:** This is Sylvia Zingeser. It was about an hour long. I
148 thought it was important to talk about the wellness and resiliency.
149 And I don't know if any of you have had a chance to read this. I've -
150 there's some statistics that really is pretty striking. For instance,

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151 it takes \$100,000 to replace a five-year veteran police officer, and
152 that is from 2009, so it's probably more than that now. And if you
153 have a wellness program and you invest 8,600 per officer for a one-
154 time wellness program, you have the opportunity of having a healthier
155 officer working. You'll have less opportunity for - they won't get as
156 injured as easily for instance. You won't get as much ill time, and I
157 thought that was interesting. Law enforcement injuries are around 9-
158 32 percent. Typically, firefighters is 5-16 percent. EMS workers are
159 7 percent. Suicides, as of 12/16/2019, reported nationally was 212
160 officers have committed suicide. So, there's a high level of suicide
161 among officers, and that's why a wellness program, I think, is
162 important. And the other piece of that is I think that officers who
163 are able to take care of themselves will relate better to situations
164 that they are faced with when they go on a call, especially if they
165 get a stressful call. I didn't - the only thing I didn't really care
166 for, but I thought it was funny was the Bob Newhart section because
167 the person who presented this, the psychologist who presented this,
168 put a little clip up there about Bob Newhart. I won't go into it, but
169 basically, the skip pointed out that what police officers typically
170 do is they just - they just suck it up. Whatever is not working for
171 them, anything that they are faced with, they tend to stuff it. And
172 it was important for police officers to understand that they should -
173 if they have a way to work through not stuffing it and allowing
174 themselves to have their feelings heard or working through them, that
175 they are going to perform better. And there was one other thing here
176 - well, it's a tendency to say, "I can handle this, handle
177 everything." And the note that this psychologist put up there was,
178 "Life is a marathon, not a sprint." And so, officers tend to be
179 sprinting all of the time because they go from one call to the next
180 call to the next call. So, the other thing that I found really
181 interesting is PTSD is now a legal diagnosis as it can be identified
182 by imaging chronic stress, and apparently - and I did not take the
183 time to look at this, but I will at some point - there is a TED ed
184 online about that. So, the other thing that I thought was interesting
185 about it, for the management of police officers, is to make your
186 police officers not to ever want to leave, and encouraging them to
187 take advantage - I think they get eight sessions a year to see a
188 psychologist, that he encouraged the officers that were in the room -
189 it was management, basically, that I sat in on - to use those
190 sessions, and one of the officers did speak up and said, "Yes! I do
191 take advantage of that, and it's really been helpful." But it's
192 getting rid the stigma, again, to go ahead and take advantage of
193 seeing a psychologist or a mental health person, whether it be the
194 job or whether it be family or whether it be, you know, personal
195 circumstances, whatever. And I encourage the police department to do
196 this, you know, to make this - there should - the one thing that I
197 thought that they should (inaudible) is because I do remember when -
198 when these kinds of trainings came up for officers, it was, like,
199 "Oh, no. Here we go again." And so, what I would encourage Portland
200 to do is to have a survey of every time you give one of these

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201 classes. Have a survey and make it anonymous so that they don't - you
202 want to know that they've all taken that survey so that you can get
203 the data that goes with that, and it can be credible. So - and I
204 don't know what the list of questions would be. Maybe it's something
205 that TAC would like to help you with as one of our task forces. What
206 kind of questions would be good for a survey for officers? Maybe ask
207 the officers. Maybe have a group of officers.

208 **STEWART:** Kate was working on that before she left, and when we get -
209 we've got an intern who focuses on wellness that we're bringing on
210 board, and there's a couple - they're called inventories, but they're
211 just psychological inventories, and she has identified some different
212 psychological inventories that you can use on surveys around burnout
213 and stress.

214 **ZINGESER:** Right.

215 **STEWART:** So, I do know it's something, but when we have the intern
216 who is in backgrounds now and get her up to speed, if the TAC was -
217 if that was something the TAC was interested in, we can certainly
218 have her present. We are doing wellness surveys, and I'll update -
219 I've got some updates in my section. I won't take the time now.

220 **ZINGESER:** No. No, I think that's great. That's one of the things
221 that, you know, I was sitting there thinking. I'd like to know
222 overall what all officers think, the ones on the street, because
223 their life is a lot different than if you are in management, starting
224 from a sergeant on.

225 **STEWART:** We call them housecats. That's what I am. It's a housecat.

226 **ZINGESER:** I will remember that.

227 **STEWART:** If you're inside, you're an indoor cat, you know, versus
228 and outdoor cat.

229 **CAMPBELL:** All right. Does any members have any questions for Sylvia
230 about this training that she attended?

231 **HULL:** I'd just like to make a comment. This is Walt Hull. I think
232 that one of the things that I have observed - first of all, my
233 generation, okay, is a - we're a different breed of cat than what you
234 have today.

235 **ZINGESER:** That's true.

236 **HULL:** The fact of the matter is I grew up with duty, honor, country,
237 and just fly the damn missions, and we didn't talk to anybody. I
238 mean, we came home, and we never talked to anybody. PTSD, I mean,
239 what's - the fact of the matter is that in my opinion, what we have
240 is that we have a group of officers that are willing to listen today,
241 and I see them everywhere. I see them Downtown. I see them at Martin
242 Luther King. I see them at East Precinct. I see them at Traffic. And
243 these are younger people, and they are willing to listen to this. And
244 a sergeant came up to me just the other day, okay, before I retired,
245 and he put his arm around me, and he said, "You know," he says, "This
246 wellness thing is okay." And I said, "Really?" He said, "Yeah." I'm
247 taking part of the gym thing, and I'm doing it on time, and I'm doing
248 this and that," and he says, "I'm feeling better now than I have in
249 four or five years." Well, that's very encouraging, especially from a

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250 sergeant. And I think that if we can somehow, through the structure,
251 get this out so that the officers who want to do this think that it's
252 okay because one of the things that most people don't understand
253 about cops is that we're very concerned about what other people think
254 and whether it's in the precinct or the locker room or whatever else
255 and - but if you get a wave of people that are participating and we
256 can encourage that, I think that - one of the things that's really
257 encouraging to me is that I - when I - before I retired, I made it my
258 business to check and see what people were eating before they went
259 out on patrol, went out on the job. And it used to be power drinks
260 and all kinds of sugar cookies and Tootsie Rolls, but I see bananas
261 and apples and actual sandwiches and stuff. And at Traffic, there's a
262 new refrigerator there with boxed lunches and stuff, and that's
263 really encouraging. And people are starting to take part in this, and
264 it's - if we can encourage people that it's okay, it will be okay,
265 and my generation that would say, "Ah, you know, we're not doing
266 that. I mean, that's just - you know, that's - we're not doing that."
267 But there are - these younger guys and gals are open to this. I
268 really believe that.

269 **CAMPBELL:** All right. Thank you.

270 **ZINGESER:** I just want to -

271 **CAMPBELL:** (Inaudible) we're a little behind already but go ahead
272 Sylvia.

273 **ZINGESER:** Very quickly. This is Sylvia. The change is that we now
274 know a lot more about the brain, and we have a lot more discussion
275 about the brain and mental health and stigma, and that's why, I
276 think, we're seeing the change.

277 **DANIELS:** But it's - this is Karen Daniels. It's still out there. I
278 mean, my son is having some issues in the Air Force, and I said,
279 "Just go talk to someone." He's, like, "Oh, I'm fine." I'm, like,
280 "No. Go talk to someone." And so, then I talk to him a couple days
281 later, and he said he had finally broke down, and he went to talk to
282 somebody. So, but there's still that stigma and also, I guess, like,
283 the unwillingness to -

284 **HULL:** Well, the fact of the matter is that if your son is flying -
285 let's say he's just flying a C5A between here and Iraq, okay. I don't
286 know whether you know the schedule or not, but it is unmerciful, and
287 the responsibility that you have with the troops that are there and
288 the cargo that's there and the airplane, just the airplane, and
289 they're just - and -

290 **CAMPBELL:** If I - we're getting a little off topic.

291 **HULL:** It's tough, and it's tough out on the street too.

292 **CAMPBELL:** All right. All right. As you - this is a comments and
293 suggestions. It's not an official recommendation, but we still have a
294 vote just to approve putting it up on the website. Do we have a
295 motion to approve these comments and suggestions?

296 **HULL:** So do approve.

297 **CAMPBELL:** Walt. Motions, do have a second?

298 **ZINGESER:** I second.

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299 **CAMPBELL:** Sylvia seconds. All in favor, say aye.
300 **ALL:** Aye.
301 **CAMPBELL:** All opposed? Motion passes. We will get it put up on the
302 website. Thank you very much. Next thing we have is the amendment to
303 the bylaws. We discussed this in our last meeting, but we weren't
304 able to vote because I was one day short of putting it up, which my
305 apologies, but basically, what we are doing is we are adding a
306 section to the bylaws which will read: Recommendations - The
307 expectation and understanding of the TAC is that the office of the
308 chief shall provide thorough and timely responses to the TAC
309 recommendations and requests for information, and she will endeavor
310 to do so within 60 days. This matches language that is used by the
311 city in its agreement with the PCCEP which is the organization that
312 basically oversees a lot of the settlement agreement as far as the
313 community. Do we have any questions or any comments on this proposed
314 amendment?
315 **FISCHER:** I move we recommend this - we approve this.
316 **CAMPBELL:** Okay. We have a motion to approve the amendment from Bob.
317 Do we have a second?
318 **HULL:** Second.
319 **CAMPBELL:** All right. All in - and we have a second from Leslie. All
320 in favor?
321 All: Aye.
322 **CAMPBELL:** All opposed? Motion passes. I believe this now has to go
323 get the okay from the chief. Because of our bylaw, that is required,
324 but as soon as that is done, then it will be - if it is approved, it
325 will be added to the bylaws and become official TAC policy.
326 **FEMALE:** Hopefully in 60 days.
327 **STEWART:** I have it starred. I mean, it's getting - I star my notes.
328 It's getting multiple stars, so.
329 **CAMPBELL:** That would be a little awkward. All right. Well, that's
330 all of the initial stuff. So, let's go ahead and my apology to
331 Lieutenant Niiya. We're a little late, but now we'll have the quarter
332 three use of force summary update from Lieutenant Niiya.
333 **NIIYA:** Good evening. Thank you for having me back today. So, quarter
334 three numbers - I'm a broken record for you folks because there's
335 really not a lot changing quarter to quarter between when I was here
336 last time. So, just to compare, Q2 when I was here last and Q3, you
337 can see that we - (Inaudible) kind of went down a little bit. The
338 calls of service went up, but, you know, again, the relationship
339 between force and custody is between the quarters and when we get to
340 the furthest slide here and looking back even further. It's all
341 relatively flat. I mean, when we have more custodies, we're going to
342 have a little bit mor force, but the proportion between those two is
343 relatively flat. Applications of force, again, were still running
344 away with the category 4 - control against resistance, resisting
345 handcuffing. That is the majority of our force that we're using out
346 there. If you recall, this is when our officers are trying to
347 handcuff somebody for the most part of controlling - a lot of times

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348 now our ambulance transporting our mentally ill folks, that is
349 assisting the ambulance folks and getting those people secured in the
350 gurney for help at the facility, so, big numbers there. Our takedowns
351 have gone up a little bit, but again, like I talked to you about
352 that, we've been a little more scrutinizing on our takedowns and have
353 been pushing out to the patrol folks to really evaluate what you're
354 doing, whether it's that simple, controlled category 4 takedown which
355 is very minimal or the more dynamic takedown, and I think we're
356 seeing more people kind of evaluating that. "Yeah, that was a little
357 more dynamic than controlled," so that's kind of why we're having our
358 takedown numbers go up. We're just being more thoughtful about that
359 approach. Changes over time: This is - you can see we're going back
360 three quarters, so a year here. Calls to service have steadily
361 increased from Q4 of last year to now. Again, proportional to the
362 calls of service going up, we have more custodies that are occurring
363 as well.

364 **CAMPBELL:** Is there any thoughts of what calls for service have been
365 on the rise?

366 **NIYA:** You know, I personally don't have an answer to that in the
367 force world. Being an indoor housecat for a long time now, I'm not
368 out there feeling what patrol folks are going to. You know, I will
369 say anecdotally through my 23+ years, and Greg has probably alluded
370 to this, as the spring/summer months, people get out more. Things
371 happen, and more calls to service usually come in. I would suspect
372 with Q4, which is what we're working right now, we'll probably maybe
373 hopefully see a little bit of a dip in that, but no reason for me
374 right here (inaudible) why our calls for service went up. But, you
375 know, with the calls for service, you can see, again, the ratio
376 between the custodies, force events, calls for service, I mean, it's
377 all pretty much civil res. Everything is expanding. It's all kind of
378 flatlining as the expansion happens there. Very few individuals with
379 force, 208 for quarter 3 out of all of those custodies. So, you know,
380 it's - we're using force in a very small percentage of our custodies.
381 Yes, Bob?

382 **FISCHER:** Question here - this is Bob Fisher. Force events and the
383 individuals in force incidents are almost the same yet we're
384 constantly hearing, at least in the past, about the fact that a force
385 event may involve four or five officers doing something to one
386 individual.

387 **NIYA:** That's where the applications of force (inaudible).

388 **FISCHER:** Oh, that's the - oh, that's the one that shows that.

389 **NIYA:** Yeah .

390 **FISCHER:** Okay. Sorry.

391 **NIYA:** Sorry. Yeah, so the force applications are where you're going
392 to kind of breakout what we talked about last time which each officer
393 is saying, "I took this arm. I took this arm, this leg and did this
394 and this and this."

395 **FISCHER:** Yeah. Right. Right. Right.

396 **NIYA:** That's why our force applications are large like that.

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397 **FISCHER:** I got you. Okay. Thank you.

398 **NIYA:** And, again, you know, we talked about, like, that steady
399 rise. We're seeing that steady rise in force applications. And,
400 again, I attribute that to a lot of the training that you guys have
401 pushed out through the training - you know, we're sending multiple
402 officers to scenes. You know, we talked about that last time. We gave
403 you a slide about how many officers are going to a call, and then
404 they're just doing a really good job of, again, breaking it down like
405 we talked about. It's rare that I see one force application on FDCR,
406 and people are very thoughtful and go for control against resistance,
407 trying to get the guy controlled then into a resistant handcuffing.
408 You know, when we evaluate that, you know, you probably could maybe
409 see it as one big event. Right, I'm trying to arrest the person. But
410 they're being thoughtful, and they're writing good reports about it.
411 And then, of course, you see changes in force over time. There really
412 isn't much. I mean, again, our top leaders are that small, little,
413 "I'm trying to arrest somebody and get them in control." That is by
414 far our leading category of force.

415 **CAMPBELL:** Would you say that the marked increase of control against
416 resistance or resistant handcuffing is due to more officers being per
417 event or more people just being better about reporting or is it kind
418 of both?

419 **NIYA:** I would say probably about both, yeah. I mean, people are
420 very mindful of getting resources there. They write that in the
421 report, "I waited for additional resources to try and deescalate the
422 problem," or whatever. And then - yeah, then we have people grabbing
423 two arms, leg - that happens a lot. You know, we try to really
424 control our folks segmenting. You guys have probably heard about
425 segmenting. Segmenting is the bane of my existence because everyone
426 segments now. They say, "I had a finger, an arm." But it works really
427 well, right? It's something that the patrol officers have found that
428 works for them. And so, that will be a control against resistance.
429 And so, we have a lot of folks that are using these techniques that
430 our CT instructors are teaching very effectively.

431 **CAMPBELL:** What would be segmenting?

432 **NIYA:** Segmenting, yes.

433 **STEWART:** Well, that - so, the captain apologized that he couldn't be
434 here today, but he did talk to me, and one of the things he wanted to
435 was do a little bit better job of including you in things like that,
436 and that might be something worth having the CT folks come in because
437 it is - it's a way that - it results in more force applications but
438 less force.

439 **NIYA:** Yes.

440 **STEWART:** And it involves multiple officers pinning down limbs and
441 different body parts to kind of pin the person down, but that might
442 be worth having them show up at a TAC and describe.

443 **NIYA:** I apologize. I thought you guys knew what I was talking
444 about. Yes.

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445 **STEWART:** Glad you were saying that. I'm, like, "Gah, that would get
446 it," - because he just talked me about that earlier today and wanted
447 me to find opportunities for that kind of thing. So, maybe that would
448 be something we can talk about at the next steering committee
449 meeting.

450 **CAMPBELL:** Yeah. Okay.

451 **NIIYA:** So, that's kind of the stuff that we're talking about. Like,
452 the patrol officers are doing a really good job. They're getting good
453 techniques from training. They're applying it on the street because
454 it's effective, and then they're doing a really good job of reporting
455 that. So, that's why - you know, when I come here, I'm not concerned,
456 again, with this rising up, especially when we're talking about
457 control against resistance versus handcuffing. I mean, that's just
458 them doing low level to get the thing under control. If I saw a huge
459 spike in our CEWs, pepper spray, that kind of stuff, now I'm going to
460 be, like, "Whoa, why," but I'm okay with that controlled stuff. Now,
461 this kind of breaks out in the report - you know, we break out with
462 our different categories of folks reported to be armed. Again, with
463 everything rising, there's this, again, that steady increase but
464 nothing extraordinary. There are no trends that I'm seeing here that
465 are jumping out to me that are screaming, "We need to look at this."
466 Everything is within reason. You know, we talked about, again, armed
467 and reported to be armed. An officer's mindset going into that is
468 going to be a little different. They're going to be thinking of
469 different tools that they might need to respond to that potential
470 threat. So, that's why you might see some more pointing of firearms
471 in that category being higher. So, that's - you know, you've got to
472 look at the category and what's occurring there. So, that's why,
473 again, I'm not concerned about the pointing of the firearm being the
474 third leader in that category because it's an armed subject reported
475 or actual. Mental health crisis, again, pretty much steady there. I
476 think, again, with the rise of calls for service - I don't have the
477 breakdown on how many of those are mental health calls, but I would
478 suspect, seeing the numbers here, that we - if you looked at that,
479 you would probably see an increase in mental health calls correlating
480 to our need to use control against resistance against those folks.
481 Yes, Leslie?

482 **BRUNKER:** So, strikes - this is Leslie. Strikes and kicks, that's
483 officers striking and kicking?

484 **NIIYA:** It's punching or kicking, yes. So, that would be a punch,
485 elbow strike, knee strikes. We don't see too many kicks. You know,
486 it's not like it's a soccer match.

487 **BRUNKER:** Right. Right.

488 **NIIYA:** Most of the time, it's going to be some type of knee strike
489 usually in a lower-leg extremity is where they're striking at.

490 **BRUNKER:** And then CEW?

491 **NIIYA:** That's a taser. Yeah.

492 **BRUNKER:** Thank you.

493 **NIIYA:** Yes. Tazer is a marketing brand name, so -

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494 **BRUNKER:** Oh, got you.

495 **NIYYA:** Just in case anyone ever makes a different brand model, then
496 we - CEW is the generic term for that, yes. Yes, sir?

497 **FISCHER:** You know, my - one of my pet concerns has always been this
498 pointing of firearms, and I see that you have the pointing of
499 firearms there under applications. How many individuals had their -
500 how many events involved pointing a firearm?

501 **NIYYA:** I'd have to go back into the report itself to see the events.

502 **FISCHER:** Yeah. I know you're always talking about it's usually
503 several officers who are pointing a gun-

504 **NIYYA:** Right.

505 **FISCHER:** At one person.

506 **NIYYA:** Well, I'll say in the past, that would be true. In today's
507 world, the firearms program is also changing the tactics. We see a
508 lot of people - you've probably seen on TV, and I'll say we've done
509 it here in the past, right, where, like, a high-risk car stop, you
510 have, like, four or five officers all pointing guns downrange at one
511 person.

512 **FISCHER:** Yeah.

513 **NIYYA:** I think we're a little more thoughtful about this nowadays.
514 And so, I think we've been teaching our officers different carry
515 positions for their guns when they are outside of the holster, right,
516 to make it a safer event for both us and subjects. We see people be
517 more thoughtful about where they're pointing their firearm now. Not
518 everyone is just pointing it downrange waiting for that one person to
519 do that one thing, right. We might have a designated person, "Hey,
520 you on the rifle will be a shooter, and you with the handgun on the
521 other side in case he runs over there. The rest of us, we're all
522 going to be in our stool position or low ready or something," where
523 we're actually not pointing it. So, I would say we are a little more
524 thoughtful about that. Not everyone is pointing their gun. I'd have
525 to get back to you about how many events -

526 **FISCHER:** Yeah.

527 **NIYYA:** But I will say compared over - like even the time I've been
528 up here since April, I would say the amount of pointing of firearms
529 we have is very low in event wise.

530 **CAMPBELL:** To answer your question, Bob, 21 individuals had firearms
531 pointed at them (inaudible).

532 **NIYYA:** Thank you.

533 **FISCHER:** Where did you see that?

534 **CAMPBELL:** I have the report.

535 **NIYYA:** It's in the report. I don't give you everything on this, Bob.

536 **FISCHER:** Twenty-one individuals had firearms pointed at them, and it
537 was 26 applications. That's almost one on one.

538 **NIYYA:** And, again, our officers, again - we're being more thoughtful
539 about it.

540 **STEWART:** That's one of the ones if you look over time, we used to
541 have 700-800 pointing firearms in a year, and now we're down - I

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542 mean, we've cut that by, like, 90 percent or something, and that's
543 largely due to the training changes in our firearms program Jeff is
544 talking about. I mean, that's a case where training had a real
545 drastic impact on a real tangible thing. And a lot of it switches
546 just changing how they hold the gun. It doesn't put the officers at
547 anymore - it's a risk neutral. The officers are able to do it without
548 increasing the risk to themselves or the risk to the public and
549 actually making it safer for the person there. So, it's kind of a win
550 - everybody wins, you know.

551 **NIYA:** I would say if you get a chance to look at the firearms
552 program, go through it, watch - I would highly encourage you to do
553 it. Between when we started to now - you know, we just used to sit
554 there and shoot on a line, stand there and shoot the target, and, you
555 know, "Hey, practice getting your gun out. Shoot on target. Get
556 here." They're teaching real-world skills now. They are teaching
557 combat skills, surprise - you know, you're not standing on a line
558 static, right? There are things happening around you. So, they're
559 getting a different mindset in our officers which I think is good.
560 They're learning to trust their training and trust their equipment so
561 they don't have to have their gun out and pointing it all of the
562 time. I can have it in a different position and still respond
563 accordingly. Again, it makes us safer, it makes the public safer, so
564 I would encourage you to look at that as well. Yes, Bob?

565 **FISCHER:** Just a little side thing. On my last police ride along, we
566 were at - we were chasing down a guy who was menacing people with a
567 gun with seven cars, and we found the car. And I had the long gun on
568 one door, and another officer came up, and I was trying to get that -

569 **NIYA:** (Inaudible). We're good.

570 **FISCHER:** There were lots of guns pointed at this car.

571 **NIYA:** Again, it goes to the call, right? It's proportional to what
572 they're seeing, so. We talked about the transient - you know, again,
573 we're still working on the definition of transient. I talked to you
574 last time about some of the barriers we're having using that term.
575 And so, the bureau, I think you might have heard, that we hired a
576 liaison position, a homeless liaison between us and the city. I
577 understand that she is working with other city bureaus that are
578 entrusted in trying to come up with an actual definition of that so
579 that it can make more sense when we are doing data, right? Right now,
580 it's - if you tell me once, you could be couch surfing, you could be
581 transient. Next time, you're in - it's who knows, right? And so,
582 we're trying to lock that down, make our data better. But for what we
583 are - right now with people listing it as such in reports, that's
584 where we're at. Again, low level stuff. Alcohol and drugs, again,
585 it's just kind of the rinse and repeat across all of these
586 categories. Everything is pretty much very similar. And, again, these
587 could be multiple categories, right? You could have a person that is
588 in the transient category that is affected by alcohol as well. So, a
589 lot of these numbers could cross pollinate with each other. Here is
590 our breakdown of custodies and demographic that comes out of the

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591 report. Again, low level numbers of force subjects compared to the
592 custodies, 208 total again this quarter for custodies with force used
593 on them, people with force. We did have one Q3 OAS. Again, we don't
594 do that work. That's the detective division, but this is the one
595 that's in the report. This was the subject up on Northeast 122nd in
596 East Precinct. So, that is that case. The information on that one is
597 on the open source data as well as on the website. I cannot remember
598 the gentleman's name, but that is the Northeast 122nd shooting. So,
599 that's the - I mean, you know, the report does break down by
600 precincts and all of that kind of stuff. Trend wise, again, I'm not
601 seeing a lot of trends. We did not have any out-of-policy events this
602 quarter. I will tell you that, which I did not get to last time, you
603 know, one thing I have addressed with the training division is our 40
604 mm. We have - I've seen a lot of reports coming through where it's
605 not getting the desired effect with the individuals. So, I have
606 pushed that over to the training division to review.

607 **CAMPBELL:** That's the beanbag rounds?

608 **NIYA:** The thing that replaced the beanbag. So, it's the launcher,
609 the single-shot launcher with the foam tip. Yeah, the blue foam.
610 Yeah. So, that's the only real thing that I've kind of looked at is
611 the - with what's happening with force, is that - is there something
612 better at there? And so, I've pushed that over to the training
613 division to have them look at that and talk about it.

614 **FISCHER:** What's the question again with that 40 mm? I didn't
615 understand it.

616 **NIYA:** It does not appear to be getting the desired affects when the
617 officers are using it on the street on individuals.

618 **FISCHER:** Okay.

619 **NIYA:** And that can be - there can be several factors playing into
620 that. I used to be an operator on it as well. I mean, so it's a pain
621 compliance thing. So, if you have people that are drug or alcohol
622 effected, that could inhibit that. Mental health could inhibit it.
623 Clothing. So, that's why, I think, you know, we need to just have the
624 training division just kind of look at that and see what other tools
625 might be out there, or this might be the best tool, and we just have
626 to live with it and understand the limitations of it.

627 **STEWART:** One of the things we're trying to figure out is we're using
628 it less frequently and tend to be using it in more extreme
629 encounters. We've used it before. Several of the recent shootings, it
630 was deployed prior to the shootings, and they haven't been as
631 effective as we would like, but what we've got to figure out is that
632 - it appears as, like, maybe as a percentage. It's less effective
633 than it used to be, but as we looked at it, it tends to be that we're
634 using it at higher levels against people who are less likely to
635 comply. So, it might not be that it's really less effective. It's
636 just we're comparing - when we used it more frequently, more of those
637 people would have complied if we didn't use it in the first place.
638 So, now that we're ratcheting it up, it's use, at higher, more
639 extreme levels, the people - and it is pain compliance. It's not

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640 generally debilitating. So, if the person isn't in a position to feel
641 pain, it's likely not going to debilitate them. So, we've got a 40 mm
642 lead instructor, and we've got an officer who does research and
643 development for us that are exploring those issues, and it's come up
644 - it's sort of come up through Jeff and them, and so we're looking at
645 it, but we're not sure. You know, to go any more extreme, we would
646 end up using, potentially using, thing - you know, we've got to
647 figure out the right balance.

648 **ZINGESER:** (Inaudible) replace the beanbag?

649 **NIIYA:** Yeah.

650 **ZINGESER:** And why is that?

651 **NIIYA:** You know, the beanbag was based off an A70 Remington shotgun.
652 For us personally, we use a shotgun. That round was effective, but
653 technology wise, these 40 mm launchers give you a wider variety of
654 options than just a shotgun round. I would also say that not us but
655 other agencies had instances where they used the wrong munition in a
656 shotgun, right? Because some places do not recolor their shotguns.
657 Ours were different color. Under stress though and that kind of
658 stuff, you can still make mistakes. And so, really moving to a whole
659 different platform is the right thing for people to do.

660 **FISCHER:** They're supposed to be more accurate -

661 **CAMPBELL:** Bob, I think (inaudible) -

662 **FISCHER:** Sorry.

663 **PAHLKE:** I did. Yeah. I just had a quick question. This is John
664 Pahlke. So, in Q3, there was 97,000 calls. How many non-housecats - I
665 guess it would be outdoor cats, right? How many outdoor cats do we
666 have responding to 97,000 calls?

667 **NIIYA:** I don't have the numbers with me right now. It's hovering
668 around -

669 **STEWART:** 300-ish.

670 **NIIYA:** Yeah. It's hovering around 300 patrol. You know, that doesn't
671 count, you know, traffic officers all of the time that are out there,
672 some TOD folks. I mean, there's always more than that, but I want to
673 say roughly - and that's total for all of the shifts, all of the
674 precincts, right?

675 **PAHLKE:** 300?

676 **NIIYA:** 300, right.

677 **PAHLKE:** Not 300,000?

678 **NIIYA:** No.

679 **PAHLKE:** 300?

680 **NIIYA:** Yes.

681 **PAHLKE:** I can't do that math with 97,000 - I'll figure it out later.

682 **CAMPBELL:** About 323.

683 **NIIYA:** See, he cheated. He got it - see, you were going to do it by
684 hand. You were going to do long hand.

685 **PAHLKE:** Yeah. I'm old enough to not remember I have a computer in my
686 hand. I've got to remember the calculator works on mine.

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687 **NIIYA:** You know, so and this goes to show too. You know, we have
688 that many calls for service. We have people doing that many
689 custodies. This little level of force that we're talking about,
690 right, and it's - in my opinion from what I'm seeing, it's good
691 decision making. There's very few - I give feedback when it's
692 appropriate to the officers, sergeants, lieutenants, and captains
693 when I review their after-actions. The feedback is very, I would say,
694 ticky-tack as well. People are doing good work. And so, they are -
695 for what they're facing out there, I think they're responding well at
696 this point. Again, I'm not seeing any trends that I am concerned
697 about or think, you know, need to be brought up at this point.

698 **CAMPBELL:** Walt?

699 **HULL:** I will report that to my partner, Mr. Parman, that in 2019,
700 there was only one ramming incident.

701 **NIIYA:** By Clyde?

702 **HULL:** Yes.

703 **NIIYA:** Okay.

704 **HULL:** I will report that.

705 **CAMPBELL:** Any other questions?

706 **HULL:** That's highly encouraging.

707 **CAMPBELL:** I have a couple. Do we know when we're going to see a 2018
708 annual report? I mean, it is 2020 now?

709 **NIIYA:** It was turned in. We're working on that. So, changeover.
710 We'll see about getting it. It is complete. It is done. It's been
711 prepared, so.

712 **CAMPBELL:** Okay.

713 **NIIYA:** Yes.

714 **CAMPBELL:** All right. The other question I had was, so with these
715 use-of-force reports that are turned in, the officers write them?

716 **NIIYA:** Correct.

717 **CAMPBELL:** And it's usually the officers from their viewpoint write
718 them and then turn them into you? And you have multiple reports if
719 you have multiple officers there?

720 **NIIYA:** Correct.

721 **CAMPBELL:** Is there any - how do we check against not necessarily - I
722 don't want to say officers lying on reports, because I don't think
723 that's as much of an issue as much as how does anything check against
724 the perception bias (inaudible)?

725 **NIIYA:** That's - it's your house. I'll let you answer the door.
726 Sorry. Go ahead.

727 **CAMPBELL:** As far - as far as, say we all know that we have our own
728 internal biases. So, when we obviously look at something, how do you
729 account for that kind of stuff in these types of reports to try to
730 spot those things in a wider context?

731 **NIIYA:** So, you know, I really - we, the bureau, rely on the
732 sergeants, and that's partly why - the settlement agreement requires
733 supervisors to respond to the scene and do all of the things that
734 they're required to do at the scene which is interview the officer

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735 separately; interview the suspect separately; look for witnesses; if
736 there's witnesses present, interview them separately. So, we rely on
737 that frontline supervisor to go out and do that. You know, I think -
738 you know, you're entirely correct. Me sitting three or four rows deep
739 in a review of these reports, you're not going to see that. We rely
740 on that frontline supervisor to go out there and look for those
741 concerns. If someone in the public or the suspect raises that
742 concern, we have accountability mechanisms within the system to
743 address those. And so, you know, if there is a concern over bias, if
744 there is a concern over what the person perceives as inappropriate
745 force, that gets a track that gets looked at as well. So, we try our
746 best, and I, you know, can say that I have not seen in my time here
747 where we've had a complaint of impropriety, whether it be force,
748 bias, something like that, that has not been reported looked at.
749 People document in the after actions, so the sergeant is required to
750 document the After Action. People go to Internal Affairs and that
751 kind of stuff. So, you know, it is being looked at. Are we going to
752 catch it all? I mean, probably not, but I can say with the systems
753 that we have in place, I feel good, confident that our frontline
754 supervisors will catch that.

755 **CAMPBELL:** And would be it fair to say that the analysts are also
756 looking out for things that might appear in broader data context that
757 might not appear in - where individual reports might not show up, but
758 on the broader context, trends can come out that would be a little -

759 **NIYYA:** Yes. I mean, we do look at that, you know, and again, I mean,
760 there's just - there's nothing - the COCL, when they come talk to me,
761 they - Tom and Dennis, they grill me. Mary Claire can say that they
762 grill me. "You know, where's that one nugget? Where's that one
763 person, that sergeant, that is meeting a group of, you know,
764 officers? Where" - nothing is rising out of our data that would
765 present that. I will stand before you right now and say that if it
766 would, I'll be the first one to be walking down the hall to Internal
767 Affairs to make that notification. We do not want that in our
768 policing bureau. So, but yeah, we have not seen anything in our data
769 that bubbles up. You know, and I - every quarter, I look at - I get
770 every officer in the bureau, right, and I see all of the force they
771 use and everything, the sergeants. I can use the data, break it out
772 into shifts, days offset, patrol, non-patrol. I mean, I could - I
773 have ways, I am not seeing anything myself personally. I'm not a
774 trained analyst. I'm just, again, a police officer, but know kind of
775 what's out there. I'm not seeing it either.

776 **CAMPBELL:** Okay. Well, I guess this is just kind of a comment for me
777 is I really like how much force has gone down. I mean, just in the
778 short time I've been involved in this group, it's gone down,
779 especially pointing the firearms which I know Bob was always big on.
780 One of the things, I'm looking at this quarter 3 data and kind of
781 doing some of the math and then looking at the quarter - guessing
782 (inaudible) quarter 4 will be similar unless we get some really weird

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783 things going on. One of the things that I - that stands out is even
784 though it's a low number, the amount of force compared to custody -
785 **NIYYA:** Which page are you looking at there, Shawn?
786 **CAMPBELL:** This is - you can - (inaudible).
787 **NIYYA:** Or are you just - okay. All right. Yeah.
788 **CAMPBELL:** The amount of force per custodies for African Americans is
789 going to be statistically - well, let's say black because some people
790 who are black don't identify as African Americans. The black
791 community is going to be statistically significantly higher than the
792 overall group and the white group, again, and this will be the 5th
793 year running of that happening. And, I guess, my comment is for me, I
794 would really like to see that looked into and really - because you
795 guys have a lot of good data now to actually be able to dig into
796 that. I know not all of the answers are going to be there, but just
797 to kind of see, "Hey, where are these statistically significant
798 differences are coming from?"
799 **NIYYA:** Sure. You know, and my answer to you like I said last time
800 is, you know, we will work with equity - you know, I think - you
801 know, Marilyn (sp) was here last time. You know, there's people
802 looking into this, but from my perspective and our team, it takes two
803 people to have a force event, right? We don't just have officers
804 walking up to people on the street and saying, "I'm going to use
805 force on you right now just because." We do everything we can not to
806 have a force event, and I will tell you the officers bend over
807 backwards and spend time to deescalate, to try and not have a force
808 event. Not because of the paperwork. They just understand that we
809 don't need to use force on everybody, right? But there are people
810 that then choose, they make a choice, to resist our efforts to place
811 them in custody, to resist the efforts to hold them accountable for
812 whatever they're being arrested for, and that's where our force event
813 occurs. Can I sit here and tell you the data is going to tell me why
814 that person made that choice? I don't know. I don't think I can,
815 right? That's a choice an individual makes in that moment to have
816 that event happen. So, are there things to look at? Sure. I'm not
817 going to deny there are probably things to look at, but it comes down
818 to an individual making a choice, and unless we have some kind of
819 survey after every force event, "Why did you just try to resist my
820 officer putting you in handcuffs," we're not going to get data on -
821 that most important questions is why. Why did you make that choice?
822 And that goes across demographics, right? It's not about race and not
823 about color. It's personal choice someone made in that moment to not
824 comply with the officer.
825 **CAMPBELL:** True, but there is a certain point as well where - I don't
826 necessarily - I don't think it's along the lines of an explicit bias,
827 but I think implicit biases over a large group of people can have an
828 effect, and there are - don't get me wrong. There's a lot of factors
829 that go into this including the other individual on the other end of
830 this force, how many calls are going to the police about certain
831 groups compared to others. There's a lot of different things -

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832 **NIIYA:** We talked about that before too, yes.

833 **CAMPBELL:** It just seems like with this amount of data that we have
834 now, we can at least dig into this a little bit. We're not going to
835 get all of the answers, but at least we can spot something that this
836 is a bit of a concern. Maybe we can find these little things that we
837 can change in the bureau that can be changed if there are any. But I
838 don't think it's the healthy way as a community to say, "Hey, we're
839 just going to assume that it's this without actually utilizing the
840 data we (inaudible). Anyways, that's my two cents.

841 **NIIYA:** Nope. I -

842 **CAMPBELL:** Bob?

843 **FISCHER:** Yeah, Shawn, my understanding is, and you have the report
844 in front of you, and I'm going to have to look at that, is that
845 proportionate - you get back into proportionality again, and more
846 force is used on white people than African Americans, proportionately
847 more force. So, there may be a bias - there may be suggestion of a
848 bias, implicit bias, in having a custody of a black person, but
849 actually more force per person is used on white people. Am I wrong?

850 **CAMPBELL:** That would be incorrect. From a proportion standpoint as
851 far as a percentage of the number of people compared to the number of
852 custodies, it's higher.

853 **FISCHER:** Okay. I'll stand - that's how I understood it, but I'll
854 look at it again. Sorry.

855 **CAMPBELL:** All right. Any other questions? All right. Well, thank you
856 very much, Lieutenant Niiya.

857 **NIIYA:** Thank you.

858 **CAMPBELL:** I greatly appreciate it.

859 **NIIYA:** Nope. Appreciate it.

860 **CAMPBELL:** All right. Next, we have the city auditor's office. For
861 most of you, you probably remember, was it clear back at our last
862 February meeting/last March meeting? The city auditor's office came
863 to us and asked our opinion about - they were doing an audit on
864 police overtime and wanted our opinions on things that we thought
865 they should look at. One of the things that we hit heavy on was the
866 idea of how do you measure the effects of officer wellness within
867 this and kind of the negative effects of working too much overtime or
868 things like that. And so, if completed, they asked if they could
869 present it to us, so here they are.

870 **FEMALE:** And I also have a handout about the audits. So, thank you
871 guys for letting me come and talk to you. I'm going to sit down
872 because it seems like a small group. Come and talk to you about our
873 audit. I really appreciated coming and talking - I think it was about
874 a year ago that I came to ask you for some feedback on what we should
875 look at in the audit. And so, I wanted to circle back and let you
876 know what we found. But I also wanted to tell you a little bit about
877 the auditor's office. So, we have the city auditor with us here
878 today, Mary Hull Caballero, and this - she is the 6th elected
879 official of Portland. So, the city council and the mayor are all
880 elected, but also the city auditor is elected, and these are the

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881 functions that she oversees. Functions including auditing,
882 investigating, recording, and record keeping, and then just operating
883 our bureau as a - our group as a whole. So, we sit in the audit
884 services function, but you might also know about the Independent
885 Police Review board, the Hearings Office. She oversees those
886 functions as well. I'm here to talk about the overtime audit. So, our
887 overtime audit was called "Police overtime management is lax despite
888 high overtime use." So, the first thing we found was that Portland
889 uses a lot of police overtime. There were nearly 250,000 hours of
890 overtime in 2018 which is equivalent to 115 employees. And those
891 overtime hours affect officers who are out on patrol interacting with
892 the public. The most hours worked by any single patrol officer in one
893 week was 97 hours. Patrol officers worked more than 20 hours of
894 overtime in one week, 1,100 times in 2018. And working long hours
895 like these cause fatigue. Researchers have documented that officers
896 who work excessive overtime were more prone to accidents and injuries
897 on duty, had higher incidence of burnout which can lead to early
898 retirement, use sick time more often, and fell asleep on duty. And we
899 found that there was no mechanism to identify officers who may have
900 been putting in excessive overtime and in danger of being
901 overfatigued. Ten percent of patrol officers consistently worked more
902 than 20 hours of overtime a week. One worked more than 20 hours of
903 overtime more often than he did not. He did that 27 weeks in 2018,
904 and the sergeants didn't have any way to identify the outliers.
905 Another thing we found was that while some cities place limits on the
906 amount of overtime officers can work, Portland did not. Seattle has a
907 limit of 90 hours of work including overtime. San Francisco has a
908 limit of 60 hours. Denver has a limit of 64 hours, but Portland has
909 no limit.

910 **MALE:** Per year or per -

911 **FEMALE:** Per week.

912 **MALE:** Per week?

913 **FEMALE:** Yes.

914 **MALE:** Oh, my goodness.

915 **ZINGESER:** Some people are working 90 hours -

916 **MALE:** Ninety hours, and that's the limit?

917 **FEMALE:** That's the limit in Seattle.

918 **CAMPBELL:** With those kinds of things, are those something that's
919 mostly set by city councils, or is it set by those internal rules?
920 What's the -

921 **FEMALE:** Contract. It would be in the contract.

922 **ZINGESER:** Okay.

923 **FISCHER:** Well, the fact is is that there - under the present
924 contract, there is - there is no - in the Portland bureau, there is
925 no limit.

926 **FEMALE:** That's right.

927 **FISCHER:** And what you're saying is is there's not even any way to
928 check on it?

929 **FEMALE:** Yep.

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930 **STEWART:** There's a way to check on it though. I can show you in my
931 EIS how to check on it.

932 **FEMALE:** We did hear that, and we looked into it, and we found that
933 there were problems in the EIS data related to this.

934 **STEWART:** Oh, okay.

935 **FEMALE:** Related to this. And we didn't want to go into it because
936 EIS is really not designed for that purpose.

937 **STEWART:** Yeah, because that's what I used when I worked the street
938 is I'd check people's EIS to see how much they've been working, but
939 now you're telling me it wasn't working. So, good to know.

940 **FEMALE:** But we didn't report on that because that wasn't really the
941 way the EIS was supposed to be used.

942 **HULL:** I think it's accurate. I think - I don't think there's any way
943 to check on it at this point.

944 **CAMPBELL:** All right. We will probably hear more if we let her
945 continue.

946 **FISCHER:** And just to clarify, you're talking 90 hours total, not 90
947 hours of overtime?

948 **FEMALE:** Right, 90 hours total.

949 **FISCHER:** So, that would be 50 hours of overtime?

950 **FEMALE:** Yes.

951 **FISCHER:** Okay.

952 **ZINGESER:** Yes, that's total.

953 **FISCHER:** So, it's 20 and 24 (inaudible) community?

954 **FEMALE:** That's right.

955 **FEMALE:** Don't they have to ask a supervisor or somebody to work
956 overtime?

957 **FEMALE:** It does need to be approved, yes, but -

958 **FISCHER:** But most were requested?

959 **CAMPBELL:** Here, let's let her finish.

960 **FEMALE:** So, yeah. They do have to ask - the sergeants have to
961 preapprove overtime, but sergeants don't have any report they can
962 easily go to to see if someone has already put in a lot of hours.

963 **STEWART:** And sergeants are normally desperately trying to find
964 people to work overtime. So, like, they're probably not inclined to
965 say - like, having been a sergeant, I know that filling the shifts
966 was often like a priority, so.

967 **FEMALE:** What about, like, timecards or -

968 **FEMALE:** So, there are timecards, and if you pull up someone's time,
969 each individual week, you can see this is how much time they worked
970 in that week, but there's no way to say, like, "Oh, over and over
971 again, you're the one who is working a lot." I mean, a lot of
972 sergeants are close enough to the people that they supervise that
973 they recognize who these people are. And so, they're sort of people
974 who they rely on more to do a lot of overtime. People know who are
975 the people who do a lot of overtime, but I think it would be better
976 with a more formal method to identify people and to - even so that

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977 people who are one step removed. So, the sergeant - the sergeant's
978 supervisor also knows who is working more.

979 **FISCHER:** So, you say here though that you found overtime on shifts
980 that were already fully staffed?

981 **FEMALE:** That's my next slide.

982 **FISCHER:** Oh, sorry.

983 **CAMPBELL:** Good things come to those who wait.

984 **FEMALE:** So, when we talked to bureau staff at all levels, they said
985 there really wasn't a reason to look for ways to limit overtime
986 because of the existing personnel shortage. The numbers the bureau
987 reports to the council on overtime reinforced this message. So, this
988 is a chart that they share with the city council showing the reasons
989 for overtime. You can see the top reason is personnel shortage, but
990 we found that reasoning to be based on faulty assumptions that
991 overtime data were reliable, and management decisions about when to
992 use it were sound. These numbers include instances when sergeants
993 asked officers to work patrol on overtime shifts that were already
994 staffed by minimum because they just wanted extra people to work this
995 shift. At least some portion of these numbers are attributed to the
996 result of a computer problem rather than a personnel shortage. The
997 program was dropping people who had signed up for overtime, and then
998 the sergeants would ask another person, and then two people would
999 show up, but both of them would fall into that personnel shortage
1000 category. We documented a few instances where the system recorded
1001 overtime related to personnel shortage when shifts were staffed above
1002 the minimum. Missing and inaccurate data made it impossible for the
1003 bureau to verify whether personnel shortage overtime was only used in
1004 cases where shifts fell below minimums and which sergeants were
1005 responsible for those shifts. Did that answer your question? We also
1006 looked at off-duty work and how that contributed to overtime. The
1007 bureau has a program to allow officers to work off-duty overtime for
1008 private employers. Officers worked 19,000 hours of overtime for 89
1009 private employers in 2018. But there are -

1010 **ROSSI:** I have a question.

1011 **FEMALE:** Oh, sure.

1012 **ROSSI:** Sorry. This is Chris. Are those numbers accounted for in this
1013 report, or is that separate (inaudible)?

1014 **FEMALE:** Yeah. They are in our report. They may not be in the short
1015 handout, but all of - there's a link in the handout to the report
1016 online, and all of these numbers are from there.

1017 **ROSSI:** Okay. Thank you.

1018 **CAMPBELL:** The same link that's on the agenda to share.

1019 **FEMALE:** So, there are risks to providing a service to private
1020 employers. Secondary employment can delegitimize the police force.
1021 Staff said that sometimes business owners didn't want police to
1022 arrest people even when they were committing crimes. They said owners
1023 mostly wanted police for visibility, and that it was problematic when
1024 the public observed a uniformed police officer who didn't arrest
1025 someone committing a crime. Secondary employment can also create an

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1026 appearance of political favoritism. For instance, the bureau approved
1027 a contract for an event hosted by the Southern Poverty Law Center
1028 even though the contract explicitly stated that it was a private
1029 invent intended for donors. In contrast, the bureau denied a contract
1030 related to an event hosted by the Oregon Liberty Alliance determining
1031 that it was political and largely for private security services.
1032 Secondary employment can result in biased policing. Commanders said
1033 they struggled at times to reconcile requests for police services
1034 with the bureau's approach to racial equity. Staff seemed to
1035 appreciate the danger that private employers might request police to
1036 target people of color and considered this request in some of the
1037 requests that were denied, but there was no way to document this
1038 consideration because the criteria for denying contracts did not
1039 include concerns about racial bias. Commanders didn't tell us that
1040 there concerns about contracts that had been approved, however.
1041 Secondary employment can also burden city finances. The amount the
1042 city bills for secondary employment didn't cover administrative costs
1043 such as the time commanders spent reviewing and approving contracts,
1044 the cost of scheduling secondary employment, the time administrative
1045 staff spent processing payroll, or the time accounts receivable staff
1046 spent billing customers.

1047 **FISCHER:** Can I ask a question?

1048 **FEMALE:** Yeah.

1049 **FISCHER:** The officers - the city is being reimbursed for the
1050 officers' times on these secondary employments?

1051 **FEMALE:** Yes. For the officers' time.

1052 **FISCHER:** For the officers' time but not the administrative cost?

1053 **ZINGESER:** There's no admin fee added to it.

1054 **FEMALE:** That's right.

1055 **FISCHER:** And are the officers in uniform during all that work?

1056 **FEMALE:** Yes. They are, yes.

1057 **FISCHER:** Oh, man.

1058 **ZINGESER:** So, this is Sylvia. Are they considering adding the
1059 administrative time to the cost of the employer if they're going to
1060 continue to do this? Would they probably have to go through City
1061 Council?

1062 **FEMALE:** Yeah. So, the city council a couple years ago asked the
1063 bureau to come up with a formula to cover these costs and to -

1064 **FISCHER:** Overhead.

1065 **ZINGESER:** Yeah.

1066 **FEMALE:** To get fully reimbursed.

1067 **ZINGESER:** Right.

1068 **FEMALE:** But they're - it's been controversial, and the bureau hasn't
1069 -

1070 **ZINGESER:** Why?

1071 **FEMALE:** They came up, in the last budget session, I think it was
1072 about - it was to increase the per hour costs by maybe, like, \$50 an
1073 hour. It was, like, by half, I think, but the union came back and

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1074 said that it was too high. And so, they're reexamining it again now.
1075 So, in order to improve management of overtime, we made some
1076 recommendations. To ensure that all personnel shortage overtime is
1077 accurately documented and to allow supervisors to better manage
1078 patrol overtime, the bureau should provide useful reports about staff
1079 overtime to supervisor, limit overtime as other departments have, and
1080 improve data collection. And then to ensure public benefit of
1081 secondary employment outweighs associated risks, the bureau should
1082 revise and document the contract approval process so that the chief's
1083 office conducts the primary review of contracts, report publicly on
1084 contracts approved, hours worked, and finances and create rational -
1085 a rationale for overhead charges that includes the costs of payroll,
1086 processing, and billing. And as part of our process, we will check
1087 back in with the bureau next October, one year after we issue the
1088 report to see how they're doing, and we'll report back at that point
1089 to let you all know.

1090 **FISCHER:** I thought I understood in a previous presentation on this
1091 subject in the past that officers also did work privately sometimes
1092 on their own, not as a part of a city overtime thing. Is that
1093 correct? Do you know what I'm talking about?

1094 **STEWART:** That's pretty limited. There's an extra-duty contract you
1095 can get, but it's not for police-type things. Like, I teach at PSU,
1096 and things like are approved, but it's not for this sort of work.

1097 **FISCHER:** Okay. This is all city -

1098 **STEWART:** And there's a whole contract you have to sign.

1099 **FEMALE:** So, as a taxpayer, I really have a problem hearing this that
1100 a company can hire the police, and yet the city is paying for part of
1101 that contract. That's not right. So, anyway, just voicing -

1102 **MALE:** Yeah. And not only that, but just the wear and tear on the
1103 people.

1104 **FEMALE:** Right. Of course.

1105 **MALE:** You know, they're using - even if they're for what they're
1106 paying for, we have 300 tired outdoor cats.

1107 **FEMALE:** Exactly.

1108 **FISCHER:** Alley cats.

1109 **MALE:** Yeah.

1110 **FEMALE:** Right. They're using up our resources and charging us to do
1111 it. I really have a -

1112 **STEWART:** It sounds like there was 100 extra hours of people - 100
1113 people worth of hours worked in overtime. Is that basically the
1114 equivalent of 100 people?

1115 **FISCHER:** 115.

1116 **STEWART:** And we were down 125 for most of the year. So, would - if
1117 we were fully staffed, that would be - I mean, that problem would
1118 evaporate if we can get up to - and it may not be - I'm not saying
1119 that your personnel stuff is wrong. I'm just saying if you're saying
1120 there was 115 hours worth of people - worth of overtime work, and the
1121 bureau was down 125 people, it would work out that if we can attain

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1122 full staffing, the problem would sort of self-rectify, I guess. From
1123 the work hours standpoint.

1124 **CAMPBELL:** Let's go with Chris and then Walt after that.

1125 **ROSSI:** Yeah. That was my kind of follow up with the about 115 annual
1126 hours worked. Is there a recommendation to look into the accelerating
1127 or promoting the hiring process (inaudible)?

1128 **FEMALE:** So, we didn't really look at the hiring or staffing. We sort
1129 of just took that as a given, and we were really focused on the
1130 management over time. I think one thing that really strikes me is
1131 that in a - when you're in a situation where you're relying on
1132 overtime a lot and there's a lot of it happening and a lot of it
1133 happening for legitimate reasons, you actually need to be even more
1134 careful with management because that volume sort of could allow fraud
1135 and abuse to sort of work beneath the surface. In a way, just the
1136 massive amounts of overtime can mask the abuses. So, that's, I think,
1137 something to keep in mind that - yeah, I think there's a legitimate
1138 reason for a lot of the overtime, but I don't think we can let our
1139 guard down.

1140 **CAMPBELL:** Walt?

1141 **HULL:** Well, one of the things I think that's really important is
1142 that how does this all come about, and the fact of the matter is is
1143 that sometimes it's within 5-10 minutes of roll call. I mean, things
1144 - overtimes is something that - let's say you have 20 people - just
1145 talking now - 20 people that are supposed to go out on the street at
1146 roll call and only 17 of them show up. The fact of the matter is is
1147 that there are all kinds of reasons for people having to work
1148 overtime, et cetera, and sometimes, a lot of the time, those
1149 decisions have to be made by sergeants and lieutenants just like that
1150 at roll call or - it's very difficult.

1151 **STEWART:** I was the scheduling sergeant at North Precinct, so I got
1152 to see this firsthand, and yeah -

1153 **HULL:** I mean, how -

1154 **STEWART:** There's a lot. You're calling people in. The glitch you
1155 were talking about, there was this glitch where in the UDAR system
1156 where if you hired people from another shift, they would appear on
1157 that other shift's UDAR, and you wouldn't see them. So, as a
1158 scheduling sergeant, I might hire up for full and then, like you
1159 said, and then you'd get there, and then there would be two people,
1160 and you look, and you realize, and we battled with - we kept telling
1161 - we kept telling the, you know, personnel that, "Hey, this is
1162 happening," and they're, like, "No, it's user error." So, we went
1163 back and forth for months insisting that - so, it is - and then, like
1164 you say, they both get there - they're there that day, and you are
1165 down. You're already short. Like, our minimums - like, we would have
1166 20 districts, right, and our minimum might be 14 or 15 people. Well,
1167 I'm still leaving five districts without an officer. So, if I have an
1168 extra officer show up, I'm going to be real reluctant to let that
1169 body go, particularly because we're - it was horrible. It was a
1170 miserable job, and I kept pushing - I kept pushing them to get a

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1171 professional scheduler like the - you know, hospitals use
1172 professional scheduling because I'm, like, "This is crazy." It is -
1173 **FISCHER:** Well, it is crazy.
1174 **STEWART:** It's - one, it's outside of our area of expertise, like,
1175 and two - I mean, I did it because I'm relatively good at that kind
1176 of thing, and I thought it was miserable. And two, we were so short
1177 that - like, I mean, you would go through, and we would have these
1178 paging systems to just - I mean, it was crazy. It was - I'd been off
1179 the street for several years, and I went back, and I'm, like, "This
1180 isn't tenable." And it gets to your point. It's more about, like,
1181 "What are we doing to our people?" You know, a lot of people don't
1182 work overtime. I mean, a lot of us were saying we should have some
1183 mandatory overtime just so that the same people don't always work it
1184 because it is - yeah, we were burning certain people out, but it's
1185 tough if you're at minimums and you're responsible for staffing a
1186 shift and somebody says they'll work and you've got no - I mean,
1187 there's no reason for you to say no particularly other than you kind
1188 know that they work too much. So, it is - yeah, it's interesting.
1189 **HULL:** I think it would be a terrific step in the right direction to
1190 have a professional scheduler.
1191 **FEMALE:** And our recommendations weren't to reduce overtime. Our
1192 recommendations were to provide sergeants with better tools so they
1193 can better manager their time.
1194 **HULL:** Exactly.
1195 **CAMPBELL:** I had a question. There's a lot in here about the private
1196 events. Do we have any kind of relative percentage of what percentage
1197 of the overtime was for those type of events as opposed to official
1198 police -
1199 **FEMALE:** So, it was - and I have 19,000 out of 250,000.
1200 **FISCHER:** That's 19,000 hours that -
1201 **STEWART:** And I used that - that's sort of not exactly because I used
1202 that a lot, and I - when I was using it, like, the - they
1203 reinstated the races up at the racetracks, and I told them we
1204 wouldn't provide them officers. I'm, like, "You've got to go through
1205 the union and get a contract." Because that was something
1206 historically we would send 5-10 people to. I'm, like, I don't have 5-
1207 10 bodies. I'm not giving them to you. I'm, like, "You want bodies,
1208 you go through the union." So, that was something that, yeah, they
1209 paid overtime, but they were doing - like, if they hadn't staffed
1210 those 5-10 bodies, I would have had to send three bodies up there
1211 because I can't have, you know, 30,000 people at a car race with no
1212 police presence. So, it's kind of like - now, others of them were,
1213 like, Fred Meyer, you know, like, hiring somebody to stand out front.
1214 But they weren't - in reality, it was as irresponsible as it sounds.
1215 It was, like - it was, like, you know, a lot of them were things that
1216 would require police did we not force them - but clearly - I'm not
1217 saying you're wrong. I'm just saying, like, some of them were more -
1218 when I was doing it - because they would - I was the event sergeant,
1219 the special events, and admin, and they did all of the scheduling.

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1220 So, they would call and that's - I would tell them, Lloyd Center, I'd
1221 be, like, "Yeah, you've got to hire some people. I'm not sending an
1222 officer down to do mall security. You know, so it was a little bit -
1223 **FEMALE:** And the biggest one is Portland Area Management which is at
1224 the Moda Center.

1225 **STEWART:** Is that the Blazer games? Yeah. See, that's - that's huge.
1226 That would be something that if they weren't paying for as an -
1227 because, again, I worked at that precinct. I would have to staff it.
1228 I probably wouldn't staff it as well as they staff it, but I would
1229 staff it with at least a - just getting people out takes a couple -
1230 if you don't send down a couple officers to help organize these
1231 people leaving, so -

1232 **PAHLKE:** This is John again. So, I mean, that's interesting. This
1233 started out as being, like, a "man, this is horrible." But what
1234 you're saying is that if they ask for five, you'd have to have three
1235 there anyway. If they're paying for five, it's almost a benefit then
1236 in terms of cost?

1237 **STEWART:** Well, I don't know the full - see, I just know that there
1238 were contracts like that.

1239 **PAHLKE:** But in some cases, you'd have to have someone there anyway.
1240 The city would be paying for those three officers whereas if you can
1241 bill the racetrack or the promoters of that track for five.

1242 **STEWART:** Yeah, (inaudible). I worked - it was the promoters at the
1243 races. It was the promoters at the Moda Center. I guess It's called
1244 Portland Area Management, but the -

1245 **PAHLKE:** So, from a cost standpoint, there would be a cost anyway, or
1246 there would be people there anyway -

1247 **STEWART:** Yeah.

1248 **FEMALE:** And I think that's part of what the bureau is working on to
1249 figure out what the costs should be.

1250 **PAHLKE:** Yeah. And not that you're making money, right? I mean,
1251 you're not - but we're offsetting some of that cost, but we're still
1252 burning people at a higher rate than maybe would normally need to -
1253 okay.

1254 **CAMPBELL:** Sylvia then Bob.

1255 **ZINGESER:** Well, I just wonder why the union has a problem with
1256 raising the rate because we need to cover administrative hours. Can
1257 we just say, "We're not covering it," and just raise the rate of a
1258 policer that you send there. I mean, this is - I would hate to do it
1259 that way, but that's what they're balking at is because it's
1260 management havin to look at each one of these things and tracking it
1261 that they don't want to pay for that. That's - in my books, that's
1262 not okay.

1263 **FEMALE:** I think - I mean, I think it's a complicated calculation to
1264 make. And so, the bureau tried using the indirect cost rate that it
1265 uses for federal grants -

1266 **FISCHER:** Right. Right.

1267 **FEMALE:** As the rate. And then the union came back and said, "Well,
1268 you're not - that includes the cost for training, but you've already

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1269 trained the officers, so you shouldn't include that. And so, their
1270 really - they're kind of discussing what should be and shouldn't be
1271 included.

1272 **ZINGESER:** This is business. That should be - should be - should not
1273 be getting a big break, a business that makes a lot of money. And
1274 they should not be taking advantage of the City of Portland so that
1275 they get police officers for a lot less money. Some place along the
1276 line - these ultra-big businesses need to step up to the plate and be
1277 part of the community and pay for what we - what is happening with
1278 the police department.

1279 **CAMPBELL:** All right. We're going to - because we're really getting
1280 off into some stuff that doesn't have to do with the training and
1281 advisory council at this point. I will say there are open meetings
1282 where, because the new contract is being negotiated -

1283 **ZINGESER:** Yeah. We need to go there.

1284 **CAMPBELL:** And if you want to have some of these concerns, that will
1285 probably be the best place to express them because then you will have
1286 Mayor Wheeler and some of the city council actually hear it so that
1287 it might become a bigger priority in negotiations.

1288 **ZINGESER:** Yeah.

1289 **CAMPBELL:** Walt?

1290 **HULL:** I can't even - I was going on the same thing you're on. I
1291 cannot understand why the union has any role in this at all. This is
1292 between the city and the people who are contracting with it.

1293 **CAMPBELL:** Okay. Again, we're getting off on the stuff that has
1294 nothing to do with us. This is an area that, again, anyone who is
1295 concerned to go that (inaudible) because as a training advisory
1296 council, we add nothing on this subject - on that subject
1297 specifically, so.

1298 **HULL:** (Inaudible) on this .

1299 **CAMPBELL:** Moving forward, is there anything else?

1300 **FEMALE:** You know, when I came last time, I was asking for input from
1301 you about what we should look at on this audit, but we also really
1302 appreciate any input you might have on other things we should audit,
1303 and it could be about the police, it could be about police training,
1304 or it could be about anything the city does. So, if any of you want
1305 to give us suggestions about things to look at, we are more than
1306 happy to hear it. Every year, Mary puts together an audit plan, and
1307 we really prioritize suggestions that come in from the community. So,
1308 I have cards if you want to -

1309 **CAMPBELL:** That would be perfect.

1310 **FEMALE:** Give me your suggestions.

1311 **STEWART:** I can hand them around if that would -

1312 **ZINGESER:** I think we can think of something.

1313 **CAMPBELL:** All right. Well, thank you very much.

1314 **STEWART:** Thank you very much. Yeah.

1315 **FEMALE:** Thank you all very much.

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1316 **CAMPBELL:** We appreciate it, and it's always fun to see when you're
1317 in at the beginning and see how things turn out.
1318 **MALE:** Pretty flyer too. It's a keeper.
1319 **CAMPBELL:** Good, heavy volume.
1320 **ZINGESER:** Yeah. It was very real.
1321 **CAMPBELL:** All right. Moving forward, we have - we have an update on
1322 kind of implementing some of the recommendations that we've put
1323 forward and how they've been implemented as well as kind of just
1324 what's going on the training bureau right now. Things have kind of
1325 changed since we talked about this given the sudden changes in
1326 leadership and everything.
1327 **STEWART:** Yes. And there's a couple ways we can do this. So, I've got
1328 a video that Masbok (sp) helped us make. I was going to show it. Is
1329 that still something you want me to show or is it -
1330 **CAMPBELL:** Let's - let's go ahead and see it.
1331 **STEWART:** It's kind of - it's somewhat long. So, it's really cool. I
1332 was really pleased with how it came out. I didn't really have
1333 anything to do with it other than it came from the training, and it
1334 references TAC and is sort of related to some of the work we've done.
1335 This - to put this into context, so you know, we've got our learning
1336 management system that we use for our online learnings. This is -
1337 we've been using it for a ton more things. We've been - we may be
1338 overusing it a little bit, but we've been putting out different
1339 videos, different educational programs. This year, we did a series of
1340 videos from the Southern Cooperative Law Center leading up to In-
1341 Service and then have been incorporating a mixed format where we
1342 teach part online and part of in service. So, this is using the LMS
1343 more, and the reason I mention that is that was a TAC recommendation
1344 that we've been working hard to implement generally. And then this, I
1345 think - I just - kind of among my favorite things that we've done,
1346 the - I'm going to find it here, and I'll bring it up. Where are my
1347 glasses?
1348 **FISCHER:** Walt, have you ever sat down and talked with Daryl?
1349 **HULL:** Talked with who?
1350 **MALE:** Daryl Turner.
1351 **FISCHER:** Daryl Turner.
1352 **ZINGESER:** No, I -
1353 **FISCHER:** I think that's a good idea.
1354 **ZINGESER:** Yeah. I think it is too.
1355 **FISCHER:** I think that Daryl is a - I think you would find him to be
1356 a very, very fine person, and the rank and file hold him in very high
1357 regard, and I think that -
1358 **STEWART:** So, this is - this is part of the online training that
1359 we've set up. It's about (inaudible) created. It's with the YEP. I've
1360 got to do sound.
1361 **VIDEO:** My name is (Inaudible), and I'm (inaudible). We are two
1362 seniors who attend local Portland high schools. In the fall 2017,
1363 Todd and I found a passion for bringing youth voices into police work

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1364 to foster a new generation of police officers more willing and more
1365 empathetic towards the young people they serve with a secondary goal
1366 of fostering stronger community relations. That's why we started
1367 Youth Educating Police.

1368 **MALE:** Oh, hey. We know him.

1369 **VIDEO:** YEP seeks to end a dangerous feedback loop played out across
1370 the county and right here in our community. Young people feel there
1371 is an over policing in the communities of color and a lack of open
1372 and constructive dialogue between youth and police. Our community
1373 also thinks that police officers are not aware of the developmental
1374 factors among young people. YEP was founded not only to ensure a
1375 greater level of safety and peace of mind for you but also to restore
1376 trust in the local institution of policing and law enforcement.
1377 Acknowledging that taking the steps outlined in our program is the way
1378 to humanize the policing experience and to help both sides eye to
1379 eye. Our two key organizational initiatives include the Police Peace
1380 PDX Forum, an event developing consensus on specific policies to
1381 address tension between police officers and young people, and the
1382 Youth Instructing Police curriculum which is a groundbreaking
1383 community training program that orients officers like yourselves to
1384 the unique stature of young people, their stresses, developmental
1385 patterns, and specific needs in certain situations. It's the training
1386 we are introducing to you today. This training has come together over
1387 the past two years with oversight from partners and the DOJ,
1388 Multnomah Youth Commission, the Training Advisory Council, police
1389 officers and administrators, and mental health professionals all
1390 backed by research from key studies and focus groups conducted with
1391 youth. So, as you watch this video today, think about the individual
1392 impact you can have on young people one conversation at a time. Thank
1393 you.

1394 **STEWART:** The actual training is broken into two pieces, but for this
1395 one, I've just put it on - well, I had to get Chelsea put it on a
1396 video.

1397 **VIDEO:** To begin to understand young people, let's start with science
1398 tells us about the developing brain. The teen brain or the brain on a
1399 whole doesn't fully develop until the mid-20s. And so, the brain
1400 isn't developed to its full maturity until about 25 to 28, and that's
1401 huge. When we have people that are interacting with teenagers, you
1402 would kind of expect that they're going to be able to rationalize and
1403 think and make decisions like an adult because they look like an
1404 adult, but the reality is their brain has not actually caught up
1405 to the rest of their body. That's because an important part of their
1406 brain, the prefrontal cortex is not fully developed. Prefrontal
1407 cortex is the part of the brain that does what we call executive
1408 functioning, and what executive functioning does is the long-term
1409 planning, decision making, impulse control, sequencing. It helps us
1410 with task completion and organization. All of this is highly, highly
1411 important and sophisticated in the adult brain. But these things are
1412 a work in progress in a teen brain. The other part of the brain that

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1413 is different is how emotions are processed. They process things first
1414 through the amygdala and then through the prefrontal cortex whereas
1415 an adult learns to think through the prefrontal cortex before they
1416 think through their emotion center. A lot of times, there's a lot of
1417 emotion involved. If there's an immediate reaction to something,
1418 there isn't an ability for that teenager to work through that
1419 situation and think about the long-term consequences and immediate
1420 action, slowing the situation down for them to allow them to think
1421 about what a consequence could be, what the benefits and rewards
1422 could be for doing certain actions, doing it in a calm manner, trying
1423 to be, again, that stable person for them to be able to. Recognizing
1424 that because of the way that the brain is working, they're not
1425 necessarily 100 percent rationale. So, we have to kind of take on
1426 that role for them to say, "I'm going to slow this down. I'm going to
1427 say it in a nice and even tone and say, 'Hey, let's talk over here
1428 for a second.'" Because if we can kind of separate a teenager from a
1429 group so that they can kind of calm down and they're just interacting
1430 with you, that's going to make a huge difference. Going in as that
1431 adult in the situation and not needing to confront them like another
1432 adult but maybe as somebody that could be a safe place for them. And
1433 let me be very clear on what I heard from you because if you make
1434 this decision, this is the outcome. If you make this decision, that
1435 will be the outcome, right? So, again, it's that repetition, and it
1436 is giving them the consequences of the actions, even calling it out,
1437 like, "Hey, I'm seeing this happening. I'm wondering if you might be
1438 scared or anxious." This one incident recently where one of my family
1439 members had threatened me, so we had called the police, and when he
1440 got there, it seemed as if he didn't care as much. He didn't have,
1441 like, expressions or nothing. Police came in, and they wasn't really
1442 - they was just being a little disrespectful. They didn't come at us
1443 the way - the way I wanted them to come at us." So, when you talk
1444 about communication, I mean, body language is, like, 70 percent of
1445 communication. So, I can walk up to a youth and say something, but my
1446 body language may say, "I already believe that you're wrong." If
1447 they're thinking, "This police officer or this authority figure is
1448 angry at me, I'm going to get mad," all of a sudden, we are acting
1449 primarily, right? We are acting out of our fight or flight, those
1450 base instincts. You either run away or freeze or freak out really,
1451 and that's what usually happens coupled with all of the hormones and
1452 all of the things that are changing in an adolescent body and the
1453 social and peer pressures that also influence how a teen reacts. If a
1454 police officer is coming in as an authority, it's going to engage all
1455 of these different things and actually escalate the situation. We use
1456 our de-escalation techniques all of the time with adults. Try to use
1457 that with the juveniles as well. Work it down. There's a lot of
1458 emotion going and not a lot of forethought, so if we can work it back
1459 and try to get them in a calmer place to have a conversation, we can
1460 go a lot farther than going in aggressive right off the bat. The
1461 context around being an adolescent now is vastly different than when
1462 I was a teenager. I think officers have to be aware of where

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1463 juveniles are today in the world. The access to information, the
1464 amount of things that you're being exposed to between social media
1465 and just new outlets. They spend a lot of time on social media, on
1466 their phones. A lot of time it is not the interacting with people,
1467 it's about the interaction that happens online: How many likes you
1468 have, how many followers you have. The connections are on Facetime or
1469 Snapchat or whatever it is that we're doing rather than the face-to-
1470 face conversations. This barrage of information that is coming in is
1471 being processed primarily through an emotion center rather than a
1472 rational center. Part of that social media is also the truth that
1473 they see. If we see a YouTube video, if we see comments from people
1474 about stuff that's happened around the country, that can be true
1475 whether it is or not. And so, because it's being processed
1476 emotionally rather than rationally, it's a lot harder to pick up a
1477 nuanced understanding of the information that's coming in. And so,
1478 one or two police officers doing something that blows up into this
1479 huge media scandal then becomes truth to every young person that's
1480 looking at that and believing it and now interacting with you. "So, I
1481 just know that the only time that I've seen them is probably, like,
1482 TV or on phones and stuff, not really interacting with them a lot."
1483 Our job is to be that solid example of what that is. We aren't that
1484 police officer. We are who we are, and we need to be that good
1485 example too now to show and reinforce that police are there to help.
1486 "The past how police have treated minorities and (inaudible) people,
1487 it grew a fear that I didn't want to get involved with police
1488 anymore." If you're not looking at this through trauma-informed eyes,
1489 trauma looks a lot different. It can look like anger. It can look
1490 like avoidant behavior. It can look like fear. It can look like the
1491 inability to create and maintain relationships. It could have been
1492 past police officer interactions. It could be with their parents. It
1493 could be with aunts, uncles, abuse situations, stuff that they've
1494 seen. So, taking that into account when you got in doesn't excuse
1495 behavior, but it gives us something to work with to maybe adjust our
1496 approach a little bit. If you don't know that someone has experienced
1497 something, you can trigger it, and I think that's what this whole
1498 project is about. It can be tone of voice. It can be treatment. It
1499 can be a simple way of how you stand above someone. All of those
1500 things can trigger trauma, and if a police officer doesn't recognize
1501 that, that can get real bad real fast. They need to puff up. They
1502 need to look like they are tough to try to protect themselves. And
1503 so, a lot of times when you get that aggression back at you, it's a
1504 defense mechanism. "Show that you're cool first even if the other
1505 person is not cool with you, I guess." Treating them with respect. We
1506 may not get it back, and we may have to go down a different path, but
1507 if we start off from that standpoint, we might be able to solve this
1508 issue where we don't have to deal with it in a negative way. "Well,
1509 police should be aware of the background. They're there to help us
1510 and make our community better, but if they don't know these things,
1511 how are they going to help make the community better, you know?"
1512 Building trust with youth takes time. It takes the ability to try to

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1513 connect with them, to try to let them know that you are a safe person
1514 for them to talk to. "How are you guys doing?" Sometimes when
1515 officers just show up at a basketball game just for the heck of it -
1516 you know, they just show up in a way that says, 'I'm trying to
1517 communicate with you, and I want to create a relationship with you.'" "
1518 Just act like if you didn't have a uniform on getting to know the
1519 person." "They should just talk to you, like, about sports and stuff,
1520 like what you want to be when you get older." Show them a different
1521 experience and find a way to reduce that trauma. "I've seen on social
1522 media where they - you know, where they dance or talk to teenagers."
1523 Boys and Girls Clubs, the schools, most places that have kids there
1524 are willing to have you come in and interact with them, and anymore
1525 that you can do with that, the more the juveniles will have that
1526 connection with a police officer that's positive. We have a school
1527 resource officer. That stays on school? Yeah. Okay. I slipped up, and
1528 he caught me, but he let me off the hook, but, like - it wasn't
1529 something serious. It was just, like, petty things. Our juvenile
1530 system is set up for major crimes. It really is. That's the purpose
1531 of it is to deal with people that are major offenders. You have a lot
1532 of kids that are doing criminal offenses, but it's not major, and the
1533 criminal system may not be the best approach. "He just, like, happen
1534 to just do it just because he cared, I guess. He just happened to
1535 know I was struggling." And if we have to go farther down the path of
1536 the criminal justice system, then we do, but don't start out in that
1537 manner unless we need to. When you go into a situation, get as much
1538 help as you can whether that is the school, whether it's a parent,
1539 whether it is Project Respond, juvenile court counselors. If you can
1540 get those people to help you to give you as much information as they
1541 can, we have the opportunity to maybe change something in their life
1542 for the better, have a better outcome of it, a better view of police,
1543 and maybe we can prevent them from continuing down that same path.
1544 You may be wondering, "What comes next?" Well, this video is just the
1545 beginning of a larger conversation and a broader movement.
1546 Cultivating relationships and moving past historical trauma between
1547 young people and officers comes with time and considerable effort on
1548 both sides? Together, we will start conversations and impact
1549 communities. Thank you.

1550 **STEWART:** So, that went out or is going out shortly. I can't
1551 remember. That's just one of the things we've done, and I wanted to
1552 show it because I thought it was particularly good. I also went over
1553 - and went over some other stuff that I just wanted to update the
1554 group on. From wellness, I talked to Leo Harris today. We have
1555 wellness programs sort of in all three operational precincts now.
1556 Central was the last one in there, so we should have the wellness up
1557 and running. Each - how it's set up is each precinct or RU - we call
1558 them Responsibility Unit, but basically each sort of silo in the
1559 bureau - has to form a committee. They've got to form a committee,
1560 and then they have to submit a plan, and then those plans are
1561 reviewed by both our division and the assistant chief in charge of
1562 that division just because we want to make sure, particularly since

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1563 it's new, that there's some oversight. We want people engaged in
1564 actual wellness activities. So, you know, and that's sort of a broad
1565 title. So, we want to keep, at least initially, some pretty tight
1566 oversight on it. We have most, now, of the RU's have got committees
1567 up and are beginning to organize it. Broadly speaking, there's sort
1568 of three sort of activities that qualify under these - that can
1569 qualify for these plans. There's sort of physical wellness, and then
1570 there's, so, things like an activity or walking or working out.
1571 There's sort of stress relief, meditation, that kind of thing, so
1572 sort of a meditation. And then there's - one of the things - and then
1573 there's, like, they call it (inaudible) Mind Body. So, things like
1574 yoga. Things that integrate that maybe - so, stretching, yoga, those
1575 sorts of activities. So - and then each of the precincts - the reason
1576 we have the committees at each precinct is the working environments
1577 can be so different. You know, how some of the patrol precincts are
1578 doing it, it really has to fit within their call load. They don't
1579 have a lot of extra bandwidth, so we can't have them pulling off
1580 people for long stretches of time to do - like, to work out, you
1581 know? But what we can do, maybe, is they, you know, can pull somebody
1582 in a half hour in their shift or if there's overlap or some way to
1583 make it work within their schedule. So, that is up and running. We've
1584 also got an internal website up and running. We have wellness. Right
1585 now, we did a bureau-wide survey on what people - and one of the
1586 tough things about wellness - you know, we just did the - some -
1587 like, people are really picky. So, we've tried all of these different
1588 things, and it's, like, half the people will say, "We want this," so
1589 we'll given them a class. Half the people, "Oh, that's the best thing
1590 ever." The other half is, "Oh, that sucked." You know, so we're doing
1591 it on smaller chunks at this next In Service. We've got some
1592 nutrition. We've got some stretching, and we fully anticipate, like,
1593 for each of these things, like, half the people will love it, and
1594 half the people will hate it. And I think that's just because
1595 everyone is at different spaces, you know. So, but what we're trying
1596 to do is get a bunch of stuff out there to expose the people to it,
1597 and then hopefully they'll - you know, we've got this website we're
1598 developing, so hopefully we can drive people to the website and over
1599 time kind of refine it. But it certainly seems to be going well. It's
1600 well received. Some of the quotes - like - this isn't the exact
1601 quotes, but one of the quotes in the survey was, like, "This is the
1602 first time I feel like the bureau has actually done something for me
1603 because they care about me." But it was a real - it was a real
1604 meaningful - like, to that person, it was clearly, like, meaningful
1605 to them, and kind of like you were talking about, some of the older
1606 folks are even just walking, but we've had really good feedback on
1607 some of the stuff that's going on so far. So, that's hopefully. Leo
1608 Harris who is running it, who, again, we can talk - but I could have
1609 him come in and talk about it, he is fully, fully motivated. He is,
1610 like, fully onboard and super, super interested in doing this and
1611 making it better. You know, we lost Kate unfortunately, but she's -
1612 we're trying to figure out a way to keep her involved because she was

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1613 really dedicated to this too. And so - so, anyways, we're hopeful.
1614 We're bringing on an intern to work two days a week. The person we
1615 hired is a PhD. She has a PhD. She worked in St. Louis. She really is
1616 super overqualified for the position but is keeping working part time
1617 for her old employer and needed something she could do that was
1618 flexible. So, we're, like, hey - and she's got a background in
1619 wellness in policing too I should say and actually women in policing
1620 which we're super interested in. She's done studies nationally on how
1621 to integrate women. She's got a whole host of talents. We're really
1622 excited about her. She's not like your normal intern, but we just
1623 kind of lucked out because she did have this pretty steep commitment
1624 from her old job. And we're, like, we'll work with you. You know,
1625 we're super excited to have you. So, I'll be excited to get her in.
1626 Like I said, she's in background right now. I wanted - I'll just hand
1627 these around, and, I know, I apologize, should have handed them
1628 around first off. Captain and I attended the Washington State
1629 Criminal Justice Training Center Leadership program. They call it
1630 21st Century police leadership. The first component was on emotional
1631 intelligence. So, the captain and I have both been trained - we're
1632 going to stay involved in that program. In fact, I was just talking
1633 to them today. We're working out how to integrate what they're doing
1634 here. It's a little bit slow because they're copyrighting it, and
1635 it's not really to make money. It's actually all paid for by grants
1636 from, like, Microsoft and Boeing. So, it's not like they want to
1637 copyright it to keep it out of anybody's hands, but they do want to
1638 keep fidelity to the program. So, we're just sort of negotiating how
1639 that will look. We have talked to them, and we will be incorporating
1640 some of it. We won't be incorporating it in such a way as to
1641 violate any potential copyrights, but we will be incorporating some
1642 of it into our upcoming sergeants' academy and then looking more long
1643 term how to incorporate the program. One of the areas that we would
1644 like to do is - it's actually three modules. We would like to
1645 introduce the first two modules to sergeants. The third module is
1646 cultivating culture change, and the way the module in the class was
1647 set up, it's really not - it's for a higher rank than a sergeant. So,
1648 we kind of - but we felt like the emotional intelligence - one is
1649 emotional intelligence. The other is effective communication. They
1650 really both deal with communication, but we felt those modules would
1651 be great for sergeants. So, we didn't want to hold off and not offer
1652 them to sergeants and offer the whole package to just lieutenants.
1653 So, we're trying to talk them into sort of letting us break the
1654 program up, but that's all sort of - we'll figure that out. But it
1655 will be incorporated in some way shape or form. Folks saw the
1656 procedural justice scenario. We've completed that. So, we'll start
1657 analyzing the data. I think we will be drafting a - something for
1658 some publications on that for some police-related publications. It's
1659 kind of novel. Nobody has really done it, and there's a lot of
1660 interest in procedural justice. So, we'll present the results of that
1661 to the group, and I think it's going to give us a lot of really good
1662 data to use in - so, you know, we did our first procedural justice

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1663 training. We then did this scenario where we were evaluating officers
1664 on their use of the four components of procedural justice. We think
1665 we've identified, and we're still looking at the data, but officers
1666 seem to be really strong on respect and voice, less strong on
1667 implementing concerns about perceptions or trustworthiness and
1668 neutrality, and we think some of that might be the nature of the
1669 contact with the traffic stop, but some of it also might just be -
1670 and we touch on that a little bit in this video. Officers needs to be
1671 aware that they are perceived differently than maybe they were 5-10
1672 years ago, and they need to go out of their way to convey
1673 trustworthiness and neutrality. I think it used to be that the
1674 uniform itself conveyed that, and now, particularly, that really is
1675 along different groups. That's not necessarily the case. So, I think
1676 - and, again, this is preliminary. We need to finish the data
1677 analysis, but I suspect one of the things that will come out of that
1678 is an emphasis on future trainings on how do we convey
1679 trustworthiness and neutrality? You know, how do we convey that to
1680 people? Because really, that seemed to be - I don't know that we had
1681 any issues at all with respect and really voice - officers were
1682 really good about treating respectful and giving people voice, and
1683 for those of you who didn't see it, we start the scenario off by
1684 somebody kind of yelling and swearing at them. So, we started at a
1685 pretty intense place, and then it goes - escalates or deescalates
1686 based on the officer's behavior. So, I think we will get that, and
1687 that I have under sort of emotional intelligence because I think - I
1688 think procedural justice really is - does have ties to emotional
1689 intelligence because it's really about treating people in a certain
1690 way. The - oh, and then the last piece, and I apologize if I've
1691 already mentioned this. Under wellness, I forgot to discuss. So, one
1692 of the other things we had that was, for us, sort of unique, we met
1693 with Dr. Leslie Hamner who is the head of - Portland State University
1694 have a joint sort of workplace wellness program now, and she is the
1695 head of that, and we were talking about wellness, and - you know, I'm
1696 going to mess this up, but you know, there's primary prevention and
1697 secondary prevention, and one of the things she as getting at is
1698 really our leadership program is a great place to implement wellness,
1699 and she talked about studies she has done for the military where
1700 doing trainings on supervisors on the importance of helping their
1701 employees maintain a work/life balance. They'd offer these trainings
1702 and do these experiments, and actually the people who worked for the
1703 supervisors who received that training actually had better metrics on
1704 blood pressure and actual scores of - you know, quantifiable medical
1705 scores around on this. So, that - this is very nascent, but it got up
1706 thinking about, "Okay, what do we do around - clearly, there is think
1707 link bet/ ween leadership and wellness, and how do we sort of bridge
1708 that gap. So, I think that's most of the stuff we have. The captain
1709 wanted me to talk about - he is really interested - if you're looking
1710 for task forces, we've got several things we would still like tasks
1711 forces to help us with. I'm going to keep saying it. I would love to
1712 have somebody help me look at what we do about improving officer

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1713 education. You know, now that we've gotten rid of the college degree
1714 requirement, how can we help our officers become better education? I
1715 think long term - and I know plenty of officers who don't have a
1716 college education that are great. It's not like you need - one of my
1717 best friends is one of the smartest people I know, and he doesn't
1718 have a college education and is a commander here and is a fabulous
1719 commander. So, I'm not saying that, like, not having an education
1720 doesn't - makes you incapable of being a commander in the
1721 organization, but I do think we will want people to be more educated.
1722 And just as a supervisor, the writing skills have deteriorated in the
1723 organization. I can say that over the course of my career - and I'm
1724 not a strong writer. I actually try to continually try to work on my
1725 writing still. But I think longer term were going to need some of
1726 that skill. So, I would love at some point to get a task force to
1727 help me look at how better to education officers. We also have this
1728 public safety support specialist program. I've become a real fan -
1729 and they're the police officers who take calls but are unarmed. We
1730 will be doing an academy on them coming up. I didn't know if this is
1731 something, you know, a potential task force. It's a pretty - it get
1732 back to sort of that overtime and the burnout. One of the things that
1733 people don't realize is training an officer, you know, takes 18
1734 months, and they're not really fully competent for, you know, 2-3
1735 years. We've been training PS3s now, and if they're a retired officer
1736 - we've hired some retired ones that we don't train at all. They
1737 just can do it. And even people with no experience, we've been
1738 training them in 4-5 months. Now the range of things they're
1739 handling is much less complex. But given that we're projecting, you
1740 know, 80 people - 80 people are eligible, and I think they said
1741 they're projecting 50 retirements in August 2020. We just got from
1742 being down 130 people to being down 100 people, and in a few months,
1743 we're going to go back down by probably 150 people. So, we're kind of
1744 headed in the wrong direction. So, I think this PS3 program could be
1745 interesting, so I would love to have a task force to look at it. And
1746 then the - Captain Hurley was really - and you guys don't know,
1747 behind the scenes, she really wanted to integrate the TAC more, and I
1748 think you kind of probably picked up on that. Captain Dobson wants to
1749 continue that trend. HE met with me today, and again, he apologizes
1750 he is not here, but he wanted me to convey that he is interested
1751 in continuing to be as open as possible and - you know, involving
1752 people in training, I appreciate Leslie came out and saw her, and I
1753 don't know maybe if you want to talk about today's training. But we
1754 saw - I was pretty happy with the PVO training today. And so, doing
1755 things like that, but yeah. That's all I have, I guess.

1756 **CAMPBELL:** Yeah.

1757 **MARSCHKE:** So, this is Gary. First of all, I want to compliment you
1758 on the video. I think integrating that is a really good step in
1759 creating more awareness. And what's - my point here is going to be
1760 the parallel between what we saw in the video, especially around
1761 cultural trauma and how that needs to be reflected in the approach

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1762 and how that could very easily be transferred to the conversation
1763 that occurred when I got here late, sorry, about the interaction
1764 between a police officer and perhaps someone in the community of
1765 color, specifically where it's a 2-way street and a decision is being
1766 made by that person to confront the officer or to resist in some way.
1767 And the information, the way that decision is informed has a whole
1768 lot to do with the message of that video around the cultural trauma
1769 that's occurred. It has nothing to do maybe with that officer, but
1770 this cultural trauma that has occurred over generations if not
1771 longer, and that's all reflected in the attitude and behavior from
1772 the instant they see that black and white, much less the uniform. So,
1773 that whole mindset can be integrated into all of the training
1774 elements that you're looking at when it comes to that type of
1775 relationship.

1776 **STEWART:** That's a great point.

1777 **MARSCHKE:** So, congratulations on that. That's a really good start.

1778 **STEWART:** Well, I wish Brett was here today. I thought he was going
1779 to be, but - and, you know, they're doing some really neat things I
1780 think with that. Yeah. And I don't know if you noticed, but they
1781 talked about when the TAC was in there mentioned, and the - this is
1782 unique. I have not seen anything like this in my career, and we'll
1783 see - you know, this is, for us, going to be a pretty - it's unique.
1784 It's not - you know, it's going to be really interesting to get it
1785 out to the masses.

1786 **MALE:** Is it on that site? The video? If we went there, would we - or
1787 how can we find that video?

1788 **STEWART:** I don't know that you can yet because this is an internal -
1789 it will be. We'll put something out, but this is an internal training
1790 video.

1791 **MALE:** Oh, it's an internal training video.

1792 **STEWART:** This is, so I'm sure eventually they will do something with
1793 it. In fact, I think that copy said, "Public copy," but all it is is
1794 it's the two - how we delivery it in the LMS is we like to - because
1795 officers a lot of times have to watch this in their car between
1796 things. So, we try to break the videos into 10-15 - if it's longer
1797 than 15 minutes, we'll break it into two chunks so that they can
1798 watch - between the 300,000 calls, they can sit down and watch the 8-
1799 minute video. So - so, the - but it's better if you put it together,
1800 you know, for a format like this. So - but the - yeah, so that's
1801 going to be interesting. Eventually, I'm sure it will be out more
1802 broadly, but right now, the only people who have seen it are
1803 internally - and it really is designed - like, that video is not
1804 designed to be public facing. Everybody knows (inaudible) officer.
1805 Like, where it's really for, like - like, I often joke - I found
1806 there's two kinds of training, and officers are really sensitive to
1807 this. There's training that the bureau makes officers do to express
1808 their values internally. So, we sometimes give our officers training,
1809 but we don't really do it for the officers. We do it to the tell the
1810 public that those officers are getting that training. Officers - even

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1811 if that training has a really good message, officers sense that and
1812 resent it. You know what I mean? And then there's training we give
1813 our officers because we want our officers to be better. What we want
1814 from this is we don't want - this is a training we want to give our
1815 officers to make them better, and the more we turn it into - now it
1816 is super slick because Chelsea Rutherford, our video production
1817 person - we have a - she's, like, a part time, but she used to work
1818 for a TV station, and she is phenomenal. We do want to make it good
1819 because we want officers to watch it. Like, we're trying to make -
1820 some of our old training videos, you would not want - like, we would
1821 actually like officers to watch them. You know what I mean? I'll
1822 bring in some of the - we've got some funny ones she does before -
1823 like, we actually have some ones that - we did this take on Mr.
1824 Roger's Neighborhood or whatever introducing our last In Service that
1825 I'll show you because we're trying to get people to actually watch
1826 them, you know? Because they have to push play. Like, they have to
1827 bring it up, and we can log, you know - and sometimes we have
1828 knowledge checks which they have to ask questions, but, like, they
1829 can kind of - how much attention they pay, so this is really more -
1830 again, I'm sure it will be - I'm sure it will be external, and I'm
1831 sure - but we tried to produce it more with the idea of training the
1832 members.

1833 **CAMPBELL:** Right. Well, we're running a little short on time. One of
1834 the things I'm going to put out there for the next meeting is I think
1835 this education one is pretty important, and I want people to
1836 seriously think about if we were going to form a task force next
1837 meeting, and I hope that everyone will serve on it. I'll talk to you
1838 more about the other one -

1839 **STEWART:** Thank you.

1840 **CAMPBELL:** Because I think the goal here is for everybody here to be
1841 on a task force next month or in two months (inaudible) next meeting.

1842 **HULL:** I would definitely like to be on the education task force.

1843 **CAMPBELL:** Excellent. When we form it, we'll make sure you'll be on
1844 it.

1845 **STEWART:** Thank you.

1846 **HULL:** I will appreciate that.

1847 **STEWART:** Yeah. Thank you.

1848 **CAMPBELL:** And that will be in two months, so please give that some
1849 thought.

1850 **HULL:** (Inaudible).

1851 **FEMALE:** (Inaudible).

1852 **CAMPBELL:** For once, we'll actually leave enough room for that to
1853 happen. I apologize that this meeting kind of - there was a lot of
1854 good discussion on a lot of different topics which I don't think is a
1855 bad team, but we never have enough time. PCEP has 3-hour meetings.
1856 Just throwing that out. We don't do that.

1857 **STEWART:** We'll do that after we get the new members.

1858 **CAMPBELL:** Again, if you have - if you know anybody who might be
1859 interested or a group that you think we should reach out to, please

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1860 let me know or reach out to them yourselves. As soon as we get the
1861 updated materials with the new due date, I will get them out to
1862 everybody. And unless there's anything else to be brought up, we'll
1863 move to public comment.

1864 **FISCHER:** When do you anticipate that coming?

1865 **CAMPBELL:** As soon as Lieutenant Stewart gets that to me. It's just
1866 changing a single date on there, so I can't imagine it will be that
1867 long.

1868 **STEWART:** Yeah. I'm going to email it tomorrow and try to get the web
1869 page updated.

1870 **CAMPBELL:** Yeah. And you can probably - if you have those two people,
1871 you can send them the old stuff. That will still work.

1872 **FISCHER:** Fine.

1873 **CAMPBELL:** And it will just have the wrong due date on it. That's
1874 all.

1875 **FISCHER:** Fine.

1876 **CAMPBELL:** All right. Public comment.

1877 **HANDLEMANIYA:** Dan Handelmann with Portland Cop Watch. If anybody
1878 didn't get a new People's Police Report, come see me. It just came
1879 out two weeks ago. There - in addition to their new being a new
1880 chief, there was another shooting last month. The person in mental
1881 health crisis even though we've been working on this since 2012
1882 supposedly to lower the amount of force against people in mental
1883 health crisis. The discussion about overtime happened also at the
1884 PCCEP meeting, and I asked a question about whether they were deviant
1885 to the officers who were doing a lot of overtime. Are they generating
1886 complaints? Are they the ones that are using force because they are
1887 too tired to, you know, kind of think with the rational side of their
1888 brain, and the auditors didn't seem interested in that. I'm hoping
1889 that maybe you all would like somebody to look into that because it
1890 does seem like if you can find a correlation, then you could really
1891 make a case for why there shouldn't be so much overtime. \$13,000 or
1892 \$19,000 of private overtime is 7 percent of the overtime, and if
1893 they're running from call to call to call, that really shouldn't be -
1894 I mean, in addition to what was said here about taxpayer money, if
1895 Portland Cop Watch had enough money to hire a police officer to walk
1896 around in a clown suit, you know, maybe we would do it, but it just
1897 seems wrong. Like, everybody should just put their money into the tax
1898 base, and then everybody should get police protection. So, it
1899 shouldn't be something that only an Apple store gets which we've
1900 actually complained about numerous times. There was a spike in use of
1901 tasers. It went from 18 to 31 over the last four quarts. I don't know
1902 if anybody else noticed that. I don't why Lieutenant Niiya didn't
1903 mention that. That's almost double the number of taser uses. They've
1904 been going down over the year. I don't know why it went up. The
1905 person who was killed in July was name Lane Martin. I didn't hear why
1906 Lieutenant Niiya didn't say his name. We have a saying out in the
1907 community, "Say his name or say her name," and I'm going to say his
1908 name. Lane Martin was killed in July, and it was Cobin Hendrickson

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1909 that was killed in December. The custody and force slide where it
1910 showed the custodies on one side and the force on the other side,
1911 that's not in the report laid out that way, but it should be because
1912 that was very - you know, more informative. You have to flip back and
1913 forth between pages to see those comparisons. So, maybe you can
1914 recommend that the bureau change that. PCCEP not only have 3-hour
1915 meetings, but they have monthly meetings. So, that's just something
1916 else to think about if you're always running out of time. Not that I
1917 want to go to more meetings, but maybe you can get more done by
1918 moving up the number of meetings you have. I don't know if part of
1919 the wellness program is diet. Captain Bacigalupi was at the CRC
1920 meeting that was earlier today. He said he refused a piece of pizza
1921 because he's on a new diet. I know that's another thing that can
1922 affect your wellness. Yeah, I'm glad that it was mentioned that
1923 racial disparity could be causing why there are more custodies of -
1924 percentage wise of African American or why more force is used against
1925 African Americans, and it should also be looked at what is the
1926 behavior of the people, like you said, that they were resisting, but
1927 is the force actually being used against people for resisting who are
1928 African American or black or is it, you know - is there a difference
1929 in how they're behaving and how the police are responding to them.
1930 They - one of the discussions you had had to do with this very
1931 detailed After Action process that happens that Lieutenant Niiya is
1932 part of. The CRC just had a hearing that I was at earlier where they
1933 could not tell which officer took the appellant into custody, and
1934 he's alleging that excessive force was used on him, and they can't
1935 tell which officer did it because there wasn't a notebook for one of
1936 the officers. It happened three years ago, but still of all the
1937 reports they had, all of the sergeant after action stuff, they
1938 couldn't figure out which officer it was. And I have a couple more
1939 comments. I will probably type them up and send them to the chair
1940 (inaudible).

1941 **CAMPBELL:** Thank you as always, Dan.

1942 **ZINGESER:** (Inaudible).

1943 **CAMPBELL:** All right. With that, do we have a motion to close?

1944 **CAMPBELL:** I'll make a motion that we adjourn.

1945 **CAMPBELL:** Or if anyone else has anything else?

1946 **MARSCHKE:** I'll second.

1947 **CAMPBELL:** Okay. A motion from Dave, Gary seconds. All in favor?

1948 **ALL:** Aye.

1949 **CAMPBELL:** All opposed? Motion passes.

1950 **STEWART:** Thanks everybody.

1951 **CAMPBELL:** I thank everyone for coming this evening.

1952

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