



**Training Advisory
Council Coursework
Comments and
Suggestions**

**Winter 2022 In-Service
Training Dry Run**

January 5, 2022



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WINTER 2022 IN-SERVICE TRAINING DRY RUN

January 5, 2022

1. TAC Participants

- Nathan Castle

2. High-Level Summary

- In-service training started with 4 hours of firearm training, covering grip, reloading, one-handed firing, firing in force-on-force scenarios, firing at moving targets, and firing around cover.
- Firearm training was followed by 1 hour of legal updates from the city attorney's office, covering changes to standards around extension of traffic stops, the scope of the officer safety exception, and the scope and definition of search and seizure.
- Legal updates were followed by the Patrol Procedures Principles classroom instruction. This content was a refinement of the content presented at the December 8, 2021 dry run.
- Patrol Procedures Principles was followed by scenario-based training covering the principles as well as the 4Cs of incident response. This was a refinement of the scenario that was run at the previous dry run.
- The training presented was consistently excellent. New content on firearms usage and legal updates was presented effectively and in an engaging, interactive manner. Existing content from the previous dry run was improved based on feedback and the presentation was more polished. Training emphasized safety, bureau policy, procedural justice, and crisis intervention training and due consideration for mental health concerns at appropriate moments.

3. Comments and Suggestions

Summary of firearm training

- Firearm training took 4 hours, starting with live firing on the range before moving to off-range scenarios using paint-based simulated ammunition.
- Before firearm training began, trainees reviewed bureau force use policy. Trainers quizzed trainees on how policy applied to various situations.

- Trainers reviewed firearm safety, with an emphasis on safe handling of weapons, before reviewing the safety plan for the range. The safety plan included the location of IFAKs (individual first aid kit), a plan for getting medics into the facility in the event of an accident, and a reminder to never attempt to pick up dropped/falling equipment.
- Instructors reviewed a bureau-standard grip that is designed to maintain control of the weapon and mitigate recoil. Exercises were designed to force trainees to reload their weapons and come back to the correct grip. The expressed goal was to train such that the standard grip became 'instinctual', and thus likely to be used successfully in a high-stress situation.
- Trainers reviewed the procedure for handling a firearm malfunction, "tap and rack".
- Instructors reminded members of the importance of regular practice, and the bureau-provided practice opportunities.
- Instructors reviewed trigger discipline and trainees practiced smooth, consistent shot timing. Instructors used timing devices and direct observation to give feedback to trainees.
- Instructors reviewed the importance of training with both eyes open, which simulates what naturally happens during high-stress situations. This corrects for the natural tendency to close one eye while aiming firearms in normal practice circumstances.
- Trainers reviewed best practice for one-handed grip, including techniques for positioning the arm to gain maximum control of the firearm and to mitigate the effects of recoil.
- Trainers discussed the definition of cover and ideal cover selection. Trainers made explicit connections to the use of force policy, and the applicability of force warnings. Trainers encouraged trainees to think about cover from the subject's perspective.
- Trainers covered the importance of not hugging cover when possible, using the example of Dallas in 2016, when an officer was outmaneuvered and killed. Trainers also covered the risk of fragmentation of cover material.
- Trainers discussed 'flagging', when an officer's body gives away their position before they've gained the ability to see the subject. This included a live demonstration of various flagging scenarios, allowing trainees to see flagging from the subject's perspective. Trainers contrasted the new/trained techniques and their advantages with older, inferior techniques. Trainers emphasized the importance of this training material to officer safety.

- Trainers moved on to discuss, demonstrate, then practice a kneeling stance. They taught a kneeling position designed to maintain stability while firing.
- Trainers used a series of three targets wearing T-shirts to simulate firing on a moving subject. Trigger discipline was emphasized, and timing devices were used to give feedback on trainee performance.
- Trainers reviewed guidance on shot placement and where officers should be aiming to gain control over a subject.
- After the range-based firearm training, the group moved to a scenario room to train with simulated rounds on photorealistic, moving targets. The drill included a force-on-force scenario, with realistic simulation of a subject firing at the officer. The observing trainer pointed out how the trainee's weapon use changed in response to the force threat and made explicit connections to the range-based training.
- Trainees then went through a drill that required use of cover to clear a simulated environment with multiple active shooters. The scenario also involved a non-threatening bystander to test trainees' restraint; trainees are expected to not shoot the bystander with their hands up.
- Trainers reviewed the policy on force warnings and when they are and are not required. In the case of an officer actively taking fire, a force warning would reveal their position and endanger the officer, a case where isn't tactically feasible.
- The group moved to the scenario village for the final exercise. This involved two officers in opposition to each other, again with simulated rounds. Officers each used the techniques they learned to attempt to get a shot on the other. This effectively reinforced the instruction to consider cover from the subject's perspective by forcing trainees to be the subject and the officer simultaneously.

Feedback on firearm training

Good:

- The emphasis on policy, including having trainees read, interpret, and discuss policy, was highly effective.
- Safety was clearly prioritized, and both the facilities and behaviors of trainers demonstrated a commitment to member safety that exceeded expectations.
- The on-range training was highly engaging and effective, and exercised skills needed in a wide variety of scenarios.

- The off-range training was highly effective. Trainers did a good job connecting the drill/practice experience to the lessons learned through the rest of the training.
- The drill for clearing an active shooter threat while using cover included a non-force bystander (person with their hands up), testing a critical skill.
- The force-on-force exercise involving two officers in opposition was highly effective and exercised the full range of skills covered by the preceding training.

Opportunities for improvement:

- Trainers used a series of 3 targets wearing t-shirts set up in series to simulate firing on a moving target. While this is effective for teaching the mechanics of weapon control while moving aim, it may fall short of being a perfect simulation. It would be most ideal if the range was equipped with the ability to have multiple moving targets running simultaneously.

Summary of legal updates

- The city attorney's office provided an hour of legal updates, mostly driven by the last few years of new case law.
- The lecture reviewed legal standards changes for extension of traffic stops, limitations to the officer safety exception, and search and seizure.
- The presentation of the material was effective and interactive. The presenter successfully tied together various legal standards into a cohesive and memorable "story".
- The presenter reviewed several cases and the legal reasoning for why the state did not prevail in each case.
- For some cases, the presenter walked through how improved policework, often involving proper documentation of supporting evidence, would have helped the state's case.

Feedback on legal updates

- The city attorney's presentation was interactive, effective, and highly engaging.
- By telling a cohesive story, the presenter made the content easier to remember and apply. Interactive discussion helped members connect the training content to their own work experiences.
- The presenter demonstrated enthusiasm and had an engaging style that effectively countered the dry nature of legal updates.

Summary of patrol procedures principles

This content is mostly unchanged from the previous dry run (December 8, 2021). Refer to the previous report for a more in-depth review.

Summary of Patrol Procedures Principles:

- **Know your role and own it** – understand your role, take that role seriously, and give it your full attention; be proactive and be ready to take action within the role as needed
- **Communicate effectively** – don't just communicate, but communicate effectively; pay attention to how the communication is going and adjust approach as necessary
- **Prioritize and execute** – have a plan and prioritize the most important actions; continually adjust and re-prioritize as conditions change
- **Gain an advantage** – use tools and the environment to gain an advantage to accomplish objective and maintain officer safety

Summary of the 4Cs of incident response:

- **Containment plan** – plan to set up a perimeter, keep bystanders safe and out of the way, and prevent subject flight, if it is appropriate to do so
- **Communication plan** – plan for communicating with the subject, ideally with a coach who can relay information and keep the rest of the team informed
- **Custody plan** – plan for who will take the subject into custody and how
- **Contingency Plan** – plan for multiple possible outcomes and changes to the situation

Changes from previous dry run:

- Rather than relying on the 4Cs of incident response video having been seen in the Learning Management System (LMS), the video was shown at the beginning of the class.
- The presentation slides have been polished, with improved graphics and better integration of video content.
- The section on 'Communicate Effectively' emphasized the role that officers have in communicating with other officers, including moderating tone and not creating an escalated, inappropriate sense of urgency when responding to calls or using the radio.

- The section on ‘Gain an Advantage’ had a video not noted in the previous report, which demonstrated the perils of hugging cover too closely, as taught in the firearms training section. The video showed an officer being outmaneuvered and shot to death in the 2016 Dallas incident.

Feedback on patrol procedures principles

Good:

- The 4Cs video had high production value and good quality in general. It made effective use of imagery, including Portland-area footage.
- The 4Cs video acknowledged the reality of staffing constraints and included clear guidance on how to prioritize assignment of roles.

Opportunities for improvement:

- The 4Cs video was shown directly after lunch. While it is a great video, watching it still involved a lot of sitting, potentially at the height of a post-lunch lull. There may be an opportunity to integrate with wellness offerings by doing a short movement-based activity before or after the video.
- There are specific examples of notorious incidents in Portland’s history when following the 4Cs and using the Patrol Procedure Principles would have averted a tragic outcome. While the training was highly effective without referring to those specific incidents, Training Division should consider whether it is worthwhile and appropriate to reference Portland-specific outcomes and how this training would have made a difference.
- While covered very effectively during the debrief after the scenario-based training, there was still an opportunity to remind members of the applicability of Procedural Justice and VNRT (Voice, Neutrality, Respect, and Trustworthiness), especially when communicating with subjects. If a mention (possibly a one-sentence reference) of VNRT would not compromise the efficacy of the scenario-based training, it should be included.

Summary of scenario-based training

The scenario-based training took place in the scenario village directly after the classroom activity. The scenario consisted of a call for service with a report of a person asleep at the wheel with a handgun.

Officers must use the 4Cs of incident response and the Patrol Procedure Principles to successfully resolve the incident.

Changes from previous dry run:

- A mental health professional was coaching the subject to more closely resemble a person in crisis. This made the situation more realistic, as the subject had dynamic and believable reactions to officer behavior.
- During the debrief, the trainers reviewed VNRT, and discussed how giving the subject voice helped build the rapport needed for successful communication.
- During the debrief, trainers asked about the mental state of the subject and if there was any indication of mental illness. They discussed “hooks,” understood as facts or aspects of the subject’s life that they can reference as they attempt to de-escalate the situation. Trainers quizzed members on concepts from Crisis Intervention Training and how they might apply to the situation.

Feedback on scenario-based training

- Coaching of the actor playing the subject by a behavioral health professional made the scenario more realistic and more effective.
- The debrief stressed procedural justice (VNRT), a noted improvement over the previous dry run.
- The debrief stressed lessons learned from Crisis Intervention Training (CIT) and reminded members of their obligations to consider the mental health status of subjects and respond appropriately.

4. PPB Contacts

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