

Portland Police Bureau



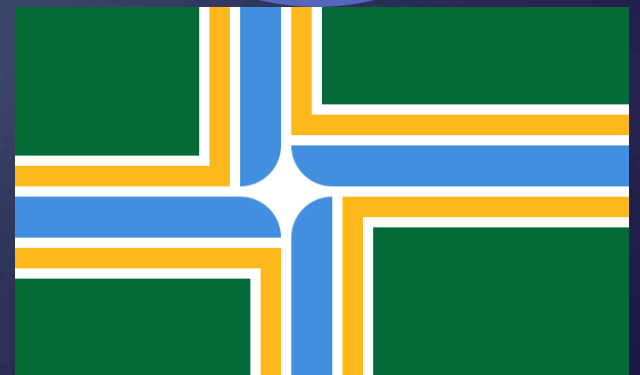
Policing in Portland

- ▶ <https://www.youtube.com/watch?v=mQdu9SfSrxE>



City of Portland

- ▶ Largest city in Oregon
 - ▶ Population 655,000+ growing at 10K a year
 - ▶ 145 square miles
 - ▶ 60% of Oregon's population lives in the metro area
 - ▶ Commission based government



City of Portland Police Bureau

- ▶ Staffing
 - ▶ Sworn
 - ▶ 923 actual, 1,001 Authorized
 - ▶ Nonsworn
 - ▶ 823 actual, 824 Authorized



City of Portland



Oversight Timeline

- ▶ USDOJ invited by the Mayor to review the Police bureau 2010
- ▶ Dec 2012 – USDOJ Settlement Agreement signed
- ▶ 2015 – Began hiring additional analysts to help evaluate force
- ▶ 2016 – full team of 3 analysts established
- ▶ 2017 – LEIA certification
- ▶ Oct 2018 – adding 3 additional analysts



Portland Police Audit Team

Lt. Craig Dobson – PPB
Inspector

Kate Bonn

Heidi Jassmond

Shannon Smith



What do we do?

- ▶ Audits guided by the USDOJ Settlement Agreement
 - ▶ Use of Force Audit
 - ▶ Training Division Audit
- ▶ Crowd Control Event audit
- ▶ Audits – directed by Chief's Office



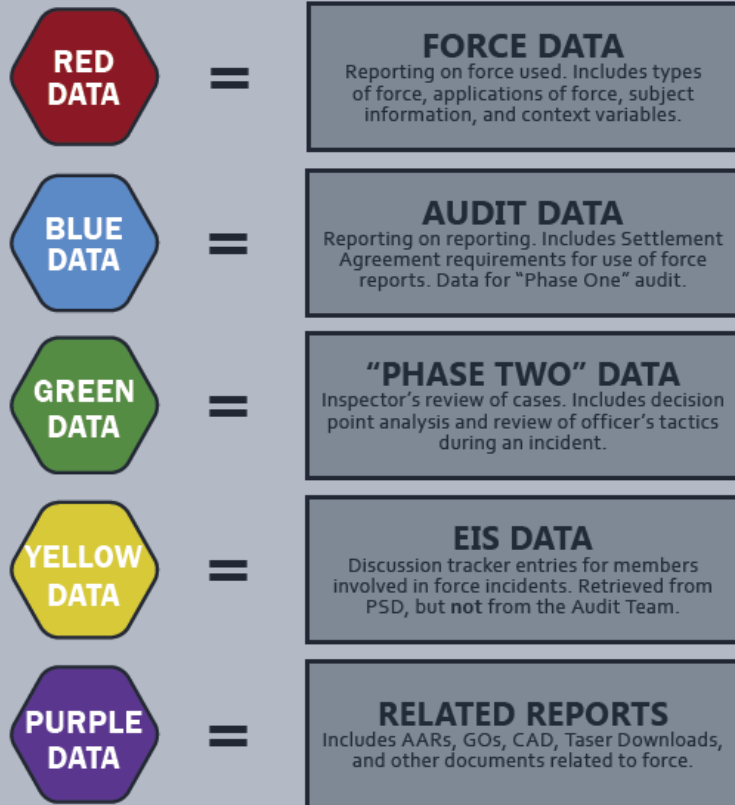
What do we do?

- ▶ For compliance with Settlement Agreement paragraphs 74-77
 - ▶ Audit force reports
 - ▶ The Officer's reporting of force
 - ▶ The Administrative Investigations (After Actions) of the force & Supervisor responsibilities.
 - ▶ The Chain of Command's review of the Investigations and Force
 - ▶ Quarterly analysis of force data
 - ▶ Force Audit Results vs. Force Reports



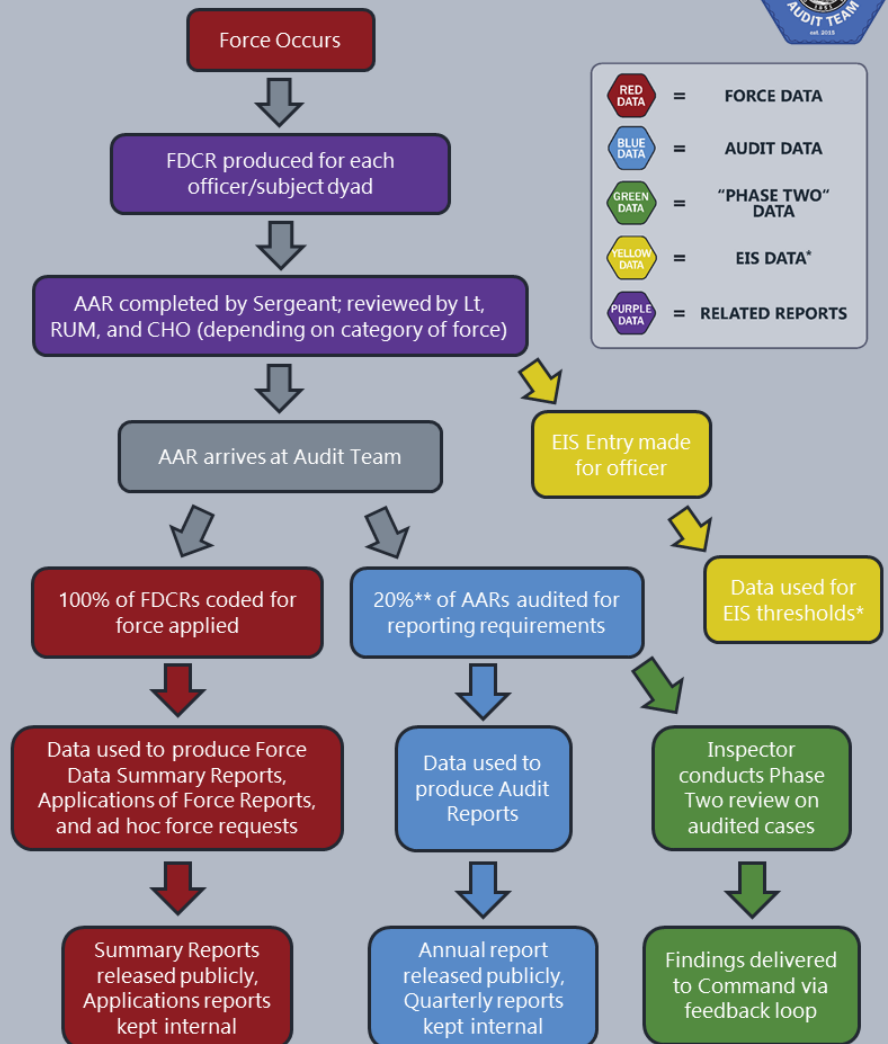
WHEN USING **FORCE** DATA

How to request the data you are looking for...



**PORTLAND
POLICE**

PPB Force Data Collection Process



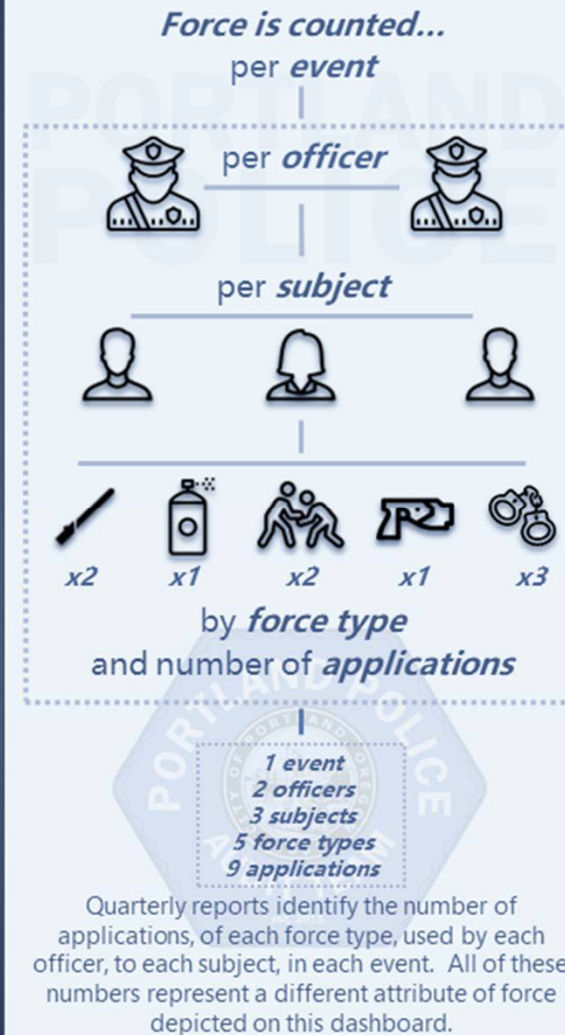
*Data managed by PSD Sergeant outside of the Audit Team.

**Random selection of cases. 100% of CEW and Serious Use of Force cases are audited.

Products Delivered

- ▶ Quarterly and Annual:
 - ▶ Force Summary Report
 - ▶ Force Audit Report
- ▶ Ad hoc requests
- ▶ Use of Force Dashboard
 - ▶ Separate Officer Involved Shooting Dashboard

PPB Analysts read and review every force report, FDCR, and After Action produced after a force event.



Training Division Audit

Process & Methodology



Scope

- ▶ USDOJ Settlement Agreement Paragraph 85 <https://www.portlandoregon.gov/police/article/506328>
- 1. “Conducts a comprehensive Needs Assessment annually;
- 2. Creates a Training Strategic Plan annually;
- 3. Develops and implements a process for evaluation of the effectiveness of training;
- 4. Maintains accurate records of Training delivered, including substance and attendance;
- 5. Makes Training Records accessible to the Director of Services, Assistant Chief of Operations, and DOJ;
- 6. Trains Officers, Supervisors, and Commanders on areas specific to their responsibilities;
- 7. Ensures that sworn PPB members are provided a copy of all PPB directives and policies issued pursuant to this Agreement, and sign a statement acknowledging that they have received, read, and had an opportunity to ask questions about the directives and/or policies within 30 days of the release of the policy.”



Audit Plan

- ▶ Determined qualitative and quantitative assessment techniques
 - ▶ Identified personnel for interviews
 - ▶ Built surveys to be completed for assessment
- ▶ Made source material request to the Training Division
 - ▶ Scheduled interviews
 - ▶ Requested access to Training Records , Policies & SOPS
- ▶ Evaluate policy and practice with the criteria required by the Settlement Agreement



Training Division Programs & Processes Evaluated

- ▶ Needs Assessment report
- ▶ Training Plan
- ▶ Effectiveness of training
- ▶ Maintenance and accessibility of training records
- ▶ Training on specific areas of officer responsibilities
- ▶ Directives



Needs Assessment Report

- ▶ Evaluated comprehensiveness of the source material
 - ▶ Contribution to final NA report
 - ▶ Compared to the Settlement Agreement
 - ▶ Conducted interviews
- ▶ Evaluated process for incorporating identified needs in the Training Plan
 - ▶ Conducted interviews



Needs Assessment

Source Material Used in the 2016 Needs Assessment

DOJ Settlement Agreement Item	Survey	In-person Meetings	Conference / Trainings	FPDR Injury Data	PPB Injury Log	UoF Cases	IAD Cases	Email	Complaint Data	Community Reports	City Attorney's Office Report	LE Research Journals	PPB Policy	Oregon Change Law Report
79a - Trends in Hazards	X	X	X											
79b - Analysis Ofc. Safety	X	X		X	X	X		X						
79c - Misconduct Complaints		X							X					
79d - Problematic UoF						X	X							
79e - All Members/Levels Input	X	X						X						
79f - Community Input	X	X								X				
79g - Court Decisions Concerns		X									X			
79h - Best Practice Research			X											
79i - Law Enforcement Trends			X									X		
79j - Precinct Needs		X												
79k - Oregon/Federal Law Changes		X									X		X	X

Training Plan

- ▶ Conducted interviews
 - ▶ Reviewed development process
- ▶ Compared interview results with Directives, SOPs and USDOJ Settlement Agreement



Effectiveness of Training

“Develops and implements a process for evaluation of the effectiveness of training”

- ▶ Conducted interviews
 - ▶ Process used to develop measurement tools (surveys)
 - ▶ Process used to administer and collect survey data
- ▶ Reviewed training evaluation analysis reports
- ▶ DID NOT EVALUATE THE EFFECTIVENESS OF TRAINING



Maintenance & Accessibility of Training Records

- ▶ Conducted interviews
- ▶ Reviewed training records for a random sample of officers (including 100% of supervisors and probationary officers)
 - ▶ Sample size: 324 officers, 20 probationary officers, and 157 supervisors (95% confidence interval with +/- 3.5% margin of error)
- ▶ Reviewed for attendance of required trainings using standardized codebook
 - ▶ Used a cloud based collection tool

Training on Specific Areas of Officer Responsibilities

- ▶ Field Training & Evaluation Program (FTEP)
 - ▶ Conducted interviews
 - ▶ Quantitative assessment of the program's records management system and data



Acknowledgment of Directives

“ensures that sworn PPB members are provided a copy of all PPB directives issued pursuant to this agreement...”

- ▶ Conducted interviews
 - ▶ Process and policies that govern
 - ▶ System that executes automated process
- ▶ Quantitative assessment of Directive acknowledgements



Response

- ▶ Audit recommendations met with resistance
 - ▶ Apprehensive to accept audit findings
 - ▶ Defensiveness around current processes

AUDIT REPORT

Portland Police Bureau Training Division
October 2017



Produced by
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Auditors Shannon Smith, Kate Bonn, and Heidi Busche

Professional Standards Division
Portland Police Bureau



Lessons Learned

- ▶ “Culture change”
 - ▶ Internal resistance
 - ▶ Disputed facts
- ▶ Commitment to the product
- ▶ Importance of audit scope



Future Audits

- ▶ Property and Evidence
- ▶ Quartermaster
- ▶ Overtime
- ▶ Case Management
- ▶ Specialty Units
- ▶ Whatever command decides...



Questions?

