

Exhibit C

STATEMENT OF WORK

COMPLIANCE OFFICE/COMMUNITY LIAISON

1. **Qualifications and Independence** (§ 157). Consultant shall serve as the Compliance Officer and Community Liaison (the “COCL”) as described in the substantive provisions of the Settlement Agreement, including any amendments thereto.
 - a. COCL shall have expertise in police practices, community and stakeholder engagement, individuals experiencing mental health crises, and crisis intervention methods.
 - b. COCL shall be responsible for synthesizing data related to PPB’s use of force and particularly force used on individuals with perceived or actual mental health illness or experiencing mental health crisis.
 - c. COCL shall report to the City Council, the U.S. Department of Justice (“USDOJ”), and the public, gathering input from the public as set forth in this Statement of Work (“SOW”) and in the Settlement Agreement.
 - d. COCL shall not be attached to any one City office, shall be wholly independent of the Portland Police Bureau (“PPB” or the “Bureau”), and shall be responsive to the entire City Council, and USDOJ.

2. **Access** (§ 163). Under the Settlement Agreement, COCL is permitted full and direct access to PPB and City staff, employees, facilities, and documents reasonably necessary to carry COCL’s delineated duties.
 - a. COCL shall tailor any document requests to those reasonably necessary under the parameters of COCL’s duties and obligations of the City as set forth in the Settlement Agreement.
 - b. COCL shall not disclose privileged and confidential documents and information without prior written approval of the City Attorney’s Office. Documents and information exempt from disclosure under the Oregon Public Records Act are non-public and confidential.
 - c. COCL shall cooperate with PPB and the City to access people, facilities, and documents in a reasonable manner that minimizes interference with the City’s daily operations.
 - i. COCL shall be permitted to observe meetings and trainings of City employees, and shall arrange such observation through the PPB Inspector General or City Attorney’s Office so as to minimize interference with daily operations.
 - ii. COCL may also conduct on-site reviews without prior notice to PPB or the City, as reasonably necessary in COCL’s professional judgment.

3. **Work Plan.** No later than one month after execution of the contract, and no later than January 31 of each calendar year hereafter, COCL shall develop and share with the City and USDOJ an annual work plan detailing the proposed timelines for quarterly reports, standing meetings, and other repeated compliance tasks as set forth in this SOW. COCL's Progress Reports submitted monthly with the invoices shall report progress towards the work plan, and shall list the tasks performed by COCL personnel, the dates of performance, whether the individual performed the work in Portland, and the Sections of the Settlement Agreement to which the tasks correspond.
4. **Consultation Duties** (§§ 74–77, 85, 86, 160). To the extent that time and resources allow, and as agreed upon by the City and COCL in writing, the COCL shall be available to consult with City personnel regarding:
 - a. PPB's quarterly review of use of force and reports on patterns and trends;
 - b. PPB's annual training needs assessment, training plan, and training effectiveness measurements;
 - c. Methods to increase meaningful community engagement; and
 - d. A strategy for achieving compliance with the terms of the Settlement Agreement.
5. **Review of Policies and Training** (§ 166). COCL will provide comments to PPB within 45 days after PPB sends copies of policies, procedures, protocols, training curricula, and practices specific to Settlement Agreement provisions on use of force, training, community-based mental health services, crisis intervention, employee information systems, officer accountability, and community engagement. In developing those comments, COCL shall seek the timely input of relevant members of the Training Division and patrol officers, as well as members of the community. See also "Community Liaison" duties below.
6. **Compliance Reviews** (§ 158–161, 173).
 - a. COCL shall deliver quarterly written reports on the City's compliance with and implementation of the terms of the Settlement Agreement. Those quarterly reports shall include:
 - i. A description of the methodology and monitoring activities employed;
 - ii. An assessment of compliance for each paragraph of the Settlement Agreement;
 - iii. Recommendations for necessary steps to achieve compliance with the terms of each paragraph of the Settlement Agreement; and
 - iv. Substantiation for those compliance reviews and recommendations.
 - b. COCL must provide the quarterly reports in draft form to the Parties with 30 days to comment. During that time, COCL shall hold quarterly town hall meetings to

present the draft report and to receive public comment, both live, in person or via video teleconference, and via online or email submissions. Written comments received must be posted on the COCL website. These quarterly “town hall” meetings may, but are not required to, take place at monthly meetings of the Portland Committee on Community-Engaged Policing (“PCCEP”). See “Community Liaison” duties below.

- c. COCL shall consider Parties’ responses to the draft report, revising the report as appropriate, and then shall issue a final report, which will be posted on the COCL website. The Parties’ responses to the draft shall also be posted.
- d. COCL Compliance Reviews may be submitted to the Court if questions arise concerning compliance with the Settlement Agreement.
- e. COCL shall conduct additional reviews regarding the implementation of the Settlement Agreement as COCL, the City, or DOJ deems appropriate.

7. Outcome Assessments (¶¶ 170–71).

- a. COCL shall perform semi-annual Outcome Assessments, informed by: (a) use of force data, (b) mental health interaction data, (c) training data, (d) performance data, and (e) accountability data, each as each detailed in the Settlement Agreement.
- b. COCL’s Outcome Assessments shall evaluate whether the City and PPB’s implementation of the Settlement Agreement has created:
 - i. Capable systems and resources for responding to persons in mental health crisis;
 - ii. Competent accountability and oversight systems;
 - iii. Effective training for police officers necessary for effective and successful delivery of service to persons in mental health crisis;
 - iv. Proper management of the use of force to meet constitutional standards; and
 - v. Robust systems of community engagement. (¶ 149)
- c. In these outcome assessments, COCL may use relevant, reasonably reliable and complete data from PPB. COCL shall also solicit input from community groups or initiatives that have relevant experience conducting statistical analyses.
- d. COCL must provide the semi-annual Outcome Assessments in draft form to the Parties with 30 days to comment. The Outcome Assessments may be included with COCL’s Compliance Reviews, with the Outcome Assessments presented as separate sections from the Compliance Reviews.
- e. During the comment period, COCL shall hold a community forum to present the draft Outcome Assessment and to receive public comment, both in person or via video teleconference, and via online or email submissions. Written comments received must be posted on the COCL website. These semi-annual community

forum meetings may be integrated with COCL's quarterly town hall meetings to present the Compliance Reviews. See "Community Liaison" duties below.

8. Community Liaison Duties (¶¶ 160, 166).

- a. COCL shall maintain a public-facing website, www.portlandcocl.com.
 - i. COCL must timely post Compliance Reviews, and Outcome Assessments, and notices of town hall meetings, as well as links to PCCEP's website and YouTube page, where minutes and recordings from prior town halls are posted by the City.
 - ii. COCL's website shall contain contact information for public members to send comments, concerns, or questions directly to the COCL team. COCL shall timely respond to any such comments, concerns, or questions from community members.
- b. COCL shall attend all PCCEP general meetings, and shall endeavor to attend all PCCEP Subcommittee meetings deemed relevant to the Settlement Agreement by COCL.
- c. COCL shall be available to consult with PCCEP staff and members on effective community engagement techniques to support and enhance the effectiveness of the PCCEP in achieving its mission. Specifically, the COCL shall, with the City and in consultation with the PCCEP, ensure that significant efforts are made to procure attendance by participants broadly representative of the many and diverse communities in Portland.
- d. COCL shall present the quarterly Compliance Reviews and semi-annual Outcome Assessments at a town hall, which may be included in a PCCEP meeting.
- e. COCL shall regularly seek input, whether in the form of surveys, public forums or other methods, from community members with respect to significant changes to PPB policies, procedures, protocols, and training curricula.

9. Court Appearances. COCL shall attend all court appearances related to the Settlement Agreement in the U.S. District Court, District of Oregon located in Portland.