

Submitted  
1-28-16

**Portland Police Bureau Responses to OIR Group Fourth Report to the City of Portland  
Portland Police Bureau Officer-Involved Shootings**

1. *The Bureau should ensure that command staff recognizes that it should be the overarching objective of every tactical engagement for the Bureau to influence the outcome. (Report, p.19)*

**Agree.** The Police Bureau completely agrees with the philosophy that the goal is for all members to influence the desired outcome of all encounters, including tactical engagements. Command staff and supervisors should be particularly focused on this philosophy during their supervision of calls as well as their reviews of incidents.

2. *The Bureau should ensure that its officers have not misinterpreted the principles behind the 21-foot rule and provide more contemporary training designed to ensure that officers recognize the appropriate considerations in determining whether and when to use deadly force against someone wielding an edged weapon. (Report, p.20)*

**Agree. Current practice.** The Training Division instructs members to make force decisions based on the totality of the circumstances. During the 2011 In-Service, all members were provided with instruction on “The Reactionary Gap” which included a discussion of the problems associated with referring to this gap as the “21-Foot Rule.” Ultimately, the distance between the member and a suspect is germane to force decision making, but it is not the sole factor members are trained to rely on.

3. *When the circumstances surrounding an officer-involved shooting present Constitutional issues regarding the decision making of involved officers, the Bureau’s review process should incorporate, discuss, and assess those decisions. (Report, p.23)*

**Agree. Current practice.** The Bureau’s review process takes information from a variety of sources, and the Bureau relies on both the District Attorney and the City Attorney to provide an assessment of the member’s legal standing when it is relevant to the case. The assessment is included in the administrative review of the case and shared with the Police Review Board. Additionally, a City Attorney is present as an advisory member at all Police review Boards.

4. *When the Chief’s disciplinary determination is based on a rationale that contradicts conclusions made in either the Training Division Review or the Commander’s Review and Findings, the disciplinary letter should explicitly address the contradiction and set out the reasons for the disagreement. (Report, p.27)*

**Agree.** The Police Bureau agrees with this recommendation and all such contradictory conclusions will include the reasons for the disagreement.

5. *The Bureau should implement the recommendation made by the Police Review Board and outside experts following the shooting of Mr. Monroe and move to incompatible lethal and non-lethal weapons platforms so that an officer could not mistakenly load lethal rounds into a less lethal weapon. (Report, p.30)*

**Agree.** The Bureau now formally enters all recommendations, regardless of source, into an Action Item Database. The Action Item Database indicates whether the Bureau is accepting the recommendation, if not, why not, and if so, who is responsible for accomplishing the item. The Chief reviews this list weekly with the Captain of the Professional Standards Division and is notified when the item is accomplished. The Chief affirms the item is accomplished to the desired standard and signs off on it.

With respect to the Police Bureau's Less Lethal program, we have made substantial changes since the incident that was reviewed. Only members certified by the Training Division may carry and use the less lethal shotgun. The list of certified members was reviewed and approved by the Training Division. All members must complete Less Lethal In-service training when it is conducted by the Bureau to remain certified and must qualify at each qualification period three times a year. Members must give a verbal warning prior to firing the less lethal shotgun when feasible. The delivery of this warning is also a required part of the regular qualification process and the announcement must be made at each firing stage.

Less lethal certified operators may not carry a standard 12 gauge shotgun, nor any standard 12 gauge ammunition on their person, in their vehicle, or in their gear bag. Less lethal operators may not carry any extra or replacement less lethal ammunition either. Less lethal shotguns are stored in the armory with the less lethal rounds on a side saddle carrier and/or a butt stock carrier. The operators are required to visually and physically inspect each round as they load the gun in their cars from this supply only and they are encouraged to have another member view and confirm this. All of our new patrol vehicles (including the 60 new FIU's received this year) are equipped with a strong interior light to help clearly see during this loading process. These changes are captured in Police Bureau Policy 1050.00. Additionally, the Bureau is currently testing and researching the 40 mm less lethal platform for potential replacement of the patrol less lethal shotguns. The Bureau's Special Emergency Reaction Team (SERT) and Rapid Response Team (RRT) both recently adopted the 40 mm platform.

6. *In addition to any discipline imposed, the Bureau should include a targeted retraining component whenever it determines that a member has violated its performance policy. (Report, p.31)*

**Agree. Current practice.** The Training Division participates as an advisor in all Police Review Boards and provides its input on employee performance issues. The Training Division's participation helps shape the Review Board's discussion and recommendations. Robust discussions occur regarding the appropriateness of training and / or discipline as the appropriate

corrective action. Whenever the Chief feels a member's performance in a disciplinary matter would be improved through the delivery of retraining, the Training Division can and has been tasked with the development of a training plan for the involved member. Additionally the Chief frequently asks the involved member, when appropriate, during Due Process if they feel they were adequately trained or if additional training would be helpful.

7. *The City should ensure that Police Bureau crisis communications instructors regularly provide training to dispatchers, either as part of the Police Bureau's Critical Incident Management Training or during the Bureau of Emergency Communications' annual in-service training. (Report, p.42)*

**Agree. In progress.** The Behavioral Health Unit (BHU) has provided training to the Bureau of Emergency Communications (BOEC) on the new Enhanced Crisis Intervention Team (ECIT) Dispatch Protocols. Through BHU, the Bureau has extended an offer to help with the development and/or delivery of crisis communication content to the members of the BOEC during their annual In-Service.

8. *The City and Bureau should consider ways to formally bring Bureau of Emergency Communications supervisors or decision makers into the Police Bureau's review process in cases where a dispatcher's judgment or performance is potentially at issue. (Report, p.42)*

**Agree.** The Bureau agrees with this recommendation though we recognize the numerous barriers that exist. These include such issues as multiple Bureaus and collective bargaining agreements that prevent us from involving civilian BOEC member's conduct in the formal Police Review Board process that is designed to review sworn Police Bureau member's conduct and actions. However, the Bureau *can* develop an effective process that meets the intent of this recommendation where any information developed about a dispatcher's judgment or performance can be debriefed, discussed, and/or forwarded to the Bureau of Emergency Communications for consideration by their internal review processes.

9. *Specialized units performing planned operations in a patrol area that could require assistance from patrol personnel (or could be interfered with unwittingly by patrol personnel) should alert the patrol supervisors and personnel unless there is a documented reason why such an alert could jeopardize the operation. (Report, p.55)*

**Agree, in part.** The specialty units performing planned operations in a patrol area that could require assistance from patrol personnel (or could be interfered with unwittingly by patrol personnel), should alert the patrol supervisors of their activities unless such an alert could jeopardize the operation or is not practically feasible. This decision making should be at the discretion of the specialty unit supervisor and will be incorporated in future sergeant academy training. This training will include supervisory decision making, surrounding when such

notification could jeopardize an investigation. This could include: operations of a sensitive or confidential nature; potential media or civilian monitoring of police radio communications; surveillance activities planned to remain as surveillance only; or transitory dynamic follows, moving rapidly throughout the city where continual updates to patrol supervisors would be impractical.

10. *The Bureau should continue with its rigorous scenario based training, and should ensure that when it decides on a change in tactics or techniques, that change is communicated to all personnel, not just those who attend more recent training. (Report, p.57)*

**Agree. Current practice.** The Police Bureau will continue its rigorous use of scenario based training and has since the opening of our Training Facility which is specifically structured for this purpose.

The Training Division regularly communicates changes in training tactics or techniques through a variety of sources. The type of communication depends largely on the degree of change. For significant changes, the Training Division provides instruction and/or scenario-based training during annual In-Service to update all members. For minor changes, the Training Division provides updates using Roll Call Videos or Tips and Techniques Bulletins to update all members.

11. *When a K9 is used in a shooting incident, evaluation of the K9 deployment should be part of the Training Division Review, Commander's Review and Findings, and Police Review Board discussion. (Report, p.58)*

**Agree. Current practice.** As part of the review of an officer-involved shooting, the Training Division examines all applications of force, including the application of a police K-9. The Training Review is included in the Administrative Review and informs both the Commander's Review and Findings and the Police Review Board discussion and recommendations.

12. *When specialized units are involved in an incident along with patrol units, both Commanders should have a role in preparing the review and findings, based on the relative level of involvement of their personnel. (Report, p.59)*

**Agree. Current Practice.** The Police Bureau completely agrees with the recommendation for the review and involvement of all unit Commanders when their personnel are involved in such an incident. The Chief of Police will make the determination on a case by case basis what the extent of each Commander's role will be in the review and finding's process.

13. *The Bureau should review critical incidents with neighboring jurisdictions and attempt to develop universal procedures and best practices for assisting units to alert the handling*

*jurisdiction that they have arrived to assist, as well as radio communication protocols to ensure the most timely and complete sharing of information and to advance principles of officer safety. (Report, p.60)*

**Agree.** The Bureau already participates in such coordinated efforts with its Special Emergency Reaction Team, Explosives Disposal Unit, Rapid Response Team and Detective Division. The Bureau also welcomes and agrees that a greater expansion of efforts in this area involving patrol units may be of benefit and will be explored with partner agencies and BOEC. Currently, the Bureau invites BOEC to participate in debriefings, lessons learned or best practice discussions when appropriate.

Additionally, the Police Bureau is making progress in strengthening partnerships with local agencies. Over the course of the last two years, PPB command has become more involved with Oregon Association of Chiefs of Police and DPPST by attending their trainings and being involved with committee assignments. This has led to greater communication between command ranks, specifically of neighboring jurisdictions. Leadership from PPB has also met one on one and with larger command groups of local police agencies to strengthen ties and develop best practices.

- 14. The Commander's Review and Findings and Police Review Board should clearly explain the bases for their conclusions, and where a debrief is suggested on tactical concerns, should ensure that all potential areas are covered. (Report, p.66)*

**Agree. Current practice.** The Bureau agrees with this recommendation and the PRB Recommended Finding template memorandum has also been updated stating this requirement.

- 15. Whenever an officer makes a choice between weapons to deploy, the Training Review should include analysis of that choice. (Report, p.67)*

**Agree. Current Practice.** The Training Division Review focuses on key decision points throughout the deadly force encounter. This analysis includes a review of all force employed by the member(s), both lethal and non-lethal, and the tool(s) selected by the member(s).

- 16. Whenever an investigation into a critical incident reveals that a Bureau member is not fully aware of policy or training doctrine, Training should evaluate whether that officer's misunderstanding signals a broader need for a Bureau-wide briefing or training. (Report, p.67)*

**Agree. Current practice.** The Training Division participates as an advisor in all Police Review Boards. Through the review board process, the Training Division is made aware of training needs related to the incident. All recommendations related to training from the Police Review Board are captured in the Action Item Database and assigned for review. As part of the Annual Needs Assessment, the Training Division reviews all items in the Action Item Database and

makes a determination on whether or not the individual deficiencies in the case inform a bureau-wide training need.

17. *The Bureau should review training for supervisors periodically, and when they transfer substantive assignments should ensure they have received all relevant training. (Report, p.68)*

**Agree.** The Assistant Chiefs will review the names of the supervisors transferring to their respective branches and request the Training Division provide any needed training at the first opportunity. In addition, the Bureau now requires all supervisors receive annual performance evaluations. All members also now attend the same in-service training and all sworn Bureau members have received Critical Incident Management training. It should be noted that the amount of “dual list” (detectives with less supervisory experience who could also fill a sergeant role) supervisors remaining in the Bureau has dwindled down to just a few members.

18. *Internal Affairs supervisors, the Police Review Board, and anyone else reviewing the investigation should be vigilant in reviewing interviews not just to ensure coverage of all relevant subjects but also to monitor the form of the questions asked and to remind investigators to avoid compound, closed, and leading questions. (Report, p.69)*

**Agree. Current Practice.** The current Internal Affairs Standard Operating Procedure #20 (Internal Affairs Investigation Procedures) gives clear direction regarding these concerns. IA command and supervisors will be vigilant in ensuring investigators are reminded about these concerns to include periodically sitting in on interviews as well as continuing weekly investigator case briefings.

19. *The Bureau should develop some mechanism to ensure that any systemic concern raised by a participant during the investigation or in after action reports is evaluated to determine whether or how to address it. (Report, p.71)*

**Agree. Current Practice.** Internal Affairs Standard Operating Procedure #41 (Action Item Data Base) tracks recommendations received from internal as well as external sources after they are assigned by the Chief of Police to the appropriate Branch Assistant Chief. Once the Action Item has been addressed, only the Chief can designate the Action Item as “Closed” (completed).

20. *The Bureau should provide a focused briefing to all supervisors reminding them of the Bureau’s expectations and training regarding the advisability of assigning involved officers to tactical roles after a shooting incident. (Report, p.85)*

**Agree.** The Training Division’s Critical Incident Management curriculum and training addresses this point during the initial training. The Bureau will provide this emphasized

briefing to all supervisors during the next Supervisor's In-Service as well as ensure this specific point is always looked at during the review process.

21. *The Bureau should devise protocols instructing Commanders to defer to their supervisors any post-incident officer-involved shooting assessment in which they were operationally involved. (Report, p.86)*

**Agree. Current Practice.** Before any completed Administrative Investigation is sent out for review, checks are made to ensure the appropriate command supervisor (operationally uninvolved) is assigned the findings.

22. *The Bureau should evaluate whether it is appropriate to use a K9 to approach and bite an injured subject following an officer-involved shooting. (Report, p.95)*

**Disagree.** The Police Bureau has made significant strides in its philosophy and ability to rapidly administer first-aid to those suspects injured in deadly force encounters. Officers and supervisors now rapidly assess how to best safely and quickly approach downed suspects. That assessment includes: evaluating the suspect's access to their weapon, calling out and giving verbal direction to suspects; evaluating the ability to approach down suspects on foot; utilizing shields or vehicles or other cover to approach safely; utilizing a K9; and utilizing a call-out for SERT personnel.

The ability to utilize a K9 provides an option that may allow Bureau members to rapidly provide first-aid safely and it may prevent a much lengthier SERT call-out. It gives Bureau members the ability to determine: if a suspect is injured; lying in wait intentionally being unresponsive; or unconscious and able to be safely approached and treated. It also may prevent a second use of deadly force in an incident. The Bureau has a high degree of confidence in the capabilities of our extensively trained K9 units.

23. *Following incidents that involve outside security personnel, the Bureau should consider ways to engage those security forces in the review process and include them in any after-action plans that impact their roles in such incidents. (Report, p.96)*

**Agree:** The Police Bureau agrees that engagement and information-sharing with outside security personnel is important for improving communication, coordination and the influence of positive outcomes. The Bureau will work to determine the appropriate sequence and responsible Bureau member to establish communication and engagement for the sharing of information learned in the review. The Bureau currently participates and co-chairs a monthly meeting of private security providers and other involved parties that could be examined as a conduit for such processes.

24. *When the subject of an officer-involved shooting has a history of mental health diagnoses and treatment, the Behavioral Health Unit should holistically review the mental health issues presented in an effort to further the Bureau's alliances with the City's mental health care providers and identify possible ways in which the subject's needs could have been more effectively addressed prior to the officer-involved shooting. This review should be included among the materials considered by the Police Review Board. (Report, p.100)*

**Agree.** We agree with the spirit of the recommendation, understanding law enforcement can only act as a conduit of information to those who are involved in the mental health profession. Law enforcement does not have the expertise to make judgment or determine gaps in mental health services. Understanding our leadership role in the community, the Police Bureau is willing to explore options and opportunities for engagement with mental health professionals, allowing those professionals to apply their level of expertise in influencing positive outcomes.

25. *The Bureau's training and review processes should continue to diligently train officers for their encounters with people in crisis; should maintain their rigorous standards for evaluating uses of deadly force, even when it is evident that the subject intended to precipitate the encounter with the desire to have officers end his or her life; and should guard against the language, culture, and mentality that suggests the death of a suicidal individual in such an encounter is inevitable. (Report, p.105).*

**Agree. Current practice.** The Bureau respects the value and sanctity of human life and it places a strong emphasis on resolving confrontations with as little reliance on force as necessary. The Bureau continues to provide members with training and scenarios related to encounters with people in crisis.

The Training Division will continue to emphasize the Bureau's overarching goals, and encourage members to employ reasonable tactics in an effort to influence the final outcome of the encounter. In addition, the Training Division will ensure its Training Reviews do not use language that implies the death of a suicidal individual in an encounter is inevitable.

26. *The Bureau should regularly assess the effectiveness of its Sergeant's Academy and Critical Incident Management training for field supervisors and consider whether they adequately instruct sergeants to maintain their supervisory perspective and avoid tactical involvement in incidents in which their officers are involved. The Bureau should hold accountable those supervisors who fail to adhere to these training standards. (Report, p.106)*

**Agree. Current practice.** On an annual basis, the Metro Sergeant's Academy workgroup reviews all curricula in the academy to determine if the instruction is providing the desired result. This year's review also included a survey of all the participating agencies to ensure the academy is delivering instruction consistent with their needs.

Furthermore, the Training Division will conduct a review of its Critical Incident Management Curriculum to ensure we provide clear direction to supervisors on their preferred role in a tactical incident.

The Training Division review of a deadly force encounter includes a review of the Supervisor's performance during the incident. The Training Review is included in the Administrative Review and it informs both the Commander's Review and Findings and the Police Review Board discussion and recommendations. The Police Review Board is tasked with examining the actions of supervisory personnel in all cases.

When the Police Review Board finds a member's actions have violated policy, it is the responsibility of the Chief of Police and the Police Commissioner to determine the appropriate corrective action. Supervisors have been the subject of corrective action as a result of the Police review Board process.

27. *The Bureau should direct the Training Division to include in its Review of each officer-involved shooting an examination of any supervisory issues presented, with an emphasis on identifying whether first level supervisors engaged tactically instead of assuming a command role. (Report, p.107)*

**Agree. Current practice.** The Training Division reviews the supervision and management of all officer-involved shootings. This review includes pre-planning (when appropriate), the supervisor's role during the encounter (when appropriate), and post use of force supervision. This review includes a determination of how well the responding supervisor's actions comported with the training they have received.

28. *The Bureau should review its training on the use of ballistic shields to confirm that it accurately informs sergeants of the capabilities and limitations of the shield and to ensure that all sergeants receive this training. (Report, p.108)*

**Agree. Current practice.** During In-Service in 2014 and 2015, all members participated in training related to the use of the ballistic shield. This training included a review of the deployment of the ballistic shield and its limitations, and the Police Bureau's policy on providing emergency medical aid.

Also in 2015, the Bureau transitioned to a new shield and Training Division produced a roll call video to update all members. The video included a review of the use, ballistic protections and limitations of the shield.

29. *When an officer uses deadly force, the Bureau's review of that incident – by the Training Division, Commander, and Police Review Board – should consider any prior uses of deadly*

*force and evaluate whether there are significant parallels between the officer's tactical decision making in the incidents. (Report, p.110)*

**Agree in part.** The Bureau agrees that such a review should be conducted, but it should be conducted “post” event. That is, after the PRB has made a decision regarding the current event being in or out of policy. A post-event review removes any potential bias, improves internal procedural legitimacy, and still allows this important function to occur in a meaningful way. It is also consistent with our discipline process. We look at past behavior *after* an independent review of the current event in order to ensure a bias free process and ensure the most appropriate corrective action is applied.

30. *When an officer has been involved in more than one use of deadly force the Bureau should engage that officer in a command-level debrief of the incidents to help both the Bureau and the officer identify any patterns or parallels between the multiple events that should be addressed through training or other corrective action. (Report, p.111)*

**Agree.** The Training Division will conduct the review to be used by the Police Review Board and the officer to evaluate and make a determination as to whether or not there are any patterns or parallels between the past events, to include additional training for the member(s) as deemed necessary and appropriate.

31. *The Bureau and the City should begin as soon as possible a dialogue with the Portland Police Association to remove the 48-hour rule restriction on interviewing involved officers in shootings and in-custody deaths. (Report, p.117)*

**Agree.** The Bureau agrees with the recommendation to open dialogue with the Portland Police Association to discuss the removal of the Advance Notice clause (48-hour rule) contained in Article 61 of the Collective Bargaining agreement (it should be noted that the current contract between the City and PPA is not set for renewal until July 2017). The City of Portland recently removed the language associated with the “48 hour rule” during the latest collective bargaining process with the Portland Police Commanding Officers Association (PPCOA).

In the course of several reviews of officer-involved use of deadly force, the issues surrounding the 48-hour rule have permeated many of the discussions. Despite these numerous discussions, there still appears to be significant confusion regarding the 48-hour rule and what its elimination would accomplish. In this response, we feel it is imperative to define what the 48-rule is and what it is not in order to better manage the community's expectations if it were to be eliminated.

When an officer-involved shooting occurs, there are two different investigative tracks: a criminal investigation completed by detectives and an administrative investigation completed

by Internal Affairs investigators. In regard to the criminal investigation, members of the Police Bureau are afforded the same rights under the Constitution of the United States as all other citizens; therefore, they have the right to decline voluntary interviews that could cause them self-incrimination. In the administrative process, members must provide a statement and if they refuse, they can face discipline, up to and including termination. In short, criminal investigation statements are voluntary; administrative investigation statements are compelled.

The 48-hour rule pertains only to the administrative process and has nothing to do with voluntary interviews in the criminal investigation. **In fact, it should be noted first and foremost that the 48-hour rule does not restrict officers from voluntarily giving a statement to Detectives conducting the criminal investigation on the night of the incident.**

The current Collective Bargaining agreement between the City of Portland and the Portland Police Association (PPA) states the following:

*61.2 Except as otherwise provided, the procedures contained in this section apply only to non-criminal investigations which may reasonably result in the discipline of the officer.*

*61.2.1 **Advance Notice.** Prior to being interviewed regarding an IAD or EEO investigation for any reason which could lead to disciplinary action, an officer shall be:*

*61.2.1.1 Informed of the nature of the investigation and whether the officer is a witness or a suspect, if and when known; informed of other information necessary to reasonably apprise the officer of the nature of the allegations of the complaint. Such information shall be provided in a reasonable period of time following its receipt by the City.*

*61.2.1.2 Afforded an opportunity and facilities to contact and consult privately with an attorney of the officer's choosing and/or a representative of the Association.*

*61.2.1.3 Whenever delay in conducting the interview will not jeopardize the successful accomplishment of the investigation or when criminal culpability is not at issue, advance notice shall be given the officer not less than forty-eight (48) hours before the initial interview commences or written reports are required from the officer. The advance notice shall include whether the officer is a witness or a suspect, the location, date and time of the incident, the complainant's name, and the nature of the allegation against the officer.*

As illustrated in Article 61 of the agreement, the advance notice of an administrative interview is required as it is related *solely* to the Internal Affairs administrative process. In regard to the criminal investigation, it is current practice for members of the Detective Division to always request a voluntary statement and a voluntary walk through immediately after the incident. The request and response is documented by the requesting detective.

If the 48-hour rule were to be removed from the Collective Bargaining agreement, it would not accomplish the ultimate goal of being able to provide transparency and information to a

concerned public. If the City were to release statements made from compelled interviews, the City could and would be in conflict with the District Attorney's direction of the criminal investigation. In cases where the use of deadly force results in the death of another, Oregon State law puts the control of the investigation under the District Attorney for the county of occurrence, not the police department. This conflict could create an incident in which the District Attorney may not be able to prosecute an officer if it appeared there was criminal culpability.

Nothing discovered in an administrative investigation can be used in a criminal investigation. Therefore, in consulting with the District Attorney and the Portland City Attorney, we have been advised that the State of Oregon only uses "transactional immunity" and once we have ordered an officer to provide a statement that could create immunity for that officer for the entire incident.

The outcome of doing an immediate on-scene compelled interview, because of this transactional immunity, could prevent the potential criminal prosecution of a member of the Portland Police Bureau and would require a written agreement from the District Attorney that the administrative investigation would take precedence over the criminal investigation.

## IMPACT STATEMENT

**Legislation title:** Transmit Report to the City of Portland on Portland Police Bureau Officer-Involved Shootings and In Custody Deaths by the Office of Independent Review

**Contact name:** Constantin Severe, IPR Director

**Contact phone:** (503) 823-0146

**Presenter name:** Constantin Severe

**Purpose of proposed legislation and background information:**

The Office of Independent Review (OIR) is presenting their fourth report of their review of closed investigations of Portland Police Bureau officer-involved shootings and in-custody deaths that occurred between 2011 and 2013. OIR was hired by the City Auditor in 2010 as outside experts to examine these cases and provide their insights and recommendations to the City.

**Financial and budgetary impacts:**

N/A

**Community impacts and community involvement:**

This report has significant value for the Auditor's Office, City Council, for the Police Bureau, and most importantly, for the community we serve. This report is an independent account of eleven officer-involved shootings and details how the Portland Police Bureau investigated and reviewed each. The analysis centers on the quality and thoroughness of the Police Bureau's internal investigation and review of each of the incidents. The report identifies areas of notable improvement, identifies issues that need to be addressed and makes recommendations for change.

In the years since OIR was tasked with this project, they have met with community advocacy groups, including mental health advocates and members of the Albina Ministerial Alliance, the civilian coordinator of the Police Bureau's Crisis Intervention Team program, members of the Citizen Review Committee, and Portland Copwatch. They also met with Police Bureau executives, a civilian facilitator of the Police Review Board and the president of the Portland Police Association. This public involvement helped inform OIR staff of the historical context of the incidents that occurred. Stakeholders were also able to provide relevant information and community perspective as the project developed.

OIR will be holding a meeting with the community to discuss this report on January 27.

### Budgetary Impact Worksheet

**Does this action change appropriations?**

**YES:** Please complete the information below.

**NO:** Skip this section

Fund	Fund Center	Commitment Item	Functional Area	Funded Program	Grant	Sponsored Program	Amount