**City of Portland**

**Police Accountability Commission  
Areas of Agreement on Best Practices, and Practices to Avoid,  
from Other Jurisdictions**

The Police Accountability Commission agrees that the following items are best practices from other jurisdictions.

## **Policy**

**A1. The oversight body is empowered to take input from community members on broad policing policy issues.**

Spreadsheet Reference: DH-004

Identified in: San Diego (City)

In the City of San Diego, the Board is able to take input from community members on policy issues, and is not limited in the policy areas they can discuss by law, elected official limitation, or origination from a case or pattern of cases of alleged misconduct. Community involvement is vital to the success of their oversight system.

**A2. The oversight body can assess implications of alleged misconduct cases they review, including on policy, procedure, and training, and take action after this assessment.**

Spreadsheet Reference: Lines DH-001, DH-002, DH-007, DH-008

Identified in: San Diego (City), New York City, San Diego (County)

Deriving policy recommendations from real-world complaints allows for the system to improve by finding places where a policy does not explicitly define a certain type of undesirable conduct as misconduct, and taking action to rectify this by improving the policy for future cases. This also allows for assessing cases where policy or procedure prevents a certain type of conduct, but training for officers did not sufficiently convey this expectation, and creating training changes or recommendations based on the knowledge gained from assessing these cases.

In the City of San Diego, the Board can, as part of assessing cases, make recommendations to the Chief of Police on policy changes.

In New York, these recommendations are on policy, procedure and training and are made to both the Chief and public.

In San Diego County, the Board can make policy or rule change recommendations along with votes on findings on individual cases.

**A3. Oversight body has authority to make recommendations regarding policy and training.**

Spreadsheet Reference: DA-025

Identified in: Denver, Seattle, Oakland, San Diego County

Oversight boards develop an understanding of police officer actions and their impact on community members. Recommending policy and training improvements based on that understanding has the potential to improve police department operations.

Additionally, in San Diego County the oversight body regularly reviews policy, training, and protocols, and recommends changes to police as well as the Mayor and City Council.

**A4. The oversight body sets policy for the police department.**

Spreadsheet Reference: Line DH-005, DA-024

Identified in: San Francisco, Oakland

This authority encompasses a direct policy-setting authority in San Francisco, where the Police Commission sets policy for the police department, as well as the primary policy-approving authority in Oakland.

In Oakland, the Police Department must seek approval from the Police Commission for changes to policy, rules, practices, customs, and General Orders. Should the Commission disagree with the Police Department, the City Council has 120 days to overrule the Commission’s disagreement and confirm the changes proposed by the police department, but the Council is not obligated to do so and in the absence of Council action, the Police Commission decision is final. This practice ensures that community input is incorporated into the adoption of policy for the police department.

**A5. The oversight body has a staff unit focused on policy.**

Spreadsheet Reference: Line DH-006

Identified in: New York

In New York, the oversight body has a policy unit of paid staff members. The policy unit does data analysis, includes lawyers, makes monthly, semi-annual and annual reports.

## **B. Board Jurisdiction and Case Authority**

**B1. Oversight Body has defined authority over misconduct directly affecting the public.**

Spreadsheet Reference: Line DH-081, DH-084, DH-086, DH-087

Identified in: San Diego (City), New York, San Francisco, San Diego (County)

In the City of San Diego, the Board has authority over officer-involved shootings, deaths in custody and other specific incidents: Force resulting in bodily injury; dishonesty including perjury, false reports & concealing evidence; cases of substantial public interest; where data shows pattern of inappropriate policies; sexual misconduct; physical assaults; domestic violence.

In San Francisco, the oversight body investigates unlawful search/arrest, biased policing, dishonesty, sexual assaults, use of force with bodily injury/death, officer shootings, misconduct, improper performance including unwarranted action, neglect of duty, use of force, conduct unbecoming (like rudeness).

In San Diego County, the list includes excessive force; discrimination; sexual harassment; improper discharge of firearm; illegal search/seizure; false arrest; false reporting; criminal conduct; death caused by law enforcement; misconduct, improper or illegal act, omission or decision that directly affects a person or property; violation of orders; unbecoming conduct including discourtesy, harassment, intimidation, procedure, retaliation, untruthfulness; use of force with injury; force used at protests.

New York is a partial best practice, as the list is limited; their Board has authority over Force, Abuse of authority, Discourtesy, Offensive language (FADO cases). This includes improper search/seizure, failure to identify, untruthfulness, sexual misconduct. However, in New York it does not have authority over theft of money, neglect of duty, corruption, perjury and off duty criminal conduct.

**B2. The oversight body has authority to receive all complaints, even about items it may not have investigative authority over.**

Spreadsheet reference: Line AT-001

Identified in: Chicago

Chicago has the Civilian Office of Police Accountability (COPA), which takes all complaints and forwards the complaints not under their jurisdiction to the proper body. COPA is independent of the Police Bureau, and this type of process would show the public that the process is independent of police influence. Intake going through a non-police entity would also avoid the risk of discouraging community members from filing through police or at police buildings.

**33. Oversight board has authority to direct Monitor (Agency Director) to investigate certain cases, review closed cases when the monitor conducted the investigation. Board has access to certain portions of personnel files, investigative files and may make recommendations regarding quality of investigation and findings and discipline.**

Identified in: Denver

The oversight board serves as the eyes and ears of the public, so the more involvement they have in individual cases, the better.

**36. A standing civilian Police Accountability Board (PAB) receives complaints, appoints civilians to a civilian Charging Committee and to any necessary Trial Boards, and reviews all data regarding complaints and submits an annual report each year to the local Council. The civilian PAB identifies trends and makes policy recommendations about the complaint process.**

Identified in: Maryland (State)

The civilian Police Accountability Board has significant power to influence all stages of the complaint and disciplinary process. The civilian Board touches all three layers of the process, including complaint, charging decision, and appeal. The civilian Board interacts directly with citizens making complaints, which increases both face time and credibility with the general public. The civilian Board appoints members to the civilian charging committee which reviews investigations and decides charges and discipline, ensuring civilians appoint civilians to a critical internal process. The civilian Board appoints a civilian to any Trial Boards which must be stood up during internal appeals, again ensuring that civilians appoint civilians at another critical point in the process.

## **C. Makeup of Oversight Board**

**C1. The oversight body is large enough to be representative of the City’s population**

Identified in: Washington DC, San Diego City, San Diego County, San Francisco, New York

Spreadsheet Line: JR-001, DH-009, DH-010, DH-012, DH-013

Larger A larger board members allows for more diversity, demographic, and geographics reflected in the community and ability to have smaller panels.

*Membership totals range from 5 to 23 members* (Washington DC: 5-15, SD City: 23, SF:7, NY: 15. SD County: 9-15) with many allowing some flexibility in totals.

**C2.** **Board member makeup should reflect the demographics, geographic and diversity of the community**

Identified in: Washington DC, San Diego City, New York  
Spreadsheet Line: JR-001, DH-010, DH-014

[Insert information here]

**C3. Selection criteria for membership includes subject matter expertise**

Identified in: Oakland, Denver, Seattle

Spreadsheet Line: DA-026

Considered as a makeup of board members. Examples include people with trial experience, civil rights or public defense lawyers, police accountability experience, lived experience

**C4. Designated alternates for oversight body**

Identified in: Oakland

Spreadsheet Line: DA-027

Alternates are selected along with active commissioners and are available when openings occur. Alternates serve on ad hoc committees.

## **D. Selection of Oversight Board**

**D1. Oversight body is appointed by Council.**

Identified in: San Diego, San Francisco

Spreadsheet Lines: JR-002, DH-016, DH-018

Investment by more people in the process helps with diversity, especially diversity of opinion. The use of a broad group of elected officials aids in diversity.

In San Diego, the Council as a whole appoints members.

In San Francisco, the Mayor and Board of Supervisors appoint members.

The PAC also identified counterexamples, including in Washington, DC, where the Mayor appoints members of the oversight body; The Commission considers this a practice to avoid.

**D2. Board members take an oath and sin affirmation upon appointment and reappointment.**

Identified in: San Diego City

Spreadsheet Lines: DH-017

Swearing in of the Board members.

D3. Application Process

## **E. Terms of Removal and Oversight Board Members**

**E1. Membership Terms and Renewals**

Identified in: San Diego City, New York, San Diego County, Denver

Spreadsheet Lines: DH-024, DH-028, DH-029, DA-030

Membership terms ranging for two-to-three-year renewable terms with total term limits form one renewal up a total of eight years max.

San Diego City: Includes staggered terms for membership continuity, 8 consecutive years max, two years wait after 8-year limit is reached but members can stay seated until replaced.

County San Diego: 3yr term, one term renewal, seated till replaced

Denver: Apply for another term and selected by nomination committee.

**8. Membership Conditions for Removal**

Identified in: San Diego City, New York, San Diego County, Denver

Spreadsheet Lines: DH-030, DA-031, DH-028, DH-238

*Attendance/Membership Activity:* Predetermined number of unexcused absence (Denver, San Diego City, County San Diego), unmet minimum participation, or workload requirement, inactivity in board activities (San Diego City)

*Administrative:* Criminally convicted and unable to serve; financial or personal conflict of interest; vacancies by death, resignation, no longer being a resident; failing to complete training (San Diego City, County San Diego).

*Ethical and Policy Violations:* unethical conduct, misuse of position/documents; violation of confidentiality (San Diego City, County San Diego).

**9. Removal Authority**

*Vote by board members:* removal recommendations forwarded to City Council for consideration, defense allowed (San Diego City).

*Board of Supervisors:* Board Chair notifies, who can remove members at any time (County San Diego).

Spreadsheet Lines: DH-027, DH-026

## **Public Nature of Meetings/ Hearings**

**10. Meetings open to the public with participation throughout**

Identified in: Oakland

The public should be an integral part of the system and feel welcome to offer opinions and participate at full commission meetings and in subcommittees.

**11. Open/transparent proceedings of misconduct cases**

Identified in: Oakland

Until 2006, police oversight agencies held open evidentiary hearings of misconduct complaints and public investigative reports. The public could follow the cases to understand exactly what the allegations of misconduct were against identified officers, how the complaints were investigated, and what the findings and recommendations for discipline were. California court case ended this practice, but Oakland advocates point to it as a best practice even though it is no longer possible in Calif.

**12. Sworn officer appeal hearings open to the public.**

Identified in: Seattle

Some appeal hearings are open to the public. If officer chooses arbitration then they are not. Best practice would be having all appeal hearings both from complainant and officer open to the public.

**13. Regularly scheduled Community Oversight Board public meetings with agency director, chief of police, and manager of public safety.**

Identified in: Denver

Open meetings with leaders in public safety and accountability give the oversight board and public the opportunity to discuss critical issues, ask questions, and consider policy issues.

**14. The proceedings of the Trial Board are open the public, except in certain circumstances, such as to protect the identity of a victim. The subject officer may not be compelled to testify.**

Identified in: Maryland (State)

The Trial Board is the least civilian-controlled part of the system, so making proceedings open to the public as far as possible increases transparency. It appears that the Trial Board meeting may be open to the public largely due to the fact that the subject officer may not be compelled to testify. It is possible that, if the subject officer has not been compelled to testify before this point, and they do not choose to testify at the Trial Board, no Garrity or 5th amendment self-incrimination challenges would be implicated, which would allow the proceeding to remain open to the public. However, it appears that the officer may choose to testify, which would likely trigger the same concerns as a Loudermill hearing, and the hearing would likely need to be closed or partially closed to protect that officer's 5th amendment rights against self-incrimination.

## **Budget**

**15. Oversight body conducts public review of police department budget**

Spreadsheet Reference (Column A): Line 73

Identified in: Oakland

More information: In Oakland, the oversight body (the [Oakland Police Commission](https://www.oaklandca.gov/boards-commissions/police-commission)) is the designated place for community input on decisions related to the police and oversight, including public review of and adjustments to the police department’s annual budget.

## **F. Hiring/Firing of Chief (or Staff)**

**16. Commission has integral role in hiring police chief and recommend four candidates to Mayor. It also has a key role to play in firing and with enough votes can make that decision independently of the mayor.**

Identified in: Oakland

Spreadsheet Reference Line: 83, 84

This approach ensures community input is considered in police chief selection and removal.

**17. Board hires Executive Director and conducts annual performance reviews. Contracts are for three years.** **Executive Director appointed by City Council, but serves at will and under direction of Board.** **Board sets policies, hires Director, oversees operations. Board conducts annual performance review of Director.**

Identified In: Washington DC, San Diego, New York

Spreadsheet Reference Lines: 78,79, 80, 81

San Diego Board also directs staff and in New York the Board directs operations. There will need to be a determination to consider if the Director should have discretion or not. County of San Diego conducts the annual review to have ongoing accountability of the Director.

## **Audit Functions**

**18. Inspector General position responsible for continuing DOJ or court monitor type of oversight, ensure allegations of misconduct are thoroughly investigated, identifies systemic practices and policies needing improvement. Commission hires and fires IG**

Identified in: Oakland

IG provides a layer of systemic oversight and ensures city remains in compliance with requirements in settlement agreement or consent decree

**19. Inspector General reviews all misconduct investigations to ensure they are complete before findings and discipline are determined.**

Identified in: Seattle

This practice helps ensure agency and/or Internal Affairs conducts thorough investigations.

**20. Sentinel Event Review -- this is a process overseen by the Office of Inspector General and led by a select group of community members, police representatives, and OIG. It studies in depth, a significant and undesirable event with the goal of prevention.**

Identified in:

A broad review of incidents of concern to the community for the purpose of learning from past mistakes gives the community and police the opportunity to learn and develop new policies and practices that will lead to better outcomes.

## **Reporting**

**21. Spell out required contents of agency and commission annual reports**

Identified in: Seattle

The annual report should contain certain data and information and that should be spelled out in the code.

**22. Include an online tracker for implementation of commission recommendations.**

Identified in: Seattle

Placing a recommendation tracker on the website gives the public the opportunity to see which commission, civilian agency, and IG recommendations have been implemented. The [Seattle tracker](https://www.seattle.gov/community-police-commission/our-work/recommendations-tracker) provides reasons for the recommendations that have not been implemented.

**23. Set number of oversight board meetings focused on public comment with one specifically tied to oversight board's annual report.**

Identified in: Denver

Involving the community and acting transparently should help contribute to system success.

**24. Every case reviewed is posted with detail on complaints/findings/outcomes with names (if complainant allows) as well as the names of the officers involved. Reports will be published in public websites that are easy to search and be able to be used for looking at patterns, etc.**

Identified in: Philadelphia

Philadelphia has decided that the way to gain accountability and trust in the police department is to be as transparent as possible.

**25. Post closed case summaries online**

Identified in: Seattle

Seattle’s Office of Police Accountability posts closed case summaries online. They include a summary of the incident and alleged misconduct, as well as the Director's response to each allegation of misconduct. If discipline is imposed, the type and severity of discipline are also included.

## **Collective Bargaining**

**26. A representative from the police commission has a seat at the bargaining table in contract negotiations.**

Identified in: Seattle

Having a commission member participate in police union contract negotiations would inject the community perspective.

**27. List names of commissioners and alternates on meeting agendas**

Identified in: Oakland

Agendas for Oakland commission meetings list commissioners' and alternates' names. (Note: Oregon Open Meetings Law requires meeting minutes/summaries to include the names of commission members)

## **Staff**

**28. Agency director is hired and serves at the pleasure of the oversight board.**

Identified in: Denver, Oakland

Giving oversight board/commission the authority to hire and fire the agency director makes the system more accountable to the community. This is already built into Portland's new system.

**29. Appoint screening committee to select candidates for agency director who will be forwarded to oversight board. After a community process, oversight board selects new agency director.**

Identified in: Denver

Screening committee is made up of oversight board chair, city council member, current or retired judge, director of Career Services Authority, person with extensive knowledge of police oversight or internal investigations but has never worked in Denver in law enforcement, and a justice system-involved community member selected by the oversight board.

**30. Employ a community process when selecting agency director.**

Identified in: Denver

Screening Committee forwards three candidate names to oversight board. Board conducts a community process and selects a candidate to recommend to city council for appointment. City Council confirms. Oversight board has authority to fire the agency director.

**31. Citizen Review Board will be volunteers from the community- small stipend for their work. They will have an Executive Director that is a paid city position as well as full staffers paid by the city to support the work of the CRB. Their budget is limited to less than 1% of the police department's budget.**

Identified in: Philadelphia

N/A

**32. Consider experience working with community along with investigative, policy, and management skills when hiring agency director.**

Identified in: Oakland

Oakland Community Police Review Agency interim director suggested that candidates with public defense or civil rights backgrounds might be better suited to lead oversight agencies because it is important for them to know how to connect to the community.

## **Independent Legal Counsel**

**37. Authority for civilian agency and/or oversight board to hire independent counsel.**

Identified in: Denver, Oakland

Independent counsel gives civilian oversight agency the legal advice they need to carry out its duties. City attorneys are responsible for representing the interests of the municipality, which sometimes conflicts with the interests of a civilian police oversight agency.

## **Timeframe for Filing Complaints**

**38. Deadline to file community complaints**

Identified in: Denver, Oakland

No firm deadline. Denver encourages waiting no longer than 60 days so it is easier to conduct the investigation while the event is still fresh. Oakland has no deadline but faces California's one-year statute of limitations mentioned above.

## **MISC**

**39. Uniform Three-tier structure for an entire state**

Identified in: Maryland

1. Accountability Commission - civilian  
2. Admin Charging - decision making where officer can accept or reject the decision and the Chief can only deviate to harsher penalty  
3. Trial Board - made up of one civilian, one law enforcement officer and a retired admin judge to moderate.

## **Investigative Process**

**40. Transparency for investigations**

Identified in: Philadelphia

While investigations are still proceeding, Philly publishes all the information in anonymous form, with names withheld. When investigations are complete, the information is published with identifying information.

**41. Investigation includes recommendation for how avoid misconduct or improve response**

Identified in: Chicago

Investigators can also assess policy issues regarding how incident could have been avoided, training, policy deficiencies, etc.

## **Intake**

**42. Members of the public may submit complaints to either a law enforcement agency or to the civilian Police Accountability Board.**

Identified in: Maryland (state)

Members of the public can submit complaints directly to law enforcement agencies, which are expressly required to facilitate the complaint process, or to a civilian Police Accountability Board. This reduces the chances that civilians will be frustrated in their attempts at making a complaint because they were turned away for making their complaint to the "wrong" person or agency. Forcing law enforcement agencies to accept complaints also requires law enforcement agencies to continue to bear some of the administrative load of the complaints which they generate.

**43. Centralized placed to receive all complaints and to investigate all allegations of all types (except for labor law disputes- like overtime issues, labor law issues within the police department).**

Identified in: Philadelphia

Simplifies the process and provides one centralized place of access

## **Discipline**

**44. A civilian Administrative Charging Committee shall recommend discipline in according with a standardized disciplinary matrix.**

Identified in: Maryland (state)

Civilians control the decision to charge. Charges then trigger what is essentially automatic discipline according to the disciplinary matrix. The standardization of the disciplinary matrix fosters transparency and predictability for both community members and members of law enforcement. The civilian charging committee is not required to "invent the wheel" from scratch each time they recommend administrative charges, which may save time and resources.

**45. The Chief of Police may deviate upwards from the discipline chosen by the civilian Administrative Charging Committee, but not downwards.**

Identified in: Maryland (state)

The Chief of Police is allowed to influence the discipline of the officer, which may lend the system more credibility with law enforcement officers. However, the Chief is bound by the charging decision made by the civilian charging committee. If the Chief wishes to deviate, the Chief may only deviate upwards, which means that civilians set a "floor" below which discipline may not fall. This can also serve as a check on the automatic disciplinary matrix, in case for some reason the discipline required by the matrix is insufficient to the instant case.

**46. An officer has a right to reject the discipline recommended by the Chief and ACC. An officer may request a Trial Board be convened for further review.**

Identified in: Maryland (state)

The officer has a right to request a third look at the disciplinary action being recommended. A separate trial board will be convened for each incident, and only at the request of the subject officer. No standing trial boards are required, which reduces spend and which also implies that they are considered for use only in exceptional circumstances.

**47. Discipline Committee - subset of police commission -- makes final call when oversight agency and police chief disagree on findings and discipline**

Identified in: Oakland

Incorporating a policy that creates a police commission discipline committee that makes the final call would ensure the civilian committee, not the police, have the final say.

**48. Citizen review board makes recommendations for discipline, action, but they do not have the power to execute it. It is up to the Police Department to follow the recommendations. When they decide they will not follow the recommendation they have to say why they won't**

Identified in: Philadelphia

This was because of how the law in PA is written

## **Hearing Process**

**49. Trial Boards consist of three members: one police officer of equal rank to the subject officer, selected by the Police Chief, one civilian chosen by the civilian Police Accountability Board, and one administrative law judge, selected by the chief county administrator.**

Identified in: Maryland (state)

We The Trial Board is the final step before state law requires that a party be allowed to appeal to the local circuit court. By including an administrative law judge as the deciding vote, the Trial Board process seems designed to ensure that anything that is appealed to a circuit court is easily upheld on appeal. The judge's expertise lends the impression that the investigation has been reviewed for any egregious errors, as well as that a neutral third party has reviewed, and had significant impact on, the case.

**50. A civilian Administrative Charging Committee shall review the investigation and make a determination that the subject officer shall be, or shall not be, administratively charged.**

Identified in: Maryland

A civilian administrative committee need not do the investigation itself in order to have a significant impact on the disciplinary process. Another option is to allow a law enforcement agency to do the investigation, and then routing the investigative file to a civilian group for review and charging and discipline decisions. Since the civilian group is not doing the heavy lift of conducting investigations, more resources and time can be dedicated to civilian oversight of the charging and discipline process.

## **Subpoena Power and Compelling Testimony**

**51. Police are required to be present at hearings/proceedings/investigation- it is part of their subpoena powers**

Identified in: Philadelphia

Still In Process

**52. Broad subpoena power, plus duty of all employees (including high level management) to cooperate and failure is grounds for termination**

Identified in: Chicago

Information access and cooperation required for accountability process to function. LA County Sheriff currently refusing to cooperate with oversight entities and thwarting investigation of deputy gangs

## **Continuous Improvement**

**53. Periodic complainant satisfaction surveys**

Identified in: Seattle

Conduct periodic complainant experience reports and develop recommendations for improving the system based on the information gathered. https://seattle.gov/documents/Departments/OPA/Reports/Complainant-Experience-Report-June-2021.pdf

**54. Require oversight commission to conduct self-evaluation every three years and determine whether commission should continue or change. If commission's charter is changed, require a report on change after one year**

Identified in: LA County

This allows for agency to evolve in response to changing circumstances

## **Officer Participation**

**55. Head of law enforcement agency or their designee attends and participates, but is not a voting member of oversight commission**

Identified in: LA County

Provides information and perspectives to commission and potentially helps law enforcement buy-in to oversight model

## **Structure and Internal Process**

**56. Integrating three forms of civilian oversight: investigatory, auditing/monitoring, and holistic review functions**

Identified in: Chicago

Chicago combines the three civilian accountability models: an **investigatory and disciplinary** function (Civilian Office of Police Accountability and the Police Board); an **auditing/monitoring** function (Public Safety Inspector General, which reviews patterns and practices for civil rights violations and fairness and consistency of officer discipline); and a **review** function (Community Commission for Public Safety--which drafts policies and can hire and fire leaders of police and accountability agencies). This allows oversight of both individual officer conduct and overall agency practices and policies.

## **Complaints Process**

**57. Workarounds if signed/sworn complaint cannot be obtained but investigation appears warranted**

Identified in: Chicago, LA County

To address the fact that many complaints were not being investigated due to the lack of verification, Chicago created an override system that allows COPA to investigate complaint and recommend override to Internal Affairs Chief; in LA County, if complaint is anonymous, it cannot be referred for investigation but it is reviewed and maintained for purposes of monitoring patterns and systems of misconduct

## **Mediation**

**58. Referral to mediation**

Identified in: Chicago

All complaints where discipline would be suspension of 30 days or less eligible for voluntary mediation

## **Community Engagement**

**59. Oversight Commission solicits community input and engagement on use-of-force incidents and civil rights issues and functions as bridge between community and law enforcement**

Identified in: Chicago, LA County

Builds community engagement and trust

## **Oversight Board Training**

**60. Civilian oversight board members get training and a reasonable stipend for service; vacancies must be filled within set period**

Identified in: Chicago, LA County

Chicago provides stipend of $15K; LA County provides stipend of $5K. LA County provides 6-month mandatory training and orientation, and vacancies must be filled within 60 days.

**61. CRB members will receive training on police law, investigations, criminal justice partners, the DA, policies/procedures, state constitutional law, community and civil rights organizations, etc.**

Identified in: Philadelphia

Still in process

The Police Accountability Commission agrees that the following items are practices to avoid from other jurisdictions.

**Practice to Avoid 1:** Statute of limitations on completing complaint process

**Identified in:** California (State Law)

**Justification:** According to sources in Oakland, there is a Calif. law that places a statute of limitations on completing complaint/disciplinary process of one year. If deadline is not met, the complaint investigation and disciplinary process is terminated.

**Practice to Avoid 2:** Civilian board and internal affairs running parallel investigations

**Identified in:** Oakland

**Justification:** The civilian board and the police internal affairs will conduct investigations at the same time, then decide on discipline together. This process appears to be very ineffective.

**Oakland: Civilian board and internal affairs running parallel investigations**

**Justification:** The civilian board and the police internal affairs will conduct investigations at the same time, then decide on discipline together. This process appears to be very ineffective.

**California: Statute of limitations on completing complaint process**

**Justification:** According to sources in Oakland, there is a Calif. law that places a statute of limitations on completing complaint/disciplinary process of one year. If deadline is not met, the complaint investigation and disciplinary process is terminated.

**Philadelphia: Citizen review board has subpoena powers and gets access to all the files and evidence. They are allowed to go to the crime scene and gather information independently.**

**Justification:** Decreases the chance that evidence will be tampered with or that evidence will be withheld in cases needing to be reviewed

**Philadelphia: Members of the CRB requirements- living in Philadelphia, no background in work for the police, may not be a sworn member or past member of the city, municipal or state police department or current officer of a political party**

**Justification:** N/A