



EVALUATION REPORT

2017 ANNUAL TRAINING NEEDS ASSESSMENT

NOVEMBER 2017



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INTRODUCTION

Purpose of the Training Needs Assessment

The first step of developing a training plan includes a needs assessment to identify where gaps exist between organizational or individual-level performance goals and current skill or knowledge levels. The gaps may stem from multiple causes, such as: changes in laws or policy, new equipment, changes in job duties, and the natural perishability of uncommonly used skills. The needs assessment begins the process of deciphering what gaps may be best addressed by training; however, often further processing will be required to fully prioritize the training topics, determine how many training hours are feasible, and identify the best delivery method for the material.

The process of a needs assessment is critical for increasing efficiency in the use of training time and maintaining a more comprehensive view of the training needs, especially in environments where the training needs are vast and compete with allotted training times. The format of needs assessments can vary greatly and they can include formal or informal methods of data collection.

This needs assessment focuses on the training needs that are applicable for tenured officers delivered at In-service training, although it also covers some elements of Supervisors' In-service and the Enhanced Crisis Intervention Team In-service training¹. It formalizes the analysis of some data that has been tracked by the Training Division for years, as well as implementing additional systems to receive further input from in-service attendees and monitor organizational outcomes.

This report focuses on the five core law enforcement disciplines (Control Tactics, Electronic Control Equipment, Firearms, Patrol Tactics, and Police Vehicle Operations), re-certification requirements for Oregon law enforcement, training needs pertaining to the DOJ agreement, and the following topics and sources outlined in the DOJ agreement:

- Trends in hazards officers are encountering in performing their duties
- Analysis of officer safety issues
- Misconduct complaints
- Problematic uses of force
- Input from members at all levels of PPB
- Input from the community
- Concerns reflected in court decisions
- Research reflecting best practices
- The latest in law enforcement trends
- Individual precinct needs
- Any changes to Oregon or federal law or PPB policy

¹ The Training Division plans on expanding the needs assessment for these other in-service trainings as staffing capacity allows.

The process for this needs assessment and the collection of related information will be reviewed and refined as needed in order to best meet the needs for training and curriculum planning. This document is not intended to be a final plan for what topics will be covered during In-service, Supervisors' In-service, or Enhanced Crisis Intervention Team In-service training, nor is it intended to become the only source of information to be used during the formation of the strategic and in-service training plans. It is critical that any information or suggestions in this document are reviewed within the following context: (1) to whom does this information primarily relate; (2) what is the best method for disseminating this information; and (3) who should distribute this information. Some information will be best delivered through training events and other information would be better disseminated through webinars, roll call videos, unit managers, direct supervision, or other means of communication. It is also important that training plans prioritize genuine training needs and training requirements, as opposed to reacting to random suggestions or events.

Purpose of In-Service Training

The purpose of in-service for law enforcement is to receive training pertaining to officers' state maintenance certification and OSHA requirements, the maintenance of perishable skills, new trends and equipment, updates on policy and procedural changes, and advanced law enforcement training. In general, skills perish over time when they are not used regularly. Law enforcement faces a particular challenge as they are forced to make split-second decisions in circumstances that are tense, uncertain, and rapidly evolving. These decision points are analyzed through the totality of the circumstances and the reasonableness of the officer's actions. Continual training is critical for ensuring that officers can perform at their best under these unpredictable and complicated circumstances.

MAINTENANCE CERTIFICATION REQUIREMENTS FOR OREGON LAW ENFORCEMENT

Training Requirements from the Department of Public Safety Standards and Training (DPSST)

- Every three years officers need to accrue 84 hours of training for their Oregon Law Enforcement re-certification.
 - Twenty-four of these hours need to be in use of force (eight hours annually). Use of force training includes Firearms, Defensive Tactics, Conducted Electronic Weapon, and portions of the Patrol Tactics program (e.g. scenario training).
 - Three hours need to be in ethics training (1 hour annually).
 - Three hours every three years need to be in mental health training.
- All sergeants and above must have an additional 24 hours in leadership training.
- DPSST mandates that every two years officers are required to receive CPR / First Aid re-certification training.

Training Requirements from OSHA

- Every year officers are required to receive training in blood borne pathogens. No specific amount of hours is required for this training.

Re-certification Requirements from Taser

- Taser requires officers to deploy two cartridges every year to maintain their certification. Deployments that occur both on the job and in training can count towards this requirement. All officers and sergeants assigned to the Operations Branch are required to carry a conducted electronic weapon.

DOJ AGREEMENT

Identified DOJ Agreement Related Training Needs For In-Service²

Topic / Skill Area	Notes
De-escalation	The Training Division is currently exploring additional de-escalation training materials, such as those offered by Polis Solutions T3. The Training Division is planning to integrate additional de-escalation training into the 2018-2 In-service.

Identified DOJ Agreement Related Training Needs For Supervisors' In-Service³

Topic / Skill Area	Notes
<p>Use of Force Reporting and Processes:</p> <p>After Action Reviews: update on process (including reporting for CEW), each rank's review responsibilities, and managing administrative violations</p> <p>Reporting related to de-escalation: identifying de-escalation and justifying approach or why other approaches couldn't have been used</p> <p>Crowd Control: review of reporting and how force is reviewed</p>	<p>Planning for 2018 Supervisors' In-service training.</p>
Crowd Management: Guidelines on expectations of the various roles in a crowd control event and how to effectively manage an event prior to RRT arrival.	Considering for 2018 Supervisors' In-service training.
Employee Information System	Planning for 2018 Supervisors' In-service training.

² These DOJ related training needs were obtained from the Commander overseeing the implementation of the DOJ agreement and the PPB's DOJ Coordinator in November of 2017.

³ These DOJ related training needs were obtained from the Commander overseeing the implementation of the DOJ agreement and the PPB's DOJ Coordinator in November of 2017.

CIT Refresher Training Needs⁴

- These are currently under consideration. For information on identified mental health response related training needs see Appendix B.

In-Progress Training Requirements within the DOJ Agreement⁵

For In-Service

Topic / Skill Area	Notes
Increase the use of role-playing scenarios and interactive exercises that illustrate reasonable use of force decision making, specifically including interactions with people who have, or are perceived to have, mental illness, including training officers on the importance and impact of ethical decision making and peer intervention (DOJ 84 – a.i).	The Training Division is currently in the process of planning the scenario portion of the 2018 In-service trainings at the time of this report. The Training Division is currently planning to conduct scenario training in the 2018-3 In-service.
Emphasize the use of integrated de-escalation techniques, when appropriate, that encourage officers to make arrests without using force (DOJ 84 – a.ii).	The Training Division will continue to integrate this item into 2018 In-service trainings.
Continue to provide training regarding an officer's duty to procure medical care whenever a subject is injured during a force event (DOJ 84 – a.iii).	The Training Division conducted training in Tactical Emergency Casualty Care during the 2015, 2016, and 2017 In-services. The Training Division will continue to integrate refreshers as needed.
Continue to train on proactive problem solving and to utilize, when appropriate, disengagement, area containment, surveillance, waiting out a subject, summoning reinforcements, requesting specialized unit (including ECIT officers and mental health professionals), or delaying arrest (DOJ 84 – a.iv).	The Training Division conducted training in these areas during the 2015, 2016, and 2017 In-services. This item will continue to be considered for future In-service trainings.
Annual CIT refresher for all officers. PPB's Training Division, in consultation with ABHU Advisory Committee, shall determine the subjects and scope of initial and refresher crisis intervention training for all officers (DOJ 98).	The Training Division will continue to integrate this item into 2018 In-service trainings.

⁴ The in-service CIT refresher training needs are determined by the Behavioral Health Unit, the external Behavioral Health Unit Advisory Committee, and the Training Division's non-sworn mental health professional. Evaluation findings from the Enhanced Crisis Intervention Team and In-service training evaluation processes are utilized, as well as other sources of information.

⁵ These items were obtained from the DOJ Agreement, case number 3:12-cv-02265-SI. This list includes items that have not yet been fully achieved or need to be continued and may not otherwise be integrated into training planning.

For Supervisors' In-Service

Topic / Skill Area	Notes
<p>Conduct use of force investigations, including the supervisor's investigatory responsibilities identified in Section III.A.3 (DOJ 84 – b.i).</p> <p>Section III.A.3 includes the enforcement of Directive 940.00, maintaining adequate patrol supervision staffing, a supervisor checklist for carrying out force investigation responsibilities, and policies concerning the chain of command reviews of After Action Reports (see Appendix A for all items under Section III.A.3).</p>	<p>The Training Division will continue to integrate this item into the 2018 Supervisors' In-service.</p>
<p>Evaluate officer performance as part of PPB's annual performance evaluation system (DOJ 84 – b.ii).</p>	<p>The Training Division is considering conducting additional training on this item during the 2018 Supervisors' In-service.</p>
<p>Foster positive career development and impose appropriate disciplinary sanctions and non-disciplinary corrective action (DOJ 84 – b.iii).</p>	<p>The Training Division is considering conducting training on this item during the 2018 Supervisors' In-service.</p>

CONTROL TACTICS

In Control Tactics (previously Defensive Tactics), officers obtain training in how to safely make contact with subjects, conduct searches, take subjects into custody, and how to counter when subjects attack an officer, including an attempt to gain control of an officer's weapon. Inadequate control results in the risk of injury or death to the public and officers, the failure to reduce crime, and the potential for civil and criminal liability. The program stresses reasonable control given the totality of the circumstances. Control Tactics techniques require refresher trainings due to the natural perishability of the skills. Training on new techniques is necessary to keep current with developments in policy, equipment, and procedure(s).

Identified Training Needs

Topic / Skill Area	Notes	Source(s) ⁶
Self-defense / defending from assaults	Portions planned for 2018 In-service and 2020 In-service.	1
Ground control	Planning for 2018 and 2019 In-services.	1, 6
Grappling / close-quarter encounters	Portions planned for 2018 and 2019 In-services.	1
Takedowns	Planning for 2018 In-service.	1, 2, 4, 6
Techniques involving multiple officers	Portions planned for 2018 In-service.	1, 4
Weapon retention	Planning for 2019 In-service.	1, 6
Searches	To be determined.	1, 2, 4
Con sims / skill drills	Planning for 2018 In-service.	6

Additional Considerations for Training Planning

- Ongoing training, multiple times a year, is needed to be proficient in control tactics skills.
- There are some requests for tailoring situations towards detectives/investigators (e.g. situations that can come up in an interview room).
- There are some requests for training pertaining to communication, such as verbal judo.
- Two and a half hour training blocks are ideal for retention and maximizing training time.

⁶ Source coding: 1) Feedback obtained from 2015 through 2017-1 In-service survey responses, 2) 2015 In-service learning assessment results, 3) 2016 In-service learning assessment results, 4) 2016 feedback from lead instructors on their top priorities, 5) Identified through other sections of the needs assessment, and 6) 2017 feedback from lead instructors.

Retention Rates

The Training Division is continuing to collect information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. Future needs assessments will provide progress updates on this research although this will take years to fully develop. For an update on the estimated retention rate schedule for the core Control Tactics training skills/knowledge areas, please see Appendix C.

CONDUCTED ELECTRONIC WEAPON

Officers are trained to carry and use a CEW (Conducted Electronic Weapon) to quickly and safely resolve a violent or potentially violent encounter. These tense and quickly evolving encounters necessitate a dynamic training environment. In order to train officers to make the most reasonable decision during these confrontations, the training regimen includes weapons manipulation as well as dynamic, scenario-based training with a role player, simulating a real-world situation(s), while emphasizing reasonable decision making while under physical and mental stress.

Identified Training Needs

Topic / Skill Area	Notes	Source(s) ⁷
Scenarios (including small spaces, drawing from holster, and decision making)	Scenarios utilizing CEW are incorporated into Patrol Tactics scenarios.	1, 4
Box drill exercises (includes action/reaction decision making)	These were conducted during 2016 In-service. This teaching modality will be considered again during 2019 and 2020 In-service planning.	1, 3
Failed deployment	Planning for 2019 In-service, as well as being considered for a portion of 2018 In-service.	1, 6
CEW usage combined with custody skills	Planning for 2018 In-service.	1, 6
Utilizing CEW within effective distances	Planning for 2018 In-service.	2, 3
Accuracy in probe placement when deploying under stress	Planning for 2018 In-service.	3, 4, 6
CEW policy refresher	Planning for 2018 In-service.	1, 5, 6
Basic manipulation of the X2	Planning for 2018 In-service.	3, 6

Additional Considerations for Training Planning

Conducting CEW stress courses would be beneficial and new for PPB officers. This training methodology is used by Taser International and provides officers with opportunities for quick decision making under stress and a variety of circumstances. In general, Taser International encourages the incorporation of dynamic

⁷ Source coding: 1) Feedback obtained from 2015 through 2017-1 In-service survey responses, 2) 2015 In-service learning assessment results, 3) 2016 In-service learning assessment results, 4) 2016 feedback from the lead instructor on their top priorities, 5) Identified through other sections of the needs assessment, and 6) 2017 feedback from the lead instructor

training methodologies. The CEW stress course is staff intensive, requiring 20 to 25 staff people to operate. It also requires more physical exertion.

Retention Rates

The Training Division has begun collecting information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. Future needs assessments will provide progress updates on this research although this will take years to fully develop. For an update on the estimated retention rate schedule for the core Conducted Electronic Weapon training skills/knowledge areas, please see Appendix C.

FIREARMS

In Firearms, officers are trained in critical skills for ensuring safe and accurate use of firearms under various circumstances that officers may encounter. Firearms are used infrequently during the course of daily patrol. However, when an incident occurs which requires the use of deadly force, it involves a high level of safety risk and often complex circumstances. Due to the nature of these incidents, it is critical that officers come into these unexpected encounters ingrained with substantial muscle memory in firearm skills to allow more cognitive capacity for rapidly evolving decision making. Ongoing refreshers and new trainings in firearms are critical due to the perishability of these skills, new policies, and technological advances in firearms training.

Identified Training Needs

Topic / Skill Area	Notes	Source(s) ⁸
Moving and shooting	Planning for 2018 and 2019 In-services.	1, 6
Tactical courses and/or scenario-based training (including stress, decision making, coordinated team movement, and use of force)	Planning for 2018 and 2019 In-services.	1, 4, 6
Shooting in non-standard positions (including sitting in a car)	Planning for 2018, 2019, and 2020 In-services.	1, 2, 6
Use of cover / shooting from cover	Planning for 2018 and 2019 In-services.	1
Speed and accuracy	Planning for 2018 and 2019 In-services.	1, 4, 6
Use of firearms under stress	Planning for 2018 and 2019 In-services.	1
Shoot / don't shoot exercises	Planning for 2018 and 2019 In-services.	1
Low light conditions	Planning for 2019 In-service.	1
Weapon transitions	Planning for 2019 In-service (under Control Tactics).	1
Shotgun skills	Planning for 2018 and 2019 In-services.	1, 2, 4, 6
Malfunction drills and reloads	Planning for 2018, 2019, and 2020 In-services.	1, 6

⁸ Source coding: 1) Feedback obtained from 2015 through 2017-1 In-service survey responses, 2) 2015 In-service learning assessment results, 3) 2016 In-service learning assessment results, 4) 2016 feedback from lead instructor(s) on their top priorities, 5) Identified through other sections of the needs assessment, and 6) 2017 feedback from the lead instructor.

Target recognition with backdrop changes	Planning for 2018 and 2019 In-services.	1
AR-15 refresher	To be determined.	3

Additional Considerations for Training Planning

Ongoing training, multiple times a year, is needed to be proficient in firearms skills.

Retention Rates

The Training Division is continuing to collect information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. Future needs assessments will provide progress updates on this research although this will take years to fully develop. For an update on the estimated retention rate schedule for the core Firearm training skills/knowledge areas, please see Appendix C.

PATROL TACTICS

Patrol Tactics is the discipline of synthesizing all of an officer's mental and physical skills and tools to accomplish a goal in a police contact or incident. It is the training that prepares officers for the complexity, stress, and fluid nature of patrol work. It prepares them to manage scenes by using a full repertoire of communication skills, legal knowledge, decision-making, and tactical skills. Patrol Tactics utilizes a combination of scenario-based, skills-based, and classroom training methods. Training on new techniques is necessary to keep up with trends in calls officers are encountering on the job, national trends, lawsuits, and new procedures.

Identified Training Needs

Topic / Skill Area	Notes	Source(s) ⁹
Active shooter	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	1, 4, 5
Critical incident response, including a perimeter refresher, ensuring sergeants stay in the role of scene management, and developing and communicating tactical plans	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	1, 2, 5
Force training in general (e.g. decision making, deadly force encounters)	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	1, 4, 5
Building searches	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	1, 2
Ambush response / officer safety	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	1, 4, 5
High risk vehicle stops	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	1

⁹ Source coding: 1) Feedback obtained from 2015 through 2017-1 In-service survey responses, 2) 2015 In-service learning assessment results, 3) 2016 In-service learning assessment results, 4) 2016 feedback from lead instructor(s) on their top priorities, 5) Identified through other sections of the needs assessment, and 6) Added to list due to retention rate feedback.

Officer / Citizen rescue	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	7
Post-shooting / shield	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	7
Foot pursuits	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	1
Scenario training, including force on force decision making, tailored scenarios for plainclothes assignments, increased complexity / fully completed scenarios, interacting with uncooperative people, mental health related scenarios (including disengagement with a plan, more challenging/less common mental health symptoms), medical components, increased stress, ambush, the use of cover and movement, crossfire awareness, and shields)	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	1, 2, 5
Investigator / detective specific training	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	1, 5
Interacting with uncooperative people (e.g. uncooperative occupants during a building clear, uncooperative protesters)	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	1
De-escalation skills (including identifying when de-escalation attempts are ineffective)	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	3, 5
Assessing scene risk and subject threat levels	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	3, 5
Counterterrorism and explosive devices	To be determined: The Patrol Tactics training priorities for the 2018 In-services are still under discussion during the time of this report.	4

Additional Considerations for Training Planning

- In general, more training time and opportunities are needed for effectively meeting the full scope of training needs.
- Other portions of the evaluation process found these additional following areas that intersect with Patrol Tactics:
 - Integrating reminders, where appropriate, pertaining to officers explaining the reasoning behind their actions or lack of actions in certain circumstances may help reduce some complaints (more information can be found on page 23).
 - Integrating more opportunities, where they naturally fit in with scenarios, for officers to verbally explain their understanding of policy. Providing this in the context of how they would respond to a sergeant arriving on scene to review an incident may be particularly helpful (found on page 23).
- Development of the upstairs of the Training Complex would allow for conducting more scenarios simultaneously, maximizing training time.

Retention Rates

The Training Division is continuing to collect information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. Future needs assessments will provide progress updates on this research although this will take years to fully develop. For an update on the estimated retention rate schedule for the core Firearm training skills/knowledge areas, please see Appendix C.

POLICE VEHICLE OPERATIONS

In Police Vehicle Operations (PVO), officers receive training related to safely and efficiently handling police vehicles in challenging traffic environments, various road conditions, during pursuits and emergency situations, and with multiple distractions. PVO training integrates tactical decision-making, state law, and bureau policy with physically operating the police vehicle under stress in different conditions and circumstances. Refresher training is critical for ensuring officers will be able to utilize low frequency vehicle maneuvers, such as pursuit intervention techniques (PIT), safely and accurately when needed. Continual training is also important for reducing liability with collision avoidance, staying proficient in driving fundamentals, practicing PVO techniques with new police vehicles, integrating new policy changes, and staying apprised of technological advances in car safety and driving systems.

Identified Training Needs

Topic / Skill Area	Notes	Source(s) ¹⁰
Pursuits (including scenarios, pursuit driving on a track, management, decision making, spike strips)	Planning for 2018 In-service.	1, 4, 5
Scenarios (including PIT and Box-in techniques, ambush with escape driving)	Scenarios are being planned for 2018 In-service.	1
Driving in FIUs	Planning for 2018 In-service.	1
PIT (including post-positioning)	Planning for 2018 In-service.	1, 2, 4
Box-in (including post-positioning and making contact with at least two points of the car)	Planning for 2019 In-service.	1, 4, 5
High speed driving	Planning for 2018 In-service.	1
Backing (with FIUs)	Planning for 2019 In-service.	1
Skidcar	Planning for 2018 In-service.	1
Intersections	Planning for 2019 In-service.	1
Collision avoidance drills	Planning for 2019 In-service.	1, 4

¹⁰ Source coding: 1) Feedback obtained from 2015 through 2017-1 In-service survey responses, 2) 2015 In-service learning assessment results, 3) 2016 In-service learning assessment results, 4) 2016 feedback from lead instructor(s) on their top priorities, 5) Identified through other sections of the needs assessment, 6) Collision data, and 7) 2017 feedback from lead instructor(s).

Lane changes	Planning for 2019 In-service.	1
Threshold braking	Planning for 2019 In-service.	1
Accurately judging distance	Planning for 2018 In-service.	6
Vehicle inspection refresher	Planning for 2019 In-service.	7

Retention Rates

The Training Division is continuing to collect information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. The needs assessments will provide progress updates on this research although this will take years to fully develop. For an update on the estimated retention rate schedule for the core Police Vehicle Operation training skills/knowledge areas, please see Appendix C.

TRENDS IN HAZARDS OFFICERS ARE ENCOUNTERING IN PERFORMING THEIR DUTIES AND OTHER OFFICER SAFETY ISSUES

Officers encounter numerous hazards and other officer safety issues on a regular basis as a normal part of their job. These include, but are not limited to, driving hazards, being assaulted during arrests and other policing encounters, exposure to pathogens and hazardous materials, issues with sleep disruption common for shift workers, exposure to excessive amounts of trauma, and exposure to the effects of gunfire. In addition to these hazards and officer safety issues, officers may encounter new hazards due to changes in cars or equipment, road conditions or structure, coverage for their shift or precinct, policy, radio dead spots, crime or call types, etc.

Identified Training Needs

Topic / Skill Area	Notes	Source(s) ¹¹
Legal authority for calls for service to abandoned homes of transients moving in the home. No person in charge, owner or bank representative is able to be reached to approve the removal. Sometimes the property does not have a trespass agreement.	Considering for 2018 video legal updates, in combination with some requests under Individual Precinct Needs.	1
PVO training on a track with intersections, decision making, radio use, etc.	PVO training utilizing a track, decision making, and radio use is planned for 2018 In-service.	1, 2, 6
Managing job related stress for officers. (Including reducing and managing stress during work-related investigations and complaint processes.)	To be determined.	1, 2, 6
Ambush; fatal attacks on officers	To be determined.	1, 2, 3
Command staff and supervisory training on organizational health strategies, including: How to choose and implement organizational health strategies	To be determined.	2, 6
Identifying and appropriately supporting employees in regards to healthcare needs, including the appropriate and inappropriate use of accommodations		

¹¹ Source coding: 1) Feedback obtained from 2014 through 2017-1 In-service survey responses, 2) Feedback from the Training Division supervisor and command staff, the PPB's Injury and FPDR Liaison Sergeant and/or Officer, and/or the PPB's nurse, 3) 2016 DOJ Organized Crime Conference, 4) FPDR injury data, 5) Use of Force case injury data, and 6) Identified through other sections of the needs assessment.

More control/defensive tactics training (including weapon defense)	The Training Division is working on increasing its training offerings in control/defensive tactics.	1, 2, 4, 5
Reminders about proper lifting techniques when it relates to what is being covered during skills or scenario training. (Many of these cases may not be preventable as more of the injuries are related to assisting uncooperative subjects than static lifting.)	The Training Division will continue to integrate reminders into training.	2, 4

MISCONDUCT COMPLAINTS

Identified Training Needs For General In-Service Audience¹²

Topic / Skill Area	Notes
Officers explaining the reasoning behind their actions. This includes being aware of how reasonable policing actions may be perceived by community members and taking a moment to explain after the fact, for example, how their direct commands were utilized for the purpose of maintaining safety. Remembering they are often interacting with people at their lowest points of their lives.	Integrate related reminders in training and/or roll call debriefings where appropriate.
Officers explaining their lack of action in certain circumstances. For example, people often want officers to make an arrest or take an action they cannot do. At times it may be beneficial for officers to be more thorough in explaining the limits of their authority. How to communicate the news that you cannot take action in certain areas. What is the Bureau's position on why we are not taking action in certain areas?	Integrate related reminders in training and/or roll call debriefings where appropriate.
Training pertaining to officer health / reducing compassion fatigue	A portion (EAP services) is being covered in the 2017-2 In-service. The rest is to be determined, potentially after related training has been provided for supervisors.

Identified Training Needs For Supervisors' In-Service Audience¹²

Topic / Skill Area	Notes
Crowd control management strategies: when to take action and what type of action, when to wait a situation out, etc.	The Training Division is currently covering Directive 635.10 on Crowd Control in 2017-2 In-service. A follow-up course with a greater focus on practical application will be considered for 2018.

¹² The information for the misconduct complaint section was gathered through reviewing Independent Police Review (IPR) Annual Reports, additional analyses provided by the IPR Analyst, and discussions with the IPR Director, Internal Affairs Lieutenant and Sergeant, and Training Division In-service Lieutenant and Sergeant. Some of the items from previous needs assessments remained, as they were identified as still applicable to current training needs.

General leadership and management skills, including:

Dealing with difficult employee behavior, such as interpersonal behavioral issues and performance issues.

To be determined.

Motivating employees.

Supervising fairly, including between different groups such as non-sworn, officers, command staff.

APPLIED USE OF FORCE DATA

Training needs pertaining to equipping officers for use of force decision making and application are documented throughout this needs assessment. For the officers input on use of force training needs, please see the Control Tactics, Firearms, Patrol Tactics, and Conducted Electronic Weapon sections of this document. This section is specifically for a review of data related to use of force data collection systems, including related complaints and Internal Affairs Investigations.

Identified Training Needs For General In-Service Audience

Topic / Skill Area	Notes	Source(s) ¹³
Reminder to request, and if possible, wait for cover	Considering for a roll call debrief topic area.	1, 2
Control Tactics for turtled up subjects	Planning for 2018 In-service.	2
Box-in: making contact with the car in at least two points	Planning for 2019 In-service.	2
Takedowns with fleeing subjects	To be determined.	2
Pursuit initiation and management	Planning for 2018 In-service.	2
Utilizing plain language in use of force reporting	To be determined.	3
Verbally describing use of force actions, such as when a sergeant arrives on scene to review an incident	To be determined.	3

¹³ Source coding: 1) Use of Force Audit Report, 2) Feedback from Use of Force Audit Lieutenant and/or Analysts, 3) Feedback from the Training Division and/or Internal Affairs supervisors and command staff, 4) Training Division's review of problematic uses of force, 5) Training Division's review of officer involved shootings, and 6) Additional analyses of force data.

Problematic uses of force are defined as cases outside of the Portland Police Bureau directive. The Portland Police Bureau's Use of Force Directive is stricter than the constitutional standard. Therefore, cases determined to be unconstitutional would be included. Cases that have the potential for being problematic uses of force are referred to the Internal Affairs of the Professional Standards Division, either through internal means or by the Independent Police Review.

Identified Training Needs For Supervisors' In-Service Audience

Topic / Skill Area	Notes	Source(s) ¹³
Use of Force related documentation in EIS	Considering for 2018 Supervisors' In-service.	1, 2
Conducting use of force debriefs on scene, including what questions to ask officers.	To be determined.	3
Critical Incident Management: including rapidly evolving incidents in which the Incident Commander has little information when assuming command.	Considering a broader Critical Incident Management class for 2018 or 2019 Supervisors' In-service. If this is conducted, this will be incorporated.	5

CONCERNS REFLECTED IN COURT DECISIONS

Identified Training Needs¹⁴

Topic	Notes
<p>Search and Seizure</p> <ul style="list-style-type: none"> • The boundaries regarding when a passenger can be seized at a traffic stop. • Factors pertaining to traffic cases crossing state lines. • Reassessing legal authority when circumstances shift (e.g. after an emergency dissipates). • Factors pertaining to searching shared living spaces. • What can be searched under consent, based on type of suspicion. • Affirm how to remedy incorrect warrant information. • Boundaries pertaining to home entry without a warrant and cases involving the emergency aid exception. 	<p>The Training Division is planning on providing legal updates to all sworn members during 2018. Which topics will be focused on and how the information will be delivered is to be determined.</p>
<p>Consent</p> <ul style="list-style-type: none"> • Who has authority to give consent? • What actions constitute giving consent? • The importance of proximity between unlawful police conduct and the defendant's consent. • Exceptions to consent. 	<p>The Training Division is planning on providing legal updates to all sworn members during 2018. Which topics will be focused on and how the information will be delivered is to be determined.</p>
<p>Reasonable Suspicion</p> <ul style="list-style-type: none"> • The increased restrictions pertaining to the officer-safety exception. • Identifying what qualifies as objectively reasonable suspicion. • Traffic stop investigations in areas beyond those reasonably related to the stop. 	<p>The Training Division is planning on providing legal updates to all sworn members during 2018. Which topics will be focused on and how the information will be delivered is to be determined.</p>

¹⁴ The Training Division works in collaboration with the City Attorney's Office for identifying trends reflected in court decisions. The City Attorney's Office examines state and federal court cases to identify court decisions that may be applicable to Oregon law enforcement. The sources for these cases primarily come from the United States Supreme Court, Ninth Circuit Court, Oregon Supreme Court, and Oregon Court of Appeals rulings. The findings from these cases are summarized and provided to the Training Division for review as a part of the training needs assessment process. Since the 2016 needs assessment, the Training Division received 63 additional case summaries (all occurring between August 2016 and June 2017). The Training Division examines the findings for trends and relevancy to training for Portland Police Bureau Officers. This examination utilizes the court decision findings as well as other information gathered throughout the needs assessment process.

CHANGES IN OREGON AND FEDERAL LAW

Identified Training Needs for Oregon Law Changes¹⁵

Law	Notes
HB 2597 – Revised ORS 811.507 to prohibit drivers from holding an electronic device in their hands while operating a motor vehicle on public highways. The penalties for violations of ORS 811.507 were also increased.	Tips and Techniques
HB 2988 – Modifies ORS 166.065 to reclassify harassment of family and household members to a class A misdemeanor when the offense is committed in the immediate presence of, or is witnessed by, the person's or the victim's minor child, stepchild, or a minor child residing within the household of the person or victim.	For City Attorney or District Attorney portion of In-service.
HB 2987 – Eliminates the specific purpose requirement in ORS 162.385 and expands criminal liability to those who provide false information to the police.	For City Attorney or District Attorney portion of In-service.
SB 257 – Modifies ORS 162.415 to elevate certain cases of official misconduct in the second degree to official misconduct in the first degree.	For City Attorney portion of In-service.
SB 357 – Modifies ORS 166.116 to change the penalties for the offense of interfering with public transportation.	For City Attorney or District Attorney portion of In-service.
SB 101 – Amends ORS 419B.045 regarding child abuse investigations in school settings. The amendments relate to where investigations can take place, limits of the investigation, and boundaries pertaining to disclosing information.	For City Attorney or District Attorney portion of In-service.
HB 2225 – Authorizes circuit court judge to authorize execution of search warrant outside judicial district of court for search related to certain offenses involving victim 65 years of age or older.	Tips and Techniques
HB 2776 – Authorizes peace officer to apply for and circuit court to enter ex parte emergency protective order when court finds probable cause that person was victim of domestic disturbance or abuse and protective order is necessary to prevent abuse.	Tips and Techniques

¹⁵ The listing of new 2017 Oregon laws changes were obtained from the Oregon State Bar's 2017 Oregon Legislation Highlights report. The list was vetted through some of the Training Division's sergeants and command staff to determine which warranted a future training need for officers. Some items from the 2016 needs assessment also remained as they were still in progress.

HB 2335 – Revises definition of “enter or remain unlawfully” for purposes of crimes of burglary and criminal trespass.	Tips and Techniques
HB 2356 – Creates crime of invasion of personal privacy in the first degree.	Tips and Techniques
HB 2596 – Provides that person who records another person’s intimate areas commits crime of invasion of personal privacy.	Tips and Techniques
HB 2693 – Creates crime of encouraging sexual assault of an animal.	Tips and Techniques
SB 173 – Authorizes person licensed to carry concealed handgun to present valid license instead of providing firearm to peace officer for examination when possessing firearm in public building.	Tips and Techniques
SB 525 – Prohibits possession of firearm or ammunition by person who is subject to certain court order protecting intimate partner or child of person or intimate partner, or who has been convicted of certain misdemeanor crimes committed against family member.	Tips and Techniques
SB 614 – Provides that peace officer may enter motor vehicle and impound animal when peace officer is authorized by law and has probable cause to believe animal is being subjected to certain criminal offenses.	Tips and Techniques
HB 2601 – Requires member of law enforcement agency who has probable cause to believe custodial interference or kidnapping with respect to child has occurred to notify Oregon State Police missing children clearinghouse within 24 hours.	Tips and Techniques
HB 2317 – Extends statute of limitations of certain sex crimes from six to 12 years after commission of crime or, if victim was under 18 years of age, anytime before victim attains 30 years of age.	Tips and Techniques
SB 641 – Prohibits law enforcement agency from obtaining by forensic imaging information from portable electronic device without warrant except when authorized by consent.	Tips and Techniques

HB 4094 – Provides person is immune from prosecution for offense of possession of alcohol by persons under 21 years of age if a person was in need of medical assistance due to alcohol consumption or if a person sought medical assistance for another person in need of medical assistance due to alcohol consumption, and evidence of offense resulted from person's having sought or obtained medical assistance.	Tips and Techniques
HB 4124 – Establishes a Youth Suicide Intervention and Prevention Coordinator within Oregon Health Authority.	Tips and Techniques
HB 2385 – Provides that person commits crime of luring a minor if offense involves police officer posing as minor or agent of police officer posing as minor.	Tips and Techniques
HB 3468 – Adds threatening to cause physical injury to animal to induce other person to engage in conduct as manner of committing crime of coercion.	Tips and Techniques
SB 839 – Exempts specified persons from arrest and prosecution for certain offenses and for certain violations of terms of release or supervision if evidence of offense was obtained because emergency medical services or law enforcement agency was contacted to obtain necessary medical assistance due to drug-related overdose.	Tips and Techniques
SB 1556 - legalization of possessing, transferring or producing marijuana for persons 21 years of age or older.	Tips and Techniques
HB 4066 – prohibits weaponizing unmanned aircraft systems, creates a new violation for interfering with the flight of another aircraft, and requires the development of policies and procedures for safeguarding the information gathered.	Considering developing a 2018 training video in partnership with the flight crew.

Identified Training Needs for Oregon Law Changes¹⁶

There were no federal law changes identified for the time period of August 2016 through May 2017 that change Oregon law relevant for law enforcement. The City Attorney's Office will continue to examine federal court decisions for changes in federal law.

¹⁶ Federal law changes are obtained from the City Attorney's Office throughout the year. A City Attorney reviews and summarizes Oregon and Federal court decisions which are applicable to the Portland Police Bureau.

CHANGES IN PPB POLICY

Identified Training Needs¹⁷

Policy	Notes
635.20 Community Member Observation of Police	An online knowledge check was conducted. Considering a video to reinforce learning.
640.31 Custodial Interference	An online knowledge check was conducted. Considering a video to reinforce learning.
640.32 Abandoned Baby Procedures	An online knowledge check was conducted. Considering a video to reinforce learning.
720.00 SERT and CNT Use	An online knowledge check was conducted. Considering a SERT and CNT portion of 2018 Supervisor's In-service. If this occurs, reinforcement of this policy will be incorporated.
1021.00 Weapons Qualifications	An online knowledge check was conducted. Planning a Tips and Techniques bulletin.
630.05 Vehicle Interventions and Pursuits	An online knowledge check was conducted and this policy is being reinforced during the 2017-2 In-service. Additional reinforcement pertaining to pre-emptive Box-ins will be considered during 2018 In-service planning.
635.10 Crowd Management / Crowd Control	An online knowledge check was conducted. This is currently being reinforced in 2017-2 In-service. The Training Division is also considering a Mobile Field Force portion of 2018 Supervisor's In-service. If this occurs, reinforcement of this policy will be incorporated.
1010.10 Deadly Force and In-Custody Death Reporting and Investigation Procedures	An online knowledge check was conducted. Additional reinforcement of this policy is being considered for 2018 Supervisor's In-service.

¹⁷ A list of Portland Police Bureau directives that were newly formed or amended between September 2016 and September 2017 was obtained from the PPB's Policy Lieutenant and Analysts. The list was vetted through the Policy Lieutenant and Analyst, as well as the Training Division's In-service Lieutenant and Sergeant to determine which directives warranted future consideration during training planning.

Upcoming Directives Still Under Review

Policy	Notes
344.05 Bias-Based Policing/Racial Profiling Prohibited	Planning for an online knowledge check. Related concepts will be reinforced through the equity trainings.
330.00 Internal Affairs, Complaint Intake and Processing	Planning for an online knowledge check. Additional reinforcement of the 330 directive series is being considered for 2018 Supervisor's In-service. Which portions are to be determined.
331.00 Supervisory Investigations	Planning for an online knowledge check. Additional reinforcement of the 330 directive series is being considered for 2018 Supervisor's In-service. Which portions are to be determined.
332.00 Administrative Investigations	Planning for an online knowledge check. Additional reinforcement of the 330 directive series is being considered for 2018 Supervisor's In-service. Which portions are to be determined.
333.00 Criminal Investigations of Police Bureau Employees	Planning for an online knowledge check. Additional reinforcement of the 330 directive series is being considered for 2018 Supervisor's In-service. Which portions are to be determined.
334.00 Performance Deficiencies	Planning for an online knowledge check. Additional reinforcement of the 330 directive series is being considered for 2018 Supervisor's In-service. Which portions are to be determined.
335.00 Discipline Process	Planning for an online knowledge check. Additional reinforcement of the 330 directive series is being considered for 2018 Supervisor's In-service. Which portions are to be determined.
336.00 Police Review Board	Planning for an online knowledge check. Additional reinforcement of the 330 directive series is being considered for 2018 Supervisor's In-service. Which portions are to be determined.
337.00 Police Review Board Personnel Selection	Planning for an online knowledge check. Additional reinforcement of the 330 directive series is being considered for 2018 Supervisor's In-service. Which portions are to be determined.

338.00 Discipline Guide

Planning for an online knowledge check.
Additional reinforcement of the 330 directive series is being considered for 2018 Supervisor's In-service. Which portions are to be determined.

INPUT FROM THE COMMUNITY AND OTHER EXTERNAL STAKEHOLDERS

The Training Division tracks and vets community and stakeholder input pertaining to the training needs of tenured officers. Input from the community and external stakeholders come from a variety of sources, and the sources referenced below are not an exhaustive list. The Training Division continues to look for ways to improve our connection with the community and external stakeholders in order to solicit feedback on the training needs of officers.

The recommendations included below are specific to training content. Recommendations related to training processes have been noted and continue to be monitored by the Portland Police Bureau.

Identified Training Needs

Topic / Skill Area	Notes	Source(s) ¹⁸
Training on use of force requires modifications to incorporate all aspects of the Settlement Agreement, including provisions on de-escalation, appropriate disengagement, and consideration of signs and symptoms of mental illness. Portland Police Bureau needs to prioritize these revisions so that officers and supervisors clearly understand their roles and responsibilities in the field.	The Training Division will continue to integrate this item into the 2018 In-service and Supervisors' In-service trainings.	1
Coordinate trainings such that they consistently instruct members to adhere to policy and observe the principles in the Agreement.	The Training Division will continue to integrate this item into the 2018 In-service and Supervisors' In-service trainings.	1

¹⁸ Source coding: 1) Plaintiff's Notice of Second Periodic Compliance Assessment Report *United States v. City of Portland*; Case No. 3:12-cv-02265-SI Document 124 Filed 10/18/16 <https://www.portlandoregon.gov/police/article/595056>

2) Semi-annual Outcome Assessment Report. May 2017
<http://cocloab.org/sites/default/files/COCL%20May%202017%20Outcome%20Assessment%20-%20Final%20with%20appendices.pdf>

Compliance Report of the Compliance Officer and Community Liaison. First and Second Quarters: January through June 2016. March 3, 2107.

<http://cocl-coab.org/sites/default/files/COCL%202016%20Q1-Q2%20Compliance%20Assessment%20-%20Final.pdf>

Semi-annual Outcome Assessment Report. November, 2016.

<http://cocl-coab.org/sites/default/files/COCL%20November%202016%20Outcomes%20Assessment.pdf>

3) Recommendations from work of the COAB can be found here:

https://docs.google.com/spreadsheets/d/1DARWrlvbf17pb4iDuqwdV8_O0ZrZLCaa0zZREcTdmE/edit?pref=2&pli=1#gid=0

4) From the Training Advisory Council. The Report is available to read on the TAC website

<http://www.portlandoregon.gov/police/61449>

5) From the Professional Standards Division's list of training requests that come through the Police Review Board, the Department of Justice, the PPB case review processes, the City Auditor, and various other auditors and community advisory groups.

6) Rosenbaum, D., Watson, A., and Christoff, T. Views from Inside the Portland Police Bureau: A Survey of Sworn and Civilian Employees, May, 2015.

Many of the items above are provided by a Training Division curriculum development specialist assigned to tracking and vetting community input pertaining to the training needs of tenured officers and a Training Division Auditing Sergeant. The Training Division Auditing Sergeant position became vacant in July 2017.

Improve the guidance where members are adapting to unfamiliar processes, such as the audit.	The Training Division will continue to integrate this item into the 2018 In-service and Supervisors' In-service trainings.	1
Training on force reporting needs to advise members of all of the elements that their force reports must contain.	The Training Division is planning on continuing to reinforce this during the 2018 Supervisors' In-service trainings.	1
Training should better integrate policy.	The Training Division will continue to reinforce policy through discussions and debriefs.	1
Portland Police Bureau must own the messaging to its officers.	The Training Division will continue to integrate this item into the 2018 In-service and Supervisors' In-service trainings.	1
Provide specific training on the interpersonal aspects of policing, including mental health crisis response, diversity/sensitivity, and de-escalation.	The Training Division will continue to integrate this item into the 2018 In-services.	2, 7
Ensure that the requirements found in Section IV of the Settlement Agreement – Training are applied to ECIT, Advanced Academy, In-Service, and Supervisors' In-service.	The Training Division will continue to integrate these items into the 2018 In-service and Supervisors' In-service trainings.	2, 7
Include commonly encountered situations in scenarios with attention to procedural justice and empathy.	This has been provided during 2016 and 2017 In-service trainings. The Training Division will continue to consider this for future trainings.	2
Create In-service training wherein CI response refresher is the primary objective of the class.	The Training Division provided a crisis intervention classroom refresher on ROADMAP, disengagement, and the utilization of ECIT officers in the 2017-1 In-service. This format will continue to be utilized when it best fits with CI refresher training objectives.	2
The Portland Police Bureau should develop and implement an Instructional System Design Model (ISDM) for comprehensive use of force training to provide a systemic methodology to address its training needs.	To be determined.	3

The PPB's ISDM should rely upon and/or incorporate the Seattle Police Department's ISDM for comprehensive use of force training which reflects best practices and which in DOJ v. Seattle was approved by the Department of Justice and its police practitioner expert, Robert Davis, the former Chief of Police of San Jose and former president of the Major City Chiefs Conference.	To be determined.	3
Provide Organizational Change Management leadership training (or something similar) for the Chief, all senior management, and selected trainers.	To be determined.	4
Use of cover course.	Planning for 2018 and 2019 In-services.	5
Ballistics restrictions with surface types and shooting through glass training.	A training video was in progress but is not yet complete.	5
Briefing – Assignment of involved officers to tactical roles.	Considering for 2018 Supervisors' In-service.	5
Supervisor pursuit management.	Considering for 2018 Supervisors' In-service.	5
General leadership and management skills, including: Motivating employees, supervising fairly, fostering employee development, utilizing positive interventions such as coaching and counseling for some corrections, holding employees accountable, and rewarding good work ethic.	To be determined.	6

INDIVIDUAL PRECINCT NEEDS

Identified Training Needs For General In-Service Audience

Training Topic	Year Suggested ¹⁹	Notes
Active Shooter Training	2014	In progress; we will continue to hold Advanced Active Shooter trainings as training time allows.
Additional Control/Defensive Tactics Training needs / Precinct Control Tactics Training Reinstated (Quarterly)	2014 & 2017	The Training Division is interested in reinstituting a quarterly precinct training that would include multiple disciplines.
D.A. Legal updates	2015	The Training Division is considering having this delivered by the District Attorney's Office and/or City Attorney's Office.
Update on person-encounters- detentions, stops, mere conversations, reasonable suspicion	2015	The Training Division is considering having this delivered by the District Attorney's Office and/or City Attorney's Office.
Search and seizure update	2016	The Training Division is considering having this delivered by the District Attorney's Office and/or City Attorney's Office.
Police Vehicle Operations: pursuit driving and management, pursuit directive, utilizing new FIUs	2017	The Pursuit Directive is currently being covered in 2017-2 In-service. Pursuit driving and management utilizing the FIU vehicles is scheduled for 2018-1 In-service.
Crowd Management / Mobile Field Force: basic terminology, policy regarding force in crowd events, and ability to apply crowd control related techniques	2017	The Training Division is currently covering the Crowd Control Directive 635.10 in 2017-2 In-service. A follow-up course with a greater focus on practical application will be considered for 2018.

¹⁹ The Training Division Captain or Lieutenant reviews these training needs and receives new ones from Precinct Command Staff at an Operations Branch Meeting each year. The feedback is vetted through the Training Division sergeants and command staff to determine which concerns are applicable to the general population of patrol officers and the most appropriate venue for delivery.

Live tactical firearms training that includes movement	2017	Planning for 2018 and 2019 In-services.
Domestic Violence: a review of the classification, restraining order services, no contact orders, when specific probation violations are enforceable, victim rights, and custody issues	2017	Considering developing a 2018 training video in partnership with the Domestic Violence Reduction Unit.
Homelessness / Houselessness: How to address and utilize current abatement strategies	2017	Considering for 2018 video legal updates.
Landlord tenant law, ORS 90.100: including squatter and campers on private property rights, public property, evictions from hotels / shelters		
De-escalation	2017	Planning for 2018 In-service.
ROADMAP scenarios	2017	To be determined.

Identified Training Needs For Supervisor's In-Service Audience

Training Topic	Year Suggested ²⁰	Notes
Pursuit Directive: pertaining to determining the levels of force for intervention strategies such as ramming and PTT	2017	Considering for 2018 Supervisors' In-service training.
After Actions: update on process, managing minor policy violations and tactical errors, decision point analysis	2017	Planning for 2018 Supervisors' In-service training.
Officer involved shooting process, Directive 1010.10	2017	Considering for 2018 Supervisors' In-service training.
Fiscal Updates: procurement & grant overview, use of data and tracking outcomes, payroll: overtime and UDAR reports, fleet and the replacement cycle, facilities, alarms and recording false alarm responses.	2017	Considering a portion being covered during the 2018 Supervisors' In-service and another portion being covered through a training video.
Accountability system changes: including the new Supervisor Investigations and responsibilities under 1010.10 (e.g. public safety statements).	2017	Planning for 2018 Supervisors' In-service training.
EIS: more direction on usage, definitions, different intervention types, and what supervisors must review when transferring reviews.	2017	Planning for 2018 Supervisors' In-service training.

²⁰ The Training Division Captain or Lieutenant receives new training suggestions from Precinct Command Staff via email each year. The feedback is vetted through some of the Training Division Lieutenants and Sergeants to determine which concerns are applicable to the general population of patrol officers and/or supervisors, and the most appropriate venue for delivery.

RESEARCH REFLECTING BEST PRACTICES AND LATEST IN LAW ENFORCEMENT TRENDS

For many years the Training Division has sent staff to trainings, conferences, and agencies, in order to gain information on training trends and new innovations in law enforcement training. In 2014, the Training Division implemented a system to begin tracking information obtained from these events. The Training Division has also developed a system for reviewing and tracking literature findings pertaining to law enforcement training research, equipment, and trends. This information is utilized for identifying training needs, developing curriculum content, advancing training methods, and enhancing training related research.

Staff Trainings and Conferences, and Agency Visits

From August 2016 to November 2017, the Training Division staff continued to attend trainings and conferences, and visits to other agencies. However, this information was not fully tracked and prepared for this document, as the position assigned to tracking this information (the Training Division's Audit Sergeant position) was vacant during the time period this information would normally be compiled.

Literature Research Pertaining to Law Enforcement Training

The Training Division has formalized its review of literature and research on law enforcement training. The sources for information include, but are not limited to, peer-reviewed research journal articles, the International Law Enforcement Educators and Trainers, the Criminal Justice Abstracts and PsycINFO databases, the Community Oriented Policing Services, the Police Executive Research Forum, policing journals, recommendations from the COCL team, reports from other police agencies, and web searches.

The focus of these searches and reviews are on the following topics:

- Crisis Intervention
- Defensive Tactics
- Electronic Control Equipment
- Firearms
- Patrol Tactics
- Police Legitimacy
- Police Vehicle Operations
- Procedural Justice
- Racial Equity
- Use of Force

Within these topic areas, some of the categories of information gathered are:

- Best methods for delivery of particular training topics
- Retention rates & other information pertaining to the perishability of the skill
- Training/curriculum models
- Related teaching methods to increase learning
- Suggestions for related key learning objectives, training components, and exercises
- Trends in the number of training hours provided
- Training for performance under stress
- New training technologies

To date, the Training Division focused its literature research on the topics of use of force, active shooter training, police legitimacy and procedural justice, training retention and perishability of skills, police vehicle operations, and crisis intervention / mental health response training. A listing and brief summaries of the articles reviewed on these topics since the 2016 needs assessment can be found in Appendix C.

The Training Division is continuing to review articles pertaining to these and the other topics above. To date, the current considerations that may warrant some follow-up pertaining to future training topic areas:

In-Service

The Portland Police Bureau's Advanced Active Shooter curriculum is consistent with the current research findings pertaining to training needs. The research supports it would be beneficial to get all PPB members trained with this curriculum, particularly given the seriousness and the increasing volume of these events.

The Portland Police Bureau's officer-level training covers the main components of Police Legitimacy and Procedural Justice, although it is not always named this way outside of the Advanced Academy. However, given this is one of the themes pertaining to misconduct complaints, additional emphasis on explaining actions may be warranted.

Supervisor's In-Service

The research supports the need to develop command-level active shooter training. The research to date suggests this training should cover the response necessary to immediately take control of an active shooter or mass casualty scene, as well as the elements required for a long-term, successful response. This includes tasks such as establishing a family reunification center, managing outside resources, utilizing proper investigatory procedures, and providing support via trauma-informed care resources to victims, witnesses, and first responders alike. This training would benefit supervisors in the event of an active shooter incident, and its principles are also applicable to any large scale incident requiring a high level of police presence (e.g. terrorist attack, or a natural disaster such as an earthquake).

The research on use of force supports the needs for reducing organizational/bureaucratic stressors and factors that lead to officer burn out.

The Police Legitimacy and Procedural Justice literature supports supervisor and command-level training pertaining to ensuring fairness in discipline and general employee treatment, an understanding of what environmental factors enhance an officer's ability to convey procedural justice characteristics, factors besides officer interactions that impact the public's views pertaining to police legitimacy and procedural justice, and general organizational health strategies. The Training Division will continue to explore this area to determine related training needs.

APPENDIX A: DOJ AGREEMENT, SECTION III.A.3

Section III.A.3: Use of Force Supervisory Investigations and Reports

70. PPB shall continue enforcement of Directive 940.00, which requires supervisors who receive notification of a force event to respond to the scene, conduct an administrative review and investigation of the use of force, document their findings in an After Action Report and forward their report through the chain of command. PPB shall revise Directive 940.00 to further require that supervisory officers:

- a. Complete After Action Reports within 72 hours of the force event;
- b. Immediately notify his or her shift supervisor and PSD regarding all officer's Serious Use of Force, any Use of Force against persons who have actual or perceived mental illness, or any suspected misconduct. Where the supervisor suspects possible criminal conduct, the supervisor shall notify the PPB Detective Division. Where there is no misconduct, supervisors also shall determine whether additional training or counseling is warranted. PPB shall then provide such counseling or training consistent with this Agreement;
- c. Where necessary, ensure that the subject receives medical attention from an appropriate medical provider; and
- d. Interview officers individually and not in groups.

71. PPB shall maintain adequate patrol supervision staffing, which at a minimum, means that PPB and the City shall maintain its current sergeant staffing level, including the September 2012 addition of 15 sergeants.

72. PPB shall develop a supervisor investigation checklist to ensure that supervisors carry out these force investigation responsibilities. PPB shall review and revise the adequacy of this checklist regularly, at least annually.

73. PPB shall revise its policies concerning chain of command reviews of After Action Reports, as necessary, to require that:

- a. EIS tracks all Directives 940.00 comments, findings and corrections;

- b. All supervisors in the chain of command are subject to and receive corrective action or discipline for the accuracy and completeness of After Action Reports completed by supervisors under their command;
- c. All supervisors in the chain of command are accountable for inadequate reports and analysis;
- d. A supervisor receives the appropriate corrective action, including training, demotion, and/or removal from a supervisory position when he or she repeatedly conducts deficient investigations. Where a shift commander, or precinct commander, repeatedly permits deficient investigations, the shift commander, or precinct commander, receives the appropriate corrective action, including training, demotion, and/or removal from a supervisory position;
- e. When, after investigation, a use of force is found to be out of policy, PPB shall take appropriate corrective action consistent with the Accountability provisions of this Agreement;
- f. Where the use of force indicates policy, training, tactical, or equipment concerns, the immediate supervisor shall notify the Inspector and the Chief, who shall ensure that PPB timely conducts necessary training and that PPB timely resolves policy, tactical, or equipment concerns; and
- g. The Chief or designee, as well as PSD, has discretion to re-assign a use of force investigation to the Detective Division or any PPB supervisor.

APPENDIX B: MENTAL HEALTH RESPONSE RELATED TRAINING NEEDS

In-Service Considerations

- Increase the level of difficulty for the crisis communication training. For example, crisis communication skills/rapport building with someone with less common mental health symptoms. Utilizing examples that do not involve suicide for the 2018 In-service trainings may be helpful.
- Critical incident response components during more serious, complex, and/or unusual calls, such as ensuring all teams are set up prior to making contact, conducting a tactical retreat after disengaging from a call, assessing scene risk, setting up perimeters, developing and communicating tactical plans. Consider another all-play scenario.
- Some officers are deferring too quickly to disengagement now. Incorporating something pertaining to challenging this or helping officers distinguish when or when not to disengage (and why) into a scenario may be beneficial.
- Some officers are demonstrating severe hesitation to utilize any kind of force, particularly among people with mental illness.

Supervisor's In-Service Considerations

- General strong active leadership skills for managing critical incident scenes.
- Clarification on the general role of ECIT officers, as well as more familiarity with the multiple roles of the ECIT officers (coach, intel, communication).

ECIT In-Service Considerations

- More training practice in the “coach” role, as well as reinforcing the importance of timely and ongoing communication to the rest of the team.
- Utilizing more videos.
- More training on communication strategies that may be more effective given a person's mental health condition.
- Updates on resources and how to utilize them.
- More work with community partners/resources.
- More scenarios and hands-on training, including more comprehensive scenarios and multiple officers to make it more realistic.
- Policy and legal updates (including liability issues).
- Barricaded subjects involving CNT callout.
- Effectively handling calls involving a person who is both violent and has a mental health issue.
- Review of actual ECIT calls, especially unique or challenging ones. (analyze/debrief, what worked, what did not work, how officers used resources outside of the box).

APPENDIX C: RETENTION RATES

Conducted Electronic Weapon: Retention Rates

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
Refresher on Basic Operations	1 to 2 times per year
CEW Manipulation	1 to 2 times per year
Deploying within Preferred Target Zones	2 or more times per year
CEW Decision Making	Once per year
Weapon Transitions	Once per year
CEW Policy	Once a year (at least on selected portions)

Control / Defensive Tactics: Retention Rates

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
Handcuffing	Every 5 years
Searches	Every 5 years
Standing Self-Defense	3 to 5 times per year
Range Drill	1 to 3 times per year
Ground Control	3 to 5 times per year
Takedowns	3 to 5 times per year
Weapon Retention	1 to 3 times per year
Vehicle Tactics	Every 3 years

Firearms: Retention Rates

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
Firearm Safety Fundamentals	Integrate into every firearms training
Handgun Fundamentals (e.g. reloads)	Once per month
Handgun Marksmanship: Strong Hand	Once per month
Handgun Marksmanship: Support Hand	Once per month
Handgun Malfunction Drills	Once per month
Positional Shooting	2 to 3 times per year
Moving Targets	2 to 3 times per year
Moving and Shooting	2 to 3 times per year
Weapon Transitions	1 to 2 times per year
Shoot / Don't Shoot	Once per year
Flashlight and/or Firearm Light	3 times per year
Low-light Conditions	Once per year
Shotgun Fundamentals; e.g. reloads, BEES & function check	2 to 3 times per year
Shotgun Marksmanship	2 to 3 times per year
Shotgun Malfunction Drills	2 to 3 times per year
Deadly Force Policy / ORS 161.209 State Statute	Refresher/reminder every 2 years or as needed with updated policies/statutes

Patrol Tactics: Retention Rates

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
Building Searches	Once a year
Active Shooter	2.5 hours/year
Ambush Response	Once a year
Critical Incident Response	Every other year
High Risk Vehicle Stops	Every three years
Tactical Emergency Casualty Care	Once a year
Officer/Citizen Rescue	Once a year
Post-Shooting / Shield	Once a year
Foot Pursuits	Once a year

Police Vehicle Operations: Retention Rates

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
PIT	Every 1 to 2 years
Post-PIT	Every 2 years
Box-in	Every 2 years
Pursuit Policy	Yearly refresher/reminder
SKID Car Training	Every 2 years for a couple iterations and then every 3-4 years
5 Fundamentals (e.g. SLALOM, eyes up, smooth steering inputs, smooth pedal inputs, maintain stable platform)	Yearly refresher/reminder
Backing	Every 2 years
Pursuit Driving (Higher Speed Driving)	Every 2 years
Pursuit Training (Scenario-Based)	Every 2 years
Collision Avoidance	Every 3 years
ABS Braking	Every 3 years
Radio Communication	Every 3 years
Spike Strips	Every 3 years

APPENDIX D: LITERATURE REVIEWS

As a part of the Training Division's research on best practices and latest trends, the Training Division has a formal process for reviewing literature and research on law enforcement training. Below are the names and a brief description of the articles reviewed since the 2016 needs assessment.²¹ The Training Division is continuing to review articles pertaining to these and other topics.

Active Shooter Response

Drysdale, D., Modzeleski, W., and Simons, A. (2010). *Campus Attacks: Targeted Violence Affecting Institutions of Higher Education*. U.S. Secret Service, U.S. Department of Homeland Security, Office of Safe and Drug-Free Schools, U.S. Department of Education, and Federal Bureau of Investigation, U.S. Department of Justice. Washington, D.C., 2010.

In response to the Virginia Tech shooting, this report provides an overview of violent incidents at institutions of higher education (IHE), as well as the involved subjects. Additionally, this report discusses initial observations regarding behaviors of the subjects, and offers preliminary considerations regarding the data that may have relevance to threat assessment. It was found that incidents of targeted violence on or around campus are a year-round issue, which indicates that campus safety resources may be required throughout the calendar year, not just during the academic year. Additionally, the authors found that only 3% of the attackers moved between buildings on campus, which may have tactical implications for first responders during one of these incidents.

Mental Health Response

Franz, S., & Borum, R. (2010). Crisis Intervention Teams May Prevent Arrests of People with Mental Illnesses. *Police Practice and Research*, 12(3), 265-272

Police calls involving persons with mental illnesses pose a significant challenge for law enforcement nationwide. In this article, the author studies the effectiveness of CIT programs in reducing the number of discretionary arrests of people with mental illnesses. To study this, the author tries to estimate the number of arrests deterred by CIT programs. Findings show a determent rate between 10% and 23% per year for the years 2001 – 2005. The author says that this would suggest that CIT programs are effective in reducing the number of discretionary arrests.

²¹ The Training Division creates more extensive literature reviews for internal use. However, it would be most prudent for readers to refer to the original article if a full and comprehensive understanding of these articles is desired.

Liebowitz, S., Eliasberg, P. J., Burnim, I. A., & Read, E. B. (2014). *A Way Forward: Diverting People with Mental Illness from Inhumane and Expensive Jails into Community-Based Treatment that Works* (Rep.). ACLU.

This report analyzes data such as incarceration rates and use of force regarding people with mental illness, specifically looking at police departments and jails in the state of California. The authors analyzed this data with the intent of improving the way the police and deputies handle people with mental illness, both in jail and on the streets. The authors found that large-scale incarceration of people with mental illness has been a failure, as it is expensive and does not improve public safety. Los Angeles County alone spends \$10 million per year on psychiatric medication for inmates with mental illness, and the study also found that people with mental illness more frequently experience use of force from deputies and officers. Diversion programs, where people with mental illness are diverted into the mental health system instead of the criminal justice system, are a more cost effective solution to this problem, and it is better for public safety and the people with mental illness.

Paterson, C., & Best, D. (2015). Policing Vulnerability Through Building Community Connections

This article explores the networks of support available to vulnerable populations, and how they relate to community capacity and self-policing. The authors study other literature on addictions and recovery to better understand how to improve police interactions with vulnerable populations. They suggest using a community capacity and assets-based model as an alternative / in addition to the current CIT programs. The underlying aim of these models is to explore how far there is capacity within the community to generate assets that can be drawn on to improve the health and well-being of local people, specifically people with mental health problems that come into contact with the police.

Scott, R. L. (2000). Evaluation of a Mobile Crisis Program: Effectiveness, Efficiency, and Consumer Satisfaction. *Psychiatric Services*, 51(9), 1153-1156.

This article studied the effectiveness and efficiency of mobile crisis programs in handling 911 calls identified as psychiatric emergencies. In addition to this, the author studied the overall level of satisfaction with the programs of both consumers and police officers. They discovered as a result of this study that emergencies handled by the mobile crisis teams were less likely to result in psychiatric hospitalizations; however, they did not find a significant difference between the arrest rates. Overall the mobile crisis teams were rated positively by both police officers and police consumers.

Teplin, L. A. (2000). Keeping the Peace: Police Discretion and Mentally Ill Persons. *National Institute of Justice Journal*, 8-15.

This article discusses the role of police officers in handling mentally ill persons, and how systemic factors influence officer decision making in situations involving the mentally ill. The author did a small study, where she collected data (the source of this data was not clear) on police encounters that may or may not have resulted in arrests, and how that relates to whether or not the individual

suffers from mental illness. Findings show that approximately 16% of police encounters involving people with mental illness result in arrest. Additionally, they found that the rate of arrest for people with mental illness is greater than that of people without mental illness. The author suggests encouraging officers to prioritize alternative options of conflict resolution before resorting to arrest for people with mental illness.

Thompson, L., & Borum, R. (2006). Crisis Intervention Teams (CIT): Considerations for Knowledge Transfer. *Mental Health Law and Policy*. Paper 548.

This article examines Crisis Intervention Team (CIT) programs and describes key factors that contribute to the success or failure of implementing such programs. Findings indicated that CIT have improved relationships with the community, as well as the safety of officers and civilians. For these reasons, the author suggests CIT programs as an alternative to the generalized training officers receive on behavioral health issues. The author claims that successful CIT programs require constant feedback and evaluation, both internally and externally, to be successful.

Williams Deane, M., Steadman, H. J., Borum, R., Veysey, B. M., & Morrissey, J. P. (1999). Emerging Partnerships Between Mental Health and Law Enforcement. *Psychiatric Services*, 50(1), 99-101.

In this article, the authors surveyed police departments in 194 cities across the United States (in the year 1999) to identify strategies used to obtain input from the mental health system about dealing with mentally ill persons. The surveys requested information about interactions between the police and mental health professionals, specifically whether the police department had any policies or procedures designed to divert into treatment or provide crisis assistance to persons thought to be mentally ill who might otherwise be arrested. Also requested was information about the availability to all line officers of departmental training in managing mentally ill persons and whether the department employed specially trained mental health officers or deputies. The author concludes that the majority of U.S. cities do not have a specialized strategy to respond to persons in crisis who may have a mental illness.²²

Police Vehicle Operations

Tortorell, P., & Giovengo, R. D. (2017). *Electronic Stability Control and the Precision Immobilization Technique* (Rep.). Federal Law Enforcement Training Centers' Applied Research Branch.

This article studies Electronic Stability Control systems (ESC) and how they impact the Precision Immobilization Technique (PIT). To study this, they designed an experiment where they did trial runs of the PIT maneuver. The types of cars used for this study were two Dodge Chargers (with ESC), one Ford Police Interceptor (also ESC), and one Ford Crown Victoria (non-ESC). Findings show that the driver of a PIT vehicle will have to increase steering input, acceleration, and braking to successfully PIT a target vehicle equipped with ESC versus a Non-ESC vehicle. Further, the PIT

²² These results may be outdated as the article was published in 1999.

vehicle driver will have to recognize that the target vehicle will also respond differently by not spinning out as far and could cause a secondary impact versus a target that does not have ESC.

Zhou, J., Lu, J., & Peng, H. (2008). Vehicle Dynamics in Response to the Maneuver of Precision Immobilization.

This article investigates the behavior of vehicles involved in Precision Immobilization Technique (PIT) maneuvers and develops dynamics models for the pre-impact, impact, and post-impact stages. Simulation results provide guidelines for the effective execution of the maneuver. The main finding in this article is that Electronic Stability Control systems reduce the effectiveness of mild PIT maneuvers, but for more severe PIT maneuvers, they do not appear to have as much of an affect.

Retention and Perishability

RCMP Skill Retention and Perishability Literature Review (Rep.). (2010). Wolfville, NS: Centre for Organizational Research and Development, Acadia University.

The purpose of this study was to examine relevant skills perishability research and enhance the understanding of affective, cognitive and motor skills; inform the development of an evidence-based recertification strategy; and support the development of national standards for skills training / maintenance which meet law enforcement and policing needs. The areas of particular interest are

- First Aid
- Physical Abilities Requirement Evaluation (PARE)
- PC4 Gas Mask
- Carotid Hold
- OC Spray
- Baton
- Conducted Energy Weapon (CEW)
- Immediate Action Rapid Deployment (IARD)
- Firearms

The above skills were all found to deteriorate quickly; however, some deteriorate faster than others and need to be refreshed more frequently. Not all of the results from this study were conclusive; however, it was suggested that first aide, CEW, IARD, and PCG gas mask be refreshed annually, and firearms refreshed and recertified every 6 months.

Use of Force

Angel, H., Adams, B. D., Browns, A., Flear, C., Mangan, B., Morten, A., & Stre-Croix, C. (2012). Review of the Skills Perishability of Police “Use of Force” Skills. *Humansystems Incorporated*.

This study was conducted to help inform evidence-based recertification strategies for use of force training in Canada. The ultimate goal is to establish national standards for skill maintenance that meet the operational policing needs. This study included both literature review and surveys about use of force in Canada. Searches for empirical evidence that quantifies use of force skill perishability yielded very little information; however, the authors were able to determine that characteristics of the individual, the nature of the task, and the quality / amount of training are all significant factors that influence retention rates. Suggestions for improving the quality of use of force training include maximizing the use of scenarios, adding an environmental aspect to training, and using simulation technologies to assist with training.

Klinger, D. A. (n.d.). Police Training As An Instrument Of Accountability. Saint Louis University School of Law.

For training to reduce the frequency and level of forceful police actions, it must address the reason or reasons why officers sometimes use excessive force. This article identifies four distinct reasons why police officers might use more force than needed during interactions with citizens, outlines how training can be directed at each of these potential sources of abuse, and discusses the prospects for success that each of these approaches have for controlling police violence. While most of the evidence provided in this article is rooted in social theory as opposed to empirical evidence, the author suggests that there is reason to believe that training directed at each of these four potential sources of abuse would help to reduce the frequency of police misuse of force.

Kop, N., & Euwema, M. (2001). Occupational Stress and the Use of Force by Dutch Police Officers. *Utrecht University*.

This study addresses three issues. First, stressful aspects of police work are identified and described. Second, the levels of burnout of police officers are assessed in terms of emotional exhaustion, depersonalization, and personal accomplishment. Lastly, the relationship between burnout and use of force is explored. Data was collected through participant observation and a questionnaire. Observations were made for 61 days in two regional police forces (122 days). There were 769 reports, and 342 conflicts were observed involving 151 officers. The questionnaire was completed by 358 police officers active in the patrol service (response rate of 76%) of the two forces. This study attempted to test the following hypothesis:

1. Organizational aspects are more often mentioned as stressors than specific police tasks.
2. Police officers will score (a) lower on emotional exhaustion and (b) higher on depersonalization than a normative group of human services professionals.

3. Burnout among police officers is related to (a) a negative attitude toward civilians, (b) a negative attitude toward the use of social skills as a means of solving problems, (c) a positive attitude toward the use of force, and (d) use of force toward civilians.

The results from this study confirm all of the hypotheses above, with the exception of hypothesis (3c).

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