



EVALUATION REPORT

Advanced Academy 2020-2021 Program Modifications

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Ted Wheeler Mayor

Charles Lovell Chief of Police

Christopher Gjovik Captain, Training Division

Advanced Academy Training Program Managers and Lead Instructors:

Captain Christopher Gjovik, Captain David Abrahamson, Lieutenant Greg Stewart, Sergeant Nick Frankus, Ofc. Todd Engstrom, Ofc. Dominic Lovato, Ofc. Zach Flippo, Ofc. Neil Parker, Ofc. Ryan Albertson, Ofc. Brad Clark, Ofc. Tim Ferguson, Ofc. Roger Walsh, Ofc. Robert Bender, Ofc. Matt Manus, Ofc. Daniel Nipper, Liesbeth Gerritsen, Ph.D., Ofc. Chase Bryson

Curriculum Development Unit and the Training Division's Non-Sworn Mental Health Professional:

Lieutenant Greg Stewart, Emma Covelli, M.S., Danny Peters, Caitlyn Atwood, M.B.A., Raven Graham, Liesbeth Gerritsen, Ph.D.

Report prepared by:

Danny Peters in partnership with the Advanced Academy training program managers, lead instructors, and curriculum development specialists

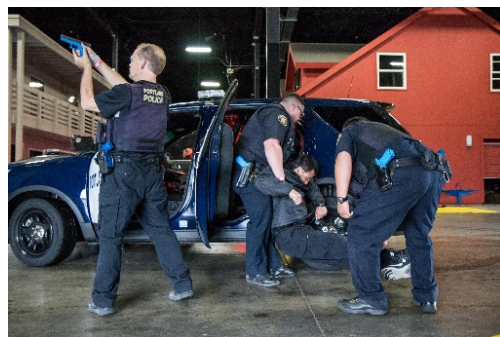
This document describes modifications made to the 2020 and 2021 Portland Police Bureau Advanced Academies in response to evaluation results and other logistical and policy considerations, including the changes that were compelled by the ongoing COVID-19 pandemic and the 2020 summer of protests. Further details pertaining to specific curriculum changes can be found in the lesson plans.

Program Overview

The Advanced Academy is required training for Portland Police Bureau recruit officers after completing the 16-week Basic Academy at the State of Oregon Department of Public Safety Standards and Training (DPSST). The training recruits receive at the Advanced Academy is additional training that is unique to the Portland Police Bureau.¹ The Advanced Academy curricula builds on the foundational training recruit officers receive at DPSST, developing additional knowledge and skills recruits need to succeed as Portland Police officers. Being unique to the Portland Police Bureau, the Advanced Academy is designed to orient officers to City of Portland and Portland Police Bureau-specific policies and procedures, develop higher levels of skill and confidence in communication, application of law, use of force decision-making, and tactics. After attending the Advanced Academy, recruits complete the remainder of their 18-month probation with the Field Training and Evaluation Program (FTEP).

The Advanced Academy has undergone various rounds of evaluations and adaptations over the years with the goal of improving students' learning and ability to apply the training on patrol, as well as to keep pace with changes implemented to DPSST's Basic Academy. The formal evaluation of the Advanced Academy program consists of daily student feedback surveys, competency-based testing, and feedback from program managers and lead instructors. A survey is also conducted at the completion of recruits' full FTEP probation which also includes questions regarding recruits' Advanced Academy experience.

Due to the unforeseen COVID-19 pandemic and the unprecedented length of protests which occurred in 2020, the 2020 Advanced Academies were different in length and type from Academies conducted in previous years. Despite certain differences which will be discussed below, the training curricula included law, crisis intervention tactics, firearms, control tactics, police vehicle operations, patrol procedures, orientation to specialty units, and wellness. Additionally, while past Academies have at various times included community engagement and bicycle training components, the 2021 Advanced Academy formally included an additional week of training in each of these subjects, which will continue into the 2022 Academies.



¹ Normally, the Advanced Academy is an additional ten weeks of training; however, the number of training weeks recruits received over the 2020-2021 period ranged from seven to twelve weeks for a number of factors that will be discussed in this report.

Program Scheduling and Logistics

Adjustments to the Advanced Academy schedule are constantly being made both in an effort to maximize training time as well as due to the logistics faced by the Training Division.² When scheduling the Advanced Academy, adjustments are made with the intention of maximizing training time through meaningful class sequencing. This can include scheduling sessions so that building block concepts in one discipline are taught before another discipline expects recruits to know and use these concepts in their sessions, as well as trying to schedule sessions in a manner to keep recruits most engaged. For example, by ideally not scheduling a full day of physically demanding sessions or a full day of classroom sessions but mixing the two together.

- The 2021-1 AA schedule differed from past Academies in that the Control Tactics, Firearms, and Police Vehicle Operations training blocks were divided into shorter blocks to enhance recruits' learning and retention and more effectively use the available training time. In the past, skills blocks were often three to four hours long. This works well for Patrol Procedures which often has both classroom and scenario portions of their four-hour sessions. This is often a less effective block of time for the other disciplines who normally do not have significant classroom portions to their sessions. These longer sessions are less effective because it is both physically and mentally taxing to carry out four continuous hours of these hard skills and instructors have ended sessions early when recruits begin to show significant signs of fatigue both for safety and retention reasons. The hours allotted per discipline did not change significantly from typical variations across Academies, but the 2021-1 Academy did receive more training sessions than past Academies to give disciplines comparable training hours. This is important because not only are the allotted training hours being used more effectively in terms of recruits' retention, but it also allows for more sessions of a discipline to occur in a week than in past Academies (in past AAs a discipline might only be taught once per week, compared to two or more times per week in the 2021-1 AA), adding continuity. This also seems to have impacted this cohort's perception of how much training they received- in past Academies, recruits often ask for more training in each discipline throughout an Advanced Academy, but in the 2021-1 AA only one recruit requested more Control Tactics training time. This comment was made following the first CT training session, compared to previous Academies where recruits often make this type of comment towards the end of the Academy. This suggests that recruits felt better served by having more of these shorter Control Tactics sessions.³

² Under normal circumstances, the Training Division is responsible for conducting: training new recruits (Advanced Academy), required annual training to all sworn staff (In-Service training), training to supervisors, some of the specialized training programs (e.g. less lethal operator), newly promoted officers, and sergeants, instructor and satellite instructor training, Field Training Officer (FTO) training, as well as any number of training needs that the Bureau has, such as Crowd Control and ABLE training in 2021. This affects the scheduling of the Advanced Academy because the Training Division has finite resources both in terms of physical training space as well as in instructors and satellite instructors and necessitates trade-offs.

³ Some caution- this insight is currently only the analyst's perspective on this outcome. There is no specific survey question which asks about training block lengths or spread of discipline's blocks across Academy weeks and there are many factors which might affect the survey results such as this insight coming from one Academy that was conducted in this way, a limited number of survey comments, the potential for cohort effects, the overall unusual circumstances in the Police Bureau at the moment, etc. However, this will be monitored in upcoming Academies, particularly the 2022-1 Academy as the schedule is set for shorter, more frequent sessions.

- The Control Tactics, Firearms, and Police Vehicle Operations instructors expressed an interest in moving to shorter training blocks. The 2022-1 Academy's schedule is broken into two and two and a half-hour training blocks for these disciplines while Patrol Procedures will retain its longer blocks which are better suited to their scenario-based training. New survey questions will be asked of recruits to evaluate this schedule change and instructors will also evaluate changes to recruit performance or their ability to effectively teach in these time blocks.
- The 2020-2, 2020-3, and 2021 Academies were impacted by the inability to get satellite instructors for every session that the instructors would have liked more staff for. This was due both to the steep rise in staffing shortages which 2020 accelerated, and to the tightening City budget from the economic costs of the COVID-19 pandemic and the summer of protests.⁴ Having less satellite instructors means that certain trainings which require more instructors/assistance to correctly run them must be changed or cancelled completely. The trainings may still carry on, but in a less ideal manner than the Training Division strives for. These shortages affected each of the main disciplines.

Main Changes and Challenges to Scheduling and Logistics

Due to the ongoing COVID-19 pandemic and the long summer of protests in 2020, the 2020 and 2021 Advanced Academies faced a variety of unique conditions and challenges unlike any Academy before and as such evaluation results must be viewed in their context. While these Academies still offer valuable insights, these years were so abnormal that they should not be considered benchmark years for future evaluations. These challenges and their impacts are explained here.

First, while Advanced Academies have always been taught in-person, the first Academy of 2020 was converted into an online Academy while recruits were not allowed to attend DPSST's Basic Academy in-person due to the COVID-19 pandemic. Recruits are normally sent to the Basic Academy in cohorts depending on their hire date. Due to the sudden cancellation of the Basic Academy with no clear deadlines in place, three recruit cohorts simultaneously attended what was called the "Zoom Academy" but attended different lengths of time as the Basic Academy gradually reopened to in-person training. This varying timeline- with some recruits receiving more online training than others- led to the varying lengths of the subsequent 2020 Advanced Academies:

2020-1: 10 weeks

2020-2: 7 weeks

2020-3: 7 weeks

This is because recruits who returned to the Basic Academy earlier received less of some trainings or none in some subjects while in the Zoom Academy, such as law and crisis intervention training, which was then taught in full in the 2020-1 Academy for those recruits, but skipped in the 2020-2 and 2020-3 Academies to reduce redundancies and to send recruits on to complete their Field Training and Evaluation Program. Unfortunately, survey results showed that more recruits in these Academies felt some of the material, particularly the lecture-based intro sessions, felt redundant as they received

⁴ The tightening budget limited the ability for officers to take overtime, which is how many officers manage to assist the Training Division as satellite instructors. This was also the same period that the protests were severely straining the Bureau's staffing.

portions of these trainings in the Zoom Academy or felt repetitive with material from the Basic Academy. The material taught in these Academies was not drastically changed as the instructors believed recruits would benefit from receiving this training in its traditional format.⁵

Moreover, the 2020 cycle of Advanced Academies coincided with the implementation of DPSST's 2019 Basic Police Curriculum Revision. This revision consists of a full review of their Basic Academy program and updates or replacement of their training content to enhance the recruits' learning experience. This process has been ongoing and the 2019 revision revises through Phase 2 of their program, which currently consists of four phases and will continue into the future.⁶ Changes made to the Basic Academy may affect the Advanced Academy as some of the material at the Basic Academy is updated to more closely resemble what is taught at the Advanced Academy, potentially leading to duplication and redundancy. Traditionally, Training Division instructors and staff periodically travel to DPSST's training facilities to observe the Basic Academy and connect with DPSST's staff to keep updated on training changes and adjust the Advanced Academy as needed.⁷ This was hampered by COVID-19 restrictions but should reoccur once conditions allow but affected the 2020-2021 evaluation cycle. There is an ongoing review of redundancies with DPSST's curriculum; simultaneously, survey results which indicate recruits felt certain sessions contained redundant material have led to changes in how these sessions have been taught in following Academies.

An additional factor when examining and evaluating the training experience for the 2020 and 2021 recruits was the varied amount of times recruits had on patrol or working in the Bureau before attending the Advanced Academy. Following the 2017 Advanced Academy evaluation, the Advanced Academy was delivered in two sessions- a six-week period of Academy training followed by six weeks on patrol with a return to the Advanced Academy for the final four weeks of their training. In 2019 the Advanced Academy reverted to consecutive weeks of training rather than splitting the Advanced Academy into two blocks with recruits generally receiving a few weeks of patrol time between their attendance of the Basic Academy and the Advanced Academy depending on logistics. Through informal interviews with recruits and FTEP staff, the consensus is that recruits benefit from working on patrol with a Field Training Officer for at least a couple of weeks before attending the Advanced Academy. This is because recruits get a better sense of what to expect on the job and what their training will be used for and increases their excitement and buy-in for this training. While the 2020 recruits were affected by

⁵ It should be noted that while the Police Bureau has increased its online training offerings, this is a relatively new field for the Bureau and is undergoing its own evaluation to determine best practices in terms of which materials are better suited for an online medium and the efficacy of this format for Bureau members. The 2020 Zoom Academy was a completely unforeseen and unplanned for event and the online format is not believed to be the best method of teaching for new recruits and the material they are learning in the Advanced Academy. Therefore, instructors believed it was best to recreate a traditional Advanced Academy with these recruits despite the potential for redundancy.

⁶ Eriks Gabliks, *Basic Police Academy 2019 Curriculum Overview Revision Phase 2* (State of Oregon Department of Public Safety Standards and Training, 2019).

⁷ It should be noted that Portland Police Bureau staff continue to maintain close relationships with DPSST staff despite the lessening of physical visits due to the pandemic. Some of this connection is from past visits and relationships established then, but is now also due to some Police Bureau staff having recently retired and taken up positions with DPSST's training staff. It is believed this transfer of staff will lead to more of the Police Bureau's methods and trainings being implemented at the Basic Academy. This is great for continuity but may lead to some redundancies as well and will be monitored in future evaluations.

the unpredictable nature of the COVID-19 pandemic,⁸ the 2021 Academy's recruits faced a very different problem in that many of them joined the Police Bureau shortly before or during the 2020 summer of protests that occurred in Portland. Many of these recruits worked for months in different areas of the Bureau, such as the Sunshine Division or the Quartermaster's office, but were not working on patrol as many of the Bureau's staff were being used to staff the protests and protest-related activities. Some of these recruits were discouraged with their abnormal experience and felt some of their Basic Academy and Advanced Academy training was redundant because of the amount of time and exposure they had had with the Bureau already.⁹ Some of the 2020 Academies were also negatively impacted by the protests because of staffing demands, which also pulled training staff into the protests.¹⁰

Additionally, the 2021 Advanced Academy included an additional two weeks of training- one full week of bicycle training and another full week of community engagement sessions, which were added to the beginning of the 2021 Academy for a total of twelve weeks of training. These additions were always going to merit evaluation and likely lead to adjustments to optimize them, but the context should be noted - the recruits who received a longer, twelve-week Academy, were also the same recruits who had been working in the Bureau in a pre-training stage for an inordinate amount of time compared to prior years and some felt burnout from the length of time in training and wanted to continue on to their patrol roles.

Furthermore, the Bureau is facing an ongoing staffing shortage. This problem is discussed in more depth in the Bureau's 2021 Crowd Management Training Assessment report, but, in short, the Bureau has struggled to hire and retain officers particularly relative to Portland's growing population. This ongoing problem has been greatly exacerbated by a steep drop in officer numbers in 2020 due to both retirements and resignations and affects the Training Division. The Training Division's staff has been reduced slightly and the number and availability of satellite instructors has been curtailed by higher

⁸ The 2021 recruits were also affected by the pandemic, but less so in the nature of how their Academy at least had scheduling continuity.

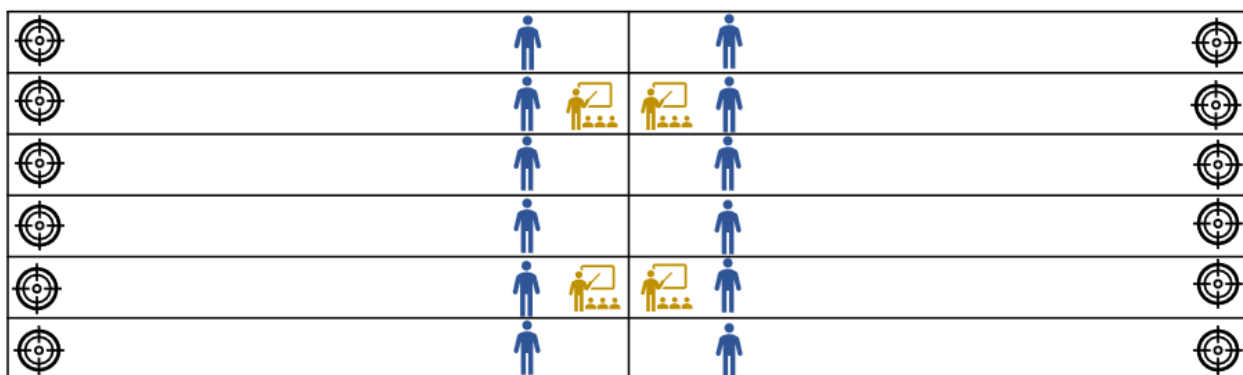
⁹ This was feedback that was gathered during debriefing/discussion sessions that were incorporated throughout the new community engagement week. These sessions offered valuable insights into the recruits' experience that are often not fully captured through the surveys. It should be noted that it was not the general exposure to the Bureau that led to discouraged feelings from recruits, but the circumstances under which they were experiencing this exposure that was difficult to manage. Not only were recruits dealing with the frustration of a perceived delay to a beginning of their careers (in terms of beginning their patrolling careers) but were doing so in a remarkably turbulent period for the Police Bureau. The Bureau was under great strain during the ongoing protests both from great staffing demands on an already understaffed force and from less public support for the police seen nationwide in the Defund movement. This dismayed tenured officers and, unsurprisingly, this left recruits feeling distressed as well.

¹⁰ For further context: The Bureau faced more than 100 consecutive nights of protests and disturbances during the summer of 2020 (with more protests continuing through the year, but in different locations and not consecutively as before). These events were unpredictable in timing and scope but eventually pulled on staffing from every part of the already strained Bureau, including the Training Division. In some cases, this led to a lack of satellite instructors for classes which require a minimum number of instructors to enact the training in its ideal format, and in a few cases pulled full-time training staff, which meant recruits were forced to do different training than the original plan or had their schedules shifted, occasionally altering the sequencing of classes. These difficulties were overcome, but recruits' experiences were affected relative to other Academies.

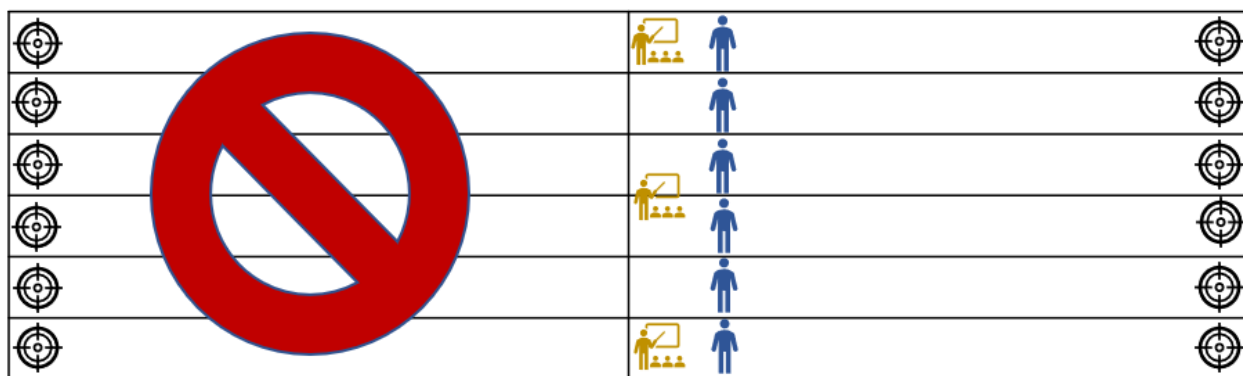
staffing demands elsewhere in the Bureau and limits on the use of overtime hours. There are plans to train more satellite instructors to partially alleviate this situation.

Finally, some of the 2020 and 2021 Academies also dealt with larger class sizes. This is important due to constraints of physical space as well as instructors. As with any form of education, the instructor to student ratio is important because of the benefits of the instructor(s) ability to give students more individual attention in smaller class settings and, in the case of many of the subjects taught in the Advanced Academy, for safety purposes. Two concrete examples of limitations are:

- Firearms: The Training Division contains two shooting ranges with six lanes each for a total of twelve lanes to practice shooting. For safety and the ability to see and effectively correct deficiencies, there should be a minimum ratio of one Firearms instructor per three recruits (1:3). In an ideal setting, if there are four instructors present, then all twelve range lanes can be safely and effectively used at once by twelve recruits.



However, hypothetically, if there are more than twelve recruits per squad, there will be recruits who must wait and watch from the sidelines until they can safely have their turn. Or, if there are less than four instructors, both ranges cannot be used to their full capacity as there needs to be two instructors per range for safety reasons and only one range can be used. If only one range is in use then a maximum of six recruits can practice at any time, meaning any number over six per squad will lead to recruits waiting and watching from the sidelines instead of receiving the full training block of practice.



An example of a squad with ten recruits when there are only three instructors: at any given time four recruits will have to watch and wait for their turn to practice.

- **Patrol Vehicle Operations (PVO):** For Patrol Vehicle Operations there can be a maximum of ten recruits on the Training Division's driving pad at one time both for safety and training efficacy. While ten is the maximum, having close to ten recruits is less desirable as there can only be one recruit behind the wheel and leads to more downtime for each recruit, meaning less repetitions of skills/less hands-on training per recruit.¹¹ The number of: instructors needed, vehicles operating, and recruits practicing all depend on which skill is being taught and practiced during a specific session. For very low speed skills, such as backing and precision driving, up to six vehicles can practice on the driving pad at once and therefore more recruits can practice at once with less downtime for recruits. For other skills, such as the pursuit intervention technique (PIT), only two vehicles with recruits can operate at once (with two other vehicles being operated by instructors). In all cases, smaller squad sizes are better for giving each recruit more repetitions per maneuver.

Below are the number of recruits per Advanced Academy for the past three years for comparison:

Academy	Number of Recruits
2019-1	18
2019-2	16
2019-3	11
2020-1	24
2020-2	19
2020-3	17
2021	29

The number of recruits per Advanced Academy is dependent on factors such as the number of recruits hired in any given period, available Basic Academy dates, and available Advanced Academy dates. The COVID-19 pandemic and the 2020 protests affected these factors, ultimately leading to larger than normal Advanced Academy cohorts. Most Advanced Academies are divided into two squads to accommodate smaller class sizes for better learning outcomes. The 2021 Academy was so large that the cohort was divided into three squads for the majority of the Academy to reach smaller squad sizes and all of the 2020 Academies had large squads as well. These larger squads were compounded by the difficulty to fully staff each session.

Despite all of these challenges and conditions which led to abnormal Advanced Academies relative to past Academies, the 2020 and 2021 Academies still succeeded in giving these recruits the training they need to succeed as Portland Police officers.

- Satellite and instructor schools will be held to address staffing shortages faced during both the 2020 and 2021 Advanced Academies.

¹¹ While recruits have commented in surveys that watching their classmates practice maneuvers from within the same vehicle can still be useful to their learning, the preference of both recruits and instructors is to give recruits as much hands-on practice as possible.

Curriculum Development

The curriculum for the Advanced Academy is continually assessed and refined based on instructor observations, evaluation results, new materials from conferences and trainings, and practices learned from visiting other agencies. Changes in scheduling occurred in the 2020 and 2021 Academies in large part due to the challenges imposed by the pandemic, protests, and staffing constraints. These changes sometimes included class sequencing as well as occasional format changes, such as certain Patrol Procedures scenarios needing to be discussed rather than enacted due to staffing shortages, or dividing Patrol Vehicle Operations sessions over more than one day to accommodate larger squad sizes.

The following sections provide a summary of the evaluation findings pertaining to the main program disciplines, as well as changes that were made, and any future considerations.

The survey component of the evaluation focused on student satisfaction, training quality, student learning and confidence, the usefulness of specific training methods, suggestions for improvement, and open-ended opportunities for recruits to give suggestions on any aspect of the Advanced Academy. Surveys also asked recruits about their knowledge on training subjects before and after training sessions to gauge knowledge gains and any deficiencies and training needs within each cohort. Overall, each discipline was well received and increased recruits' knowledge in the core disciplines. Specific findings will be included with each discipline below.

Control Tactics

Program Overview

In Control Tactics, recruits are trained in safe approaches to contact people, conduct searches, take people into custody, and survive when subjects physically attack an officer, including attempting to gain control of the officer's weapon. These tactics are taught to reduce the risk of injury or death to the public and officers, and to limit the potential for civil and criminal liability. The discipline stresses reasonable control given the totality of circumstances. In Control Tactics, recruits are also taught and tested on the Portland Police Bureau's Use of Force Policy.

The total number of training hours and sessions of Control Tactics training recruits received varied over the 2020 and 2021 Advanced Academies in the following ways:

Academy	Total Training Hours	Number of Training Sessions
2020-1	53	13
2020-2	50	13
2020-3	46	13
2021	53	17

This includes lectures, hands-on sessions, scenario sessions, and the final testing session.

The amount of training sessions or hours in any discipline may vary from Academy to Academy for a number of reasons but the variation is typically due to scheduling availability of training space and instructors. A gain or loss of training hours does not mean that recruits are missing on training material other Academies received but may be receiving more or less opportunities for repetitions of the skills being taught.

Evaluation Results and Considerations

Overall, the Control Tactics program was very well received by recruits who gained skills and confidence in the core areas of the program.

- The 2020-1 Academy recruits received their Control Tactics training in a slightly different format and with less hands-on training due to the ongoing COVID-19 pandemic and social distancing requirements at the time of their Academy.
 - The 2020-1 Academy was also adversely affected by having the sequencing of their Control Tactics training changed. Skills taught in Control Tactics sessions are used as building blocks for subsequent Patrol Procedures scenarios. Due to the pandemic, the first Control Tactics session did not happen until the fourth week of the 2020-1 Academy compared to being held during the first week of each subsequent Academy. This drastic change in sequencing negatively spilled over into recruits' performance in Patrol Procedures scenarios.
 - The 2020-1 Academy recruits expressed a desire for more Control Tactics training time and more repetitions of skills, particularly skills done under stress.
- The 2020-2 Academy received a more traditional format of Control Tactics training than the 2020-1 cohort did. However, instructors noted that this Academy was still affected by COVID-19 precautions, making it a difficult year to use as an evaluation benchmark.
- Due to the increased training time that the 2020-2 and 2020-3 cohorts received through the Zoom Academy, their in-person Advanced Academies were shortened from ten weeks to seven weeks. Due to this shortened Academy, recruits in these two Academies received less Control Tactics training than normal. At least one recruit per Academy commented that they would benefit from more Control Tactics training time; the Control Tactics instructors agreed with this assessment but were limited by the schedule. The 2021 Academy received the full number of hours.
- One recruit in the 2021 Academy wrote that they believed having an additional Control Tactics instructor would be beneficial for the recruits because the feedback the instructors give while observing the recruits practice is so helpful. As mentioned before, the 2021 Academy was very large, so hopefully future Academies will have more manageable squad sizes for the available instructors to maintain a good instructor-student ratio.
- For the 2022 Academies, the Control Tactics instructors are working with the Patrol Procedures team to incorporate more Control Tactics skills into the Patrol Procedures scenarios to practice these skills under pressure.
- The Advanced Academy Control Tactics final exam was edited and updated during this period.



Mental Health Response

Program Overview

Mental Health Response Training, internally referred to as Crisis Intervention Training (CIT), provides officers with information to handle calls involving people in crisis. All Portland Police Bureau recruits receive a minimum of 40 hours of Mental Health Response training between their Basic and Advanced Academy training. This training focuses on identifying signs and symptoms of mental illness, communicating with people in crisis, and using community resources to help resolve calls. These classes rely on input from various behavioral health professionals and incorporate stories from people with lived experience. The program emphasizes role playing and scenario training in partnership with the Patrol Procedures program. The Advanced Academy builds on the 18 hours of behavioral health training recruits receive at the Basic Academy with a minimum of 16 hours of classroom training plus any additional hours of related scenario training.¹²

Evaluation Results and Considerations

- Survey results show that a small number of recruits have consistently found some of the CIT sessions to be redundant training. The CIT instructors acknowledge that some of this material is redundant but believe it is essential enough information to repeat and reemphasize. Some recruits have also commented that while some of the CIT lessons are redundant, they are also taught in more depth than at the Basic Academy and are good refreshers, particularly when given in a Portland Police Bureau-specific context.
 - The training around symptoms and diagnoses of mental health crises which are taught in the first CIT session are a source of overlap with DPSST's training. The CIT instructors are evaluating if any of this information can be taught in a different manner or can be eliminated.
 - With the expansion of DPSST's mental health crisis response training program, there has been an increased emphasis on critical decision-making skills in more complicated scenarios at the Advanced Academy. This includes improving risk assessment skills to help officers make decisions regarding disengagement versus the need to place a person on a police officer's "hold" or facilitate voluntary transports to community supports.
 - One major change was made from the 2020 Academies to the 2021 Academy. For the 2021 Advanced Academy, CIT introduced a new way to teach policy through a simple formula which could easily be applied to real-world situations.
 - Some recruits felt that the 2021 sessions were too similar to each other and were becoming redundant. The CIT instructors are examining ways to revise this training over the 2022 Academies with more videos and classroom activities.

¹² In the 2017 Advanced Academy Program Modifications report, the Basic Academy delivered 12 hours of behavioral health training. This has since increased to 18 hours of classroom-based training plus an additional 8 hours of behavioral health scenarios delivered at the Basic Academy. This increase in training hours partially explains the overlap with DPSST's training.

Firearms

Program Overview

In Firearms, recruits are trained in critical skills for ensuring the safe and accurate use of their firearms under various circumstances officers might encounter. While firearms are used infrequently during the course of daily patrol, the few cases in which they are used can be complex and involve a high level of safety risk. Due to the potentially complex and high-stress nature of these few cases, it is critical for officers to be trained with their firearms to a high degree to be able to enter into these unexpected counters with more cognitive capacity for decision-making under duress.

The total number of training hours and sessions of Firearms training recruits received varied over the 2020 and 2021 Advanced Academies in the following ways:

Academy	Total Training Hours	Number of Training Sessions
2020-1	44	11
2020-2	40	10
2020-3	32.5	8
2021	53.5	17

This includes lectures, hands-on sessions, scenario sessions, and the final testing session.

The amount of training sessions or hours in any discipline may vary from Academy to Academy for a number of reasons but the variation is typically due to scheduling availability of training space and instructors. A gain or loss of training hours does not mean that recruits are missing on training material other Academies received but may be receiving more or less opportunities for repetitions of the skills being taught. As the last cohort to return to the Basic Academy from the Zoom Academy, the 2020-3 Advanced Academy received less Firearms hours because these recruits were able to come in-person to the Training Division in the last weeks of the Zoom Academy and received Firearms training then.

Evaluation Results and Considerations

Overall, the Firearms program was very well received by recruits who gained skills and confidence in the core areas of the program.

- Recruits who join the Portland Police Bureau join with varying degrees of firearms experience and skill. Some bring the experience of prior military or law enforcement service and training, some are avid hobbyists, and some recruits arrive at the Advanced Academy having never shot a firearm before the Basic Academy. Firearms instructors must teach to the lowest common denominator- the recruit with the least amount of firearms experience who must be brought up to a standard to be a safe and competent shooter. Unfortunately, this sometimes leaves those with more experience feeling unchallenged or frustrated at training basic and static skills that feel redundant to their skill level. The instructors and evaluation team acknowledge this and hope that these recruits will find more satisfaction learning the more advanced skills, but cannot remove the basic skills from their curriculum.
- The 2020-1 Advanced Academy's firearms sequencing was not ideal due to scheduling challenges. The recruits did not receive their Firearms movement and transitions session before Patrol Procedures' gunfighting scenario session. This did not occur in the following Academies.

- In 2021 the Portland Police Bureau changed its shotgun requirements. Previously, all members needed to qualify annually on a shotgun whether or not they were assigned a shotgun or actively used one. Now, similar to the AR-15, members who are not assigned a shotgun must only complete an annual shotgun function check instead of a full qualification. Those who wish to be assigned a shotgun or AR-15 must go through extra training for these firearms. The Advanced Academy instructors knew these changes were coming in 2020 and have lessened the amount of training time recruits receive on the shotgun, which was an area where recruits often rated their skills and confidence as lower compared to their handguns. Instructors believe this was because there was not enough training time with shotguns to gain the level of confidence recruits were gaining in their handguns and did not want to lessen their handgun training time as this is the required firearm for all officers. Firearms instructors have therefore shifted the training focus so that recruits will continue to receive shotgun and AR-15 training in the Advanced Academy to give them familiarity and the ability to pass their function checks, but will use less time than previously used on these firearms to focus on handgun training.
- The Firearms exam, which is administered at the end of the Academy, includes a question in which recruits must write out a portion of the Bureau's Use of Force policy verbatim. Recruits have historically struggled with the verbatim requirement of this question and is where the most recruits lose points. The 2020-3 and 2021 recruits did significantly better on this question after instructors began repeatedly reminding recruits about the verbatim requirement. The instructors will continue to emphasize the importance of memorizing this policy in future Academies.
 - A new practice introduced in 2021 was to start teaching recruits Directive 1010.10 Deadly Force before they attend the Basic Academy and to give them a pre-test on this Directive when they return to the Police Bureau to increase the policy training recruits receive at the beginning of their training to carry it through the rest of their training.
- While the 2021 Academy received more Firearms training hours than previous Academies, instructors believe that recruits received less hands-on hours because of the large squad sizes and the frequent inability to have enough satellite instructors to have four instructors available to run all twelve shooting lanes.¹³ This means that instructors were running six person "relays" where only six recruits could shoot at once with three to four recruits waiting at a time.
- The 2021 Academy was the first Academy to use the virtual simulator. It will be used again in the 2022 Academies.
- Due to the increased training hours, the 2021 Academy was also the first Academy where recruits got to design their own firearms skills course towards the end of the Academy. After having learned all of the skills and being shown all of the options for the course, recruits were asked to design and submit a course for instructor approval for their classmates to compete in. The competition was based on completing the courses both quickly and accurately forcing recruits to use all of their new skills under pressure while emphasizing technique and accuracy. This course design component is a form of gamification.¹⁴ Recruits showed creativity and a

¹³ See the example on page 7 for a visual representation of what happens when there are less than four instructors with large squads.

¹⁴ "Gamification of education is a strategy for increasing engagement by incorporating game elements into an educational environment...The main goals of gamification are to enhance certain abilities, introduce objectives that give learning a purpose, engage students, optimize learning, support behavior change, and socialize." Rodrigo

sense of ownership over their designs and bonded as groups over the competition. By designing courses that met the instructors' specifications the recruits also showed an understanding of the concepts they were taught and the why behind them. The Firearms instructors believe this was a useful teaching method and would like to use this in future Advanced Academies if schedules permit.

- The Firearms instructors plan on adding more positional shooting into the 2022 curriculum.
- The Advanced Academy Firearms written exam is being updated for the 2022 Academies.



Smiderle, Sandro Jose Rigo, Leonardo Marques, et al., "The impact of gamification on students' learning, engagement and behavior based on their personality traits," *Smart Learn. Environ.* No. 7, (January 2020).
<https://doi.org/10.1186/s40561-019-0098-x>

Patrol Procedures

Program Overview

Previously called “Patrol Tactics,” Patrol Procedures trains and prepares recruits for the complexity, stress, and fluid nature of patrol work. It is the discipline which synthesizes all of an officer’s mental and physical skills to accomplish a goal in a police contact or incident. Patrol Procedures prepares recruits to manage scenes by using a full repertoire of communication and tactical skills, including de-escalation skills, legal knowledge, and use of force decision-making. Patrol Procedures also provides the framework for the application of the skills and knowledge provided in the other disciplines. It uses a combination of scenario-based, skills-based, and classroom-based training methods to achieve this.

The total number of training hours and sessions of Patrol Procedures training recruits received varied over the 2020 and 2021 Advanced Academies in the following ways:

Academy	Total Training Hours	Number of Training Sessions
2020-1	101	25
2020-2	96	23
2020-3	98	22
2021	91	25

This includes lectures, hands-on sessions, scenario sessions, and the final testing session.

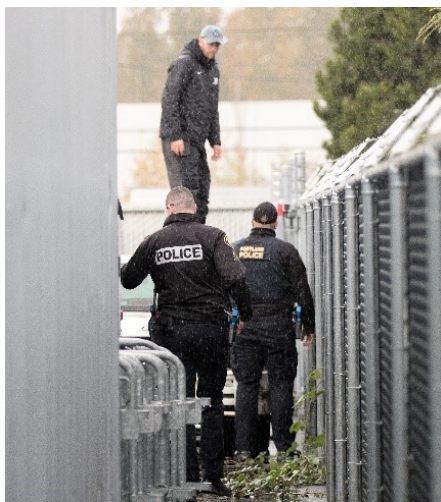
The amount of training sessions or hours in any discipline may vary from Academy to Academy for a number of reasons but the variation is typically due to scheduling availability of training space and instructors. A gain or loss of training hours does not mean that recruits are missing on training material other Academies received but may be receiving more or less opportunities for repetitions of the skills being taught.

Evaluation Results and Considerations

- The Patrol Procedures instructors continue to work with DPSST’s Basic Academy instructors and acknowledge that DPSST is incorporating more trainings and scenarios pulled directly from the Advanced Academy, which is leading to overlap and redundancy in training. This was particularly true for the mindset and traffic stops material. The instructors are working on ways to lessen this redundancy.
 - Recruits have noted in different disciplines across Academies that there have been times in which they have been taught something at the Basic Academy which is different or conflicts with what they are taught at the Advanced Academy. Instructors believe this is because of DPSST’s staffing model in which many of their instructors rotate through/are not permanent training instructors at DPSST, which leads to different styles and methods of teaching which can lead to inconsistencies. This is one of the reasons instructors retain some redundant materials, to ensure they are trained to the Police Bureau’s standard.
- While the 2020-1 recruits self-reported substantial gains in knowledge, skills, and confidence in core areas of Patrol Procedures, the instructors felt that this cohort struggled with portions of the training more than previous Academies. While other factors such as the inconsistency and strain of the ongoing COVID-19 pandemic may have affected this cohort, the class sequencing challenges that occurred in this Academy - with Control Tactics beginning a month into the

Academy and Firearms having to change their sequencing so certain skills were not taught before Patrol Procedures used them in scenarios - was likely a major culprit.

- The 2020-2 and 2020-3 were also impacted by changes in sequencing which were brought about by the condensed seven-week schedule.
- The shortened, seven-week long 2020-2 and 2020-3 Academies was not the best format for Patrol Procedures. One recruit in the 2020-2 Academy commented that they found one of the sessions to be overwhelming because of the amount of content that was taught in the one session. The instructors validated this recruit's opinion and acknowledged that the shorter Academy led to the trimming or elimination of certain blocks along with the combining of sessions' materials and that these condensed blocks may have been overwhelming.
- For the 2021 Academy, the Patrol Procedures instructors changed the sequencing of their sessions to include a Fundamentals/Principles class before proceeding to Critical Incident 1, which has traditionally been Patrol Procedure's second training session along with a few other skills. This new Fundamental/Principles class is a restructured and streamlined version of previous concepts taught that instructors believed would be a better model for recruits to use throughout the Academy.
 - It should be noted that the first run of this new Fundamentals/Principles class did not go to plan. The class was designed to be given in the more common 4-hour block format but due to the division of the 2021 Academy into three squads, this class had one 3-hour block. The instructors attempted to condense four hours of material into three hours with mixed success. Recruits noticed that the format seemed new and the accompanying PowerPoint did not align with the condensed format. This new class will continue to be evaluated and adjusted for future Academies.
- The Patrol Procedures discipline normally has three lead instructors who design and administer the Advanced Academy's training. For the 2021 Academy, Patrol Procedures was run by one lead instructor with two TDY instructors assisting. While the TDY instructors have had training as satellite instructors, lead instructors cannot be replaced easily with their specialized knowledge and the extensive experience they bring to the program. Scenarios can still be run without a lead discipline instructor if necessary, but they will be lacking in some ways. This is important as staffing concerns continue into the future- two of the Patrol Procedures instructors are transferring out of the Training Division in 2022 and access to satellite instructor assistance is expected to continue to be difficult. Potential impacts on recruits' learning will continue to be monitored.



Police Vehicle Operations

Program Overview

In Police Vehicle Operations (PVO), recruits receive classroom, skills, and scenario-based training related to decision-making while driving, safely and efficiently handling police vehicles in challenging traffic environments, various road conditions, and during pursuits and emergency situations with multiple distractions. PVO training integrates tactical decision-making, state law, and Bureau policy with physically operating a vehicle under stress. Training is critical for ensuring officers will make appropriate decisions during high intensity but low-frequency vehicle maneuvers, such as Pursuit Intervention Techniques (PIT). Police Vehicle Operations training is unique among the Advanced Academy skills programs because recruits and officers are also drivers outside of their law enforcement careers. Consequently, recruits must re-learn skills they may believe are already strong and develop different critical thinking skills, safety habits, and attitudes for operating a police vehicle 8 to 12 hours a day.

The total number of training hours and sessions of Police Vehicle Operations training recruits received varied over the 2020 and 2021 Advanced Academies in the following ways:

Academy	Total Training Hours	Number of Training Sessions	Attended Shelton/ Hours of Training
2020-1	27.5	7	Yes/+12
2020-2	17	5	No/0
2020-3	22.5	6	No/0
2021	24.5	8	Yes/+12

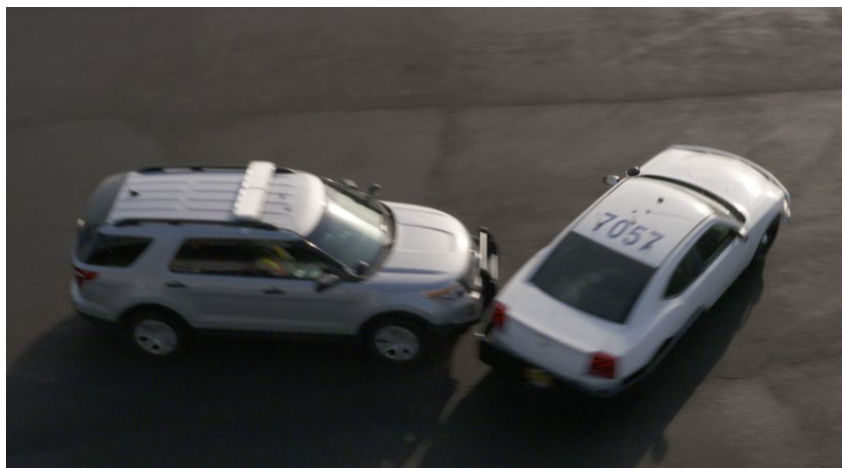
This includes lectures, hands-on sessions, scenario sessions, and the final testing session.

The amount of training sessions or hours in any discipline may vary from Academy to Academy for a number of reasons but the variation is typically due to scheduling availability of training space and instructors. A gain or loss of training hours does not mean that recruits are missing on training material other Academies received but may be receiving more or less opportunities for repetitions of the skills being taught.

Evaluation Results and Considerations

- A major class sequencing changed occurred between the 2020-1 and 2020-2 Academies. In the 2020-1 and earlier Academies, instructors taught the Police Vehicle Operations Pursuit Policy in various parts of the Academy, but generally after a few skills sessions. In the 2020-2 Academy, the instructors shifted to the first PVO session being the policy session to be able to refer back to policy throughout the Academy. The instructors believed this greatly helped recruits and have made this standard practice.
- Another major shift between the 2020-1 and 2020-2 Academies was the shift from beginning PVO instruction in the Ford Crown Victoria Police Interceptor cars and then transitioning to the Bureau's standard FIU SUVs to only giving PVO instruction in the FIUs. This was originally done due to time constraints as instructors believed the Crowns were useful as training vehicles, but instructors found that it was beneficial to focus on the vehicles recruits were going to use during their careers and shifted to exclusively using the FIUs.

- Not every Advanced Academy receives this training, but when budgets and schedules allow, recruits are taken to additional training at the Washington State Patrol's training facilities in Shelton, Washington for its nationally recognized 2.7-mile emergency vehicle drive course.
 - As previously discussed, it is believed that recruits benefit by working on patrol with Field Training Officers between the Basic and Advanced Academies. For the 2020-1 Academy, another return to patrol occurred between the end of the Advanced Academy and the Shelton training due to protests and scheduling changes. The Police Vehicle Operations instructors found that these students performed exceptionally well at Shelton regarding making decisions based on policy- better than any cohort in the instructors' memories. The instructors believed this was due to the additional patrol experience these recruits received between the Academy and Shelton and is worth considering for future Academies.
 - Recruits across Academies consistently praise their training time at Shelton. A common theme from both recruits' survey comments and instructor feedback is that the training at Shelton offers the best opportunity to tie concepts and skills from all of the disciplines into the scenarios conducted at the facilities there. This bringing together of the disciplines in a more realistic training setting allows recruits to understand how all of these skills work in tandem under more lifelike pressures and increases recruits' understanding and confidence. The larger driving course also gives recruits the opportunity to safely practice multi-tasking scenarios under pressure which cannot be safely done at the Bureau's smaller training facilities.
 - Instructors believe the benefits of recruits attending Shelton are so large that it should be a standard practice to send Advanced Academy recruits to this training. Both the 2020-2 and 2020-3 Academies, which were already shortened to seven weeks, did not get to attend the training at Shelton. The instructors believe the combination of the shorter Academy along with not attending Shelton ultimately led to less comprehension and retention of policy and skills than other Academies.
 - The 2021 Academy benefitted from three days of training time at Shelton, which is noteworthy as this Academy was impacted by the staffing shortages and larger squad sizes discussed above.



Law

Course Overview

This series of classes reviews Federal and Oregon case law pertaining to Person Encounters, Miranda and Search and Seizure, Oregon statutes, and Portland City Codes regarding criminal charges, and definitions that are not covered or are only partially covered at the Basic Academy. This course also provides some practical-application instruction relating to report writing, investigations, and courtroom testimony. Additional instruction in law is integrated into other parts of the Advanced Academy as well to assist recruits with retention and practical application of the material. This series of classes is currently taught by a Multnomah County District Attorney who contracts with the Portland Police Bureau.

Evaluation Results and Considerations

- Recruits appreciated receiving their law training from a District Attorney and appreciated the case studies used in this course as a teaching method.
- Some recruits commented that while some of the law material is covered at the Basic Academy, the Advanced Academy instructor solidified difficult concepts for the recruits and increased their knowledge and confidence in the topic.
- Due to the scheduling changes brought on by the COVID-19 pandemic, Law was not taught in every 2020 Academy. The 2020-1 Academy received law sessions while the 2020-2 and 2020-3 Academies only received one mock trial session. This is because the recruits in these cohorts received law training during the Zoom Academy.
 - While receiving the law training twice- once during the Zoom Academy and again during either the 2020-2 or 2020-3 Academy- would have led to redundancies, it is less ideal for recruits to have as large of a gap between their trainings particularly as laws are referenced in many of their scenario trainings.
 - Recruits in these Academies commented that they would have liked more mock trial training time. This is largely dependent on logistics. One recruit believed it would be beneficial to be able to witness a real trial for training.
- The Advanced Academy law tests were updated following the 2020-1 and 2021 Academies.

Equity- Community Engagement

Course Overview

The 2021 Advanced Academy included a new block of instruction which was designed by the Training Division Captain with feedback from the Equity and Inclusion Office (EIO). The goal of this additional week of training was to expose the recruits to different communities in Portland with the goal of building community relationships and learning about potential ways to better interact with these communities. Recruits met community members from various groups, were given historical context about these communities, and heard personal stories from these individuals. These sessions were conducted at the Training Division and off campus at various community locations including walking downtown, a men's shelter, a church, a mosque, and the historic Vanport District.

It should be noted that the 2021 cohort was divided into two groups to attend the first two weeks of the Academy and these groups alternated between receiving the full week of community engagement sessions and the full week of bicycle training. This is important because the two weeks of the community engagement differed in some ways. They differed slightly in terms of schedule as some speakers cancelled for one week but not the other, and in content/format as speakers adjusted their presentations to better suit the needs of the recruits. Discussion/debrief sessions (called discussion/debrief "circles" during the Academy as all of the recruits and moderator physically circled up to discuss the day's training) were incorporated into each day of the community engagement week and feedback gathered in these sessions was used to shape the following week and the upcoming 2022 Academy community engagement sessions. Each group therefore received a slightly different experience.

Evaluation Results and Considerations

- Majorities of both groups found these sessions useful and would recommend keeping them for future Advanced Academies.
- The 2022 introductory session will likely be administered by a member of EIO or a non-sworn instructor and a sworn-member.
- One session during one week was conducted over Zoom (the other week the community group cancelled). There were additional technical difficulties to consider but for future Academies Zoom should be avoided where at all possible as it was not the ideal format for engagement.
- A few of the sessions with single guest speakers which focused on immigrants' experiences felt redundant to recruits and will be discussion panels in the 2022-1 Academy with the goal of continuing to allow community members to tell their individual stories but the moderator will better be able to link similarities and how this relates to interacting with law enforcement.
- Scheduling: The 2021 Academy received one full week of community engagement sessions. During the debrief circles the schedule was discussed with recruits and some suggested that spreading these days over the course of the Academy would give recruits more time to process these interactions and could serve as a useful break in the week from demanding physical skills sessions. The 2022-1 Academy has scheduled the community engagement sessions throughout the Academy rather than all in the same week.

- For the 2022-1 Academy, each community engagement day will include a morning check-in session with the Equity instructor. And each day will include a debrief/discussion to end the day to discuss and process the day's sessions.
- The 2022-1 schedule will more accurately account for travel time for sessions away from the Training Division and will schedule in breaks throughout sessions, which will be clearly communicated with the community member who is presenting.

PORTLAND POLICE BUREAU
TRAINING DIVISION

14912 NE Airport Way • Portland OR 97230
www.portlandpolice.com

