



# EVALUATION REPORT

## 2022 ANNUAL TRAINING NEEDS ASSESSMENT

October 2022



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## INTRODUCTION

### *Purpose of the Training Needs Assessment*

The first step of developing an annual 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 for allotted training times. The format of needs assessments can vary greatly and 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 and Supervisors In-Service training sessions, although it summarizes new training needs for the Enhanced Crisis Intervention Team In-Service training and the Advanced Academy as well. It formalizes the analysis of some data that has been tracked by the Training Division for years. The needs assessment also formalizes the implementation of additional systems to receive further input from In-Service attendees and monitors organizational outcomes.

This report focuses on the five core law enforcement disciplines (Control Tactics, Conducted Electronic Weapon, Firearms, Patrol Procedures, and Police Vehicle Operations), crisis intervention, crowd management, re-certification requirements for Oregon law enforcement, training needs pertaining to the DOJ settlement agreement, and the following topics and sources outlined in the DOJ settlement 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
- Changes to Oregon or federal law or PPB policy

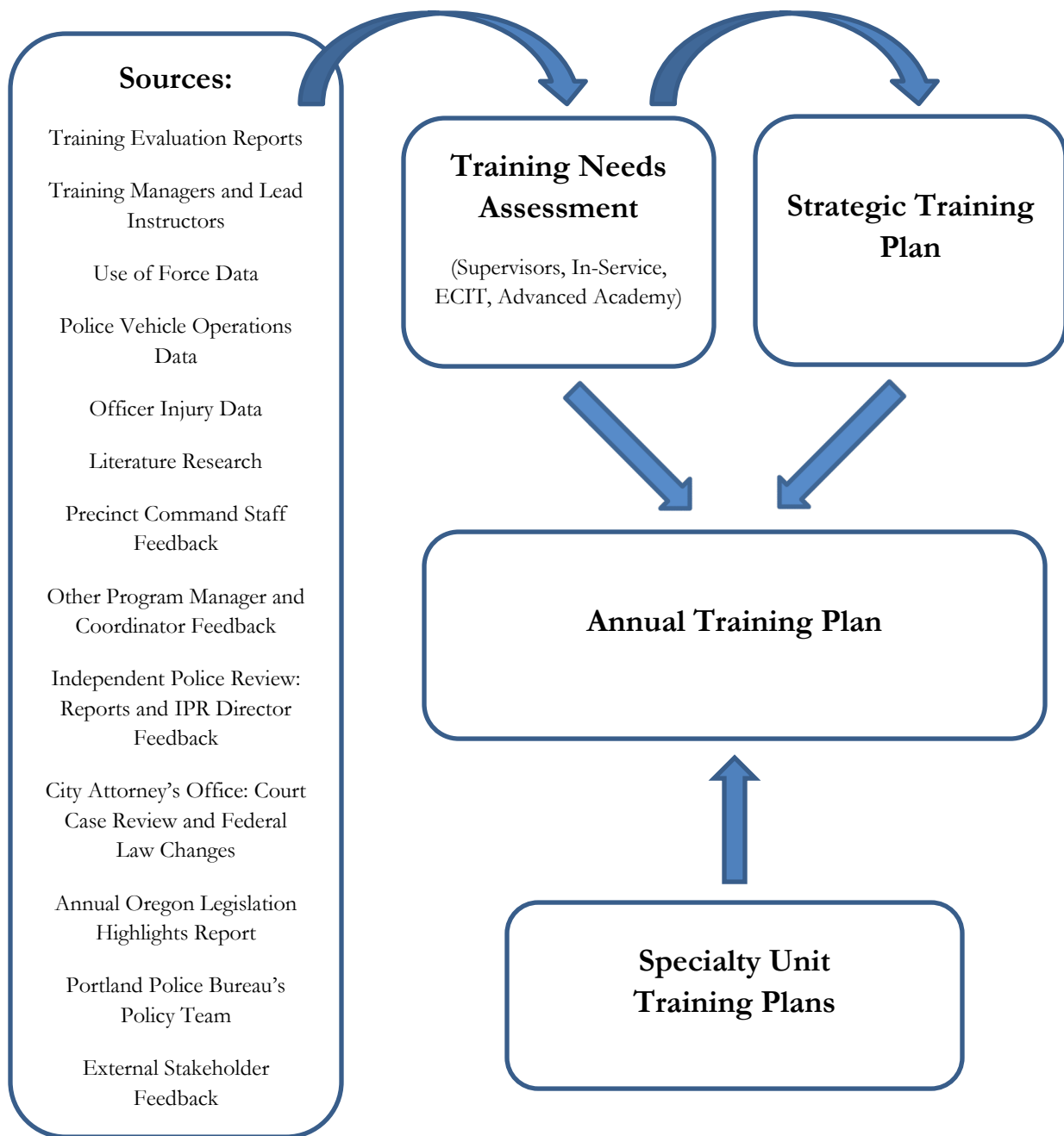


Figure 1. Needs Assessment and Training Planning Process

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 neither 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 sessions, nor 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?
- (3) Who should distribute this information?

Some information will be best delivered through training events while other information would be better disseminated through online training, roll call videos, unit managers, direct supervision, or other means of communication. It is also important that training plans prioritize genuine and substantiated training needs and requirements, as opposed to reacting to individual suggestions or events.

#### *Purpose of In-Service Training*

The purpose of In-Service for law enforcement is to receive training pertaining to officers' state Department of Public Safety and Standards Training (DPSSST) certification maintenance and Occupational Safety and Health Administration (OSHA) requirements, the City requirement for annual training (e.g., HRAR 2.02), 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 on patrol face a particular challenge pertaining to skill perishability, especially with events that are high-stress and low frequency in nature, 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 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. In addition to these low frequency/high risk situations, officers are faced with various challenges on a regular basis during more routine law enforcement encounters. The Training Division continually re-examines both the procedural and interpersonal skill components of these high frequency/lower risk encounters to enhance officers' abilities to achieve the best possible outcomes.

## **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, Control Tactics, Conducted Electronic Weapon, and portions of the Patrol Procedures Program (e.g., scenario training).
  - Three hours need to be in ethics training (one hour annually).
  - Three hours every three years need to be in mental health training.
  - Two hours of maintenance training in Airway and Circulatory Anatomy and Physiology every three years.
  - Equity training (the exact requirements are currently in discussion following recently enacted legislation of House Bill 2162).
- All sworn supervisors and managers (the rank of sergeant and above) must have 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 number 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 (CEW).



## DOJ AGREEMENT

### Current DOJ Agreement Related Training Need Priorities for all Sworn Members<sup>1</sup>

Topic / Skill Area	Notes
Duty to Intervene and related organizational cultural changes	The Portland Police Bureau conducted the initial stages of the ABLE Program training in 2021. Additional training is in progress.
Crowd Management	This training is currently being planned for the 2023 In-Service.
Use of Force Directives	This training is planned for the 2022-2 In-Service.
Microsoft 365 and SharePoint	The Bureau's IT Department has a plan for training all Bureau members in Microsoft 365. The training for SharePoint is planned to be delivered to members along with the corresponding force reporting changes.
Procedural Justice and communication (including the application to difficult encounters and crowd management)	This topic was covered during the 2018-3, 2019, 2020/2021, and 2022 In-Services, 2021 Supervisors In-Service, 2021 Crowd Management, and 2021 Online training sessions. The Procedural Justice Program is currently reviewing related data and researching the best approach for the next stages of this training program.

### Current DOJ Agreement Related Training Need Priorities for Command Staff

Topic / Skill Area	Notes
Police Review Board processes: assessing policy violations and mitigation considerations.	This is being considered to be delivered in 2023 as a standalone training for lieutenants and above ranks or as a part of the Supervisors In-Service.

<sup>1</sup> These DOJ related training need priorities were obtained from the General Inspector overseeing the implementation of the DOJ settlement agreement.

### Additional CIT Refresher Training Needs<sup>2</sup>

Topic / Skill Area	Notes
Interactions with Project Respond and navigating clinician and officer interactions.	This training is currently planned for the 2022-2 In-Service.
An introduction to the Portland Street Response program functions.	This training is currently planned for the 2022-2 In-Service.
Effective communication strategies for explaining actions or inactions.	This training is currently planned for the 2022-2 In-Service and will utilize motivational interviewing techniques.
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. <sup>3</sup>	The Patrol Procedures Program has been increasing the complexity of related crisis intervention In-Service training scenarios. This appears to be working well. Additional related scenario training is to be determined.

Additional training needs pertaining to mental health response are provided in Appendix B.

### In-Progress Training Requirements within the DOJ Agreement<sup>4</sup>

#### For In-Service

Topic / Skill Area	Notes
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, 2017, 2018-3, 2019, 2020/2021, and 2022 In-Services. Additional training will be determined in the future.

<sup>2</sup> 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.

<sup>3</sup> These are resource intensive, and staffing shortages may curtail this.

<sup>4</sup> 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
Conduct use of force investigations, including the supervisory investigatory responsibilities identified in Section III.A.3; (ii). <sup>5</sup>	Training pertaining to this was conducted during the 2018 Supervisors In-Service. Additional training is planned for the 2022 Supervisors In-Service.
Evaluate officer performance as part of PPB's annual performance evaluation system. <sup>5</sup>	Training pertaining to this was conducted during the 2018 and 2020 Supervisors In-Services. Additional training is to be determined.
Foster positive career development and impose appropriate disciplinary sanctions and non-disciplinary corrective action (DOJ 84 – b.iii). <sup>5</sup>	<p>The Training Division conducted training on a portion of this item during the 2018 and 2020 Supervisors In-Service sessions. The Bureau and City Attorney's Office have developed an online training regarding the new discipline guide that is currently in progress. Additional training may be considered depending on the results.</p> <p>Training pertaining to positive career development will be assessed in the future.</p>

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<sup>5</sup> The importance of additional training for these training needs was included in the following report: Compliance Officer and Community Liaison Quarterly Report: Quarter 2 Updates & Analysis. November 24, 2021. <https://www.portlandcocl.com/reports>

## CROWD MANAGEMENT

In 2021, the Training Division and the Bureau's Crowd Management and Incident Management specialists began conducting a separate, comprehensive review of training needs pertaining to this crowd management. The complete assessment reports for crowd management can be obtained at <https://www.portland.gov/police/divisions/training-evaluation-reports>. The following includes the crowd management training needs that are anticipated to be delivered through In-Service or Supervisors In-Service.<sup>6</sup>

### Identified Training Needs for General In-Service Audience

Topic / Skill Area	Training Notes
<p>Managing protestors engaged in aggressive and challenging behaviors (e.g., surrounding or blocking police vehicles, breaking into precincts, surrounding a law enforcement individual or group such as a Mobile Field Force).</p> <p>Incorporate into training examples from past events, contingency planning, response effectiveness, and what-if scenarios.</p>	<p>Part of this training was included during the 2021 online training. Some components of this are included in the 2023 In-Service scenario training plans for crowd management.</p> <p>Additional training is to be determined. The Bureau is considering creating some debriefs that include what occurred at the street level and related thought processes.</p>
<p>Provide training on methods for strengthening police-community relations specific to crowd management situations, such as transparent communication, empathetic acts, casual/individualized interactions, etc. Include communication skills that may promote greater dialogue and understanding between the police and the community.</p> <p>This may include some aspects of crowd psychology, facilitation and communication methods, knowing the local protest culture, and principles from the Elaborated Social Identity Model, Negotiated Management Model, procedural justice, and the Madison Method.</p>	<p>The Training Division incorporated some of this training topic into the 2021 Supervisors In-Service Procedural Justice class. Additional training is planned for the Crowd Management Incident Command class in the 2023 In-Service training.</p>
<p>Situational awareness and ambush preparedness specific to crowd control situations. Including continuing to provide training to officers regarding the rearguard security and cases where this may be particularly helpful in crowd control situations.</p>	<p>Further integrate this into the Mobile Field Force training, emphasizing the importance of the rearguard and cases where that may be helpful, and integrating other tactics pertaining to officer safety.</p>

<sup>6</sup> The Training Division has been working on prioritizing these training needs. Some of this work is reflected in the current training plans for 2023 In-Service. Additional prioritizing and resource planning will occur after the external assessment of the protests is complete.

Topic / Skill Area	Training Notes
Potential Bureau strategies and contingency plans for addressing different types of crowd control situations.	This training is planned for the 2023 In-Service training on crowd management.
Directives, Law, and Standard Operating Procedures pertaining to crowd management (including clarity on the use of force for crowd management, the Temporary Restraining Order, law enforcement use of recording devices related laws and policy, definition of press, and concrete guidance for how law enforcement can effectively apply these laws in crowd management situations). <sup>7</sup>	Some of this training is currently being conducted through an online training. Additional training is planned for the 2023 In-Service training on crowd management.
Provide training to all sworn members pertaining to situational awareness and ambushes specifically to Crowd Control events (including knowledge and study on violent crowds, information regarding related tactics to distract and/or agitate officers, and the inherent dangers of direct action events).	Training for supervisors is being considered for the Supervisors In-Service. Training for all sworn is to be determined.
Provide additional training on Control Tactics techniques utilized in Crowd Control situations.	Components of baton and OC spray training is planned for the 2023 In-Service training on crowd management. Additional training is to be determined.
Refresher training for all officers and supervisors in the use of RegJIN force codes.	This was included in the 2021 Crowd Control training. The Training Division is considering reinforcing this through the 2023 In-Service training, a reminder email, or through Incident Action Plan processes.

<sup>7</sup> This may include the following:

HB2928, Regulates use of chemical incapacitants, projectiles, sound devices by law enforcement

HB3059, Relates to unlawful assemblies and arresting of people who do not disperse

HB3164, Interfering with a police officer

HB3355, ID requirements for law enforcement during crowd management

HB4208, Use of teargas for crowd management

TRO, the Temporary Restraining Order for PPB

635.10 Crowd Management Directive

1010.00 Use of Force Directive

Topic / Skill Area	Training Notes
Maintaining composure during unrelenting, hostile situations. This may include some components of crowd dynamics and the importance of maintaining composure to increase chances of calming the violence, stress inoculation training, and options available to officers to break from the violence if needed.	Some of this is being integrated into the 2023 In-Service training. Additional training is to be determined.
Crowd control tactics and fundamentals (including crowd arrest procedures, rail use safety training, shield training, and Mobile Field Force movement).	Part of this training is planned for the 2023 In-Service training on crowd management.
Incorporate information from the District Attorney's Office regarding the filing and prosecution of protest-related cases.	To be determined. The Training Division will be collecting more information regarding this topic.
Training for all members on force justification specific to the use of force in crowd management situations.	Part of this training was conducted during the 2021 Crowd Control training. Additional training, including scenario-based and applied training, is currently planned for the 2023 In-Service on crowd management.
Other use of force decision making (including what is important for preventing litigation, what constitutes a crowd, and if the Conducted Electrical Weapon can be utilized when arresting a combative subject during a crowd event).	This training is planned for the 2023 In-Service training on crowd management.
Use of force reporting (including providing training to all members on the following force terminology as it pertains to batons to ensure consistent reporting: shove, push and strike; and force reporting audit deficiencies that apply to current reporting processes and requirements).	Some components of this were integrated into the 2021 Crowd Control training. Additional training is also planned for the 2022 In-Service on Directive 1010.00 and the 2023 In-Service training on crowd management.
Investigation and litigation preparation. Familiarize members with the processes, and related directive articulation and documentation.	To be determined.

## Identified Training Needs for Supervisors In-Service Audience

Topic / Skill Area	Training Notes
Educate supervisors on the importance of promoting and recognizing empathic acts in employee-community interactions as a way of building public trust.	The Training Division incorporated some of this training into the 2021 Supervisors In-Service Procedural Justice class. Additional training is to be determined.
Crowd control tactics and fundamentals for supervisors (including overall plan and contingency plans for crowd management, graduated response tactics and related safety, and options).	Some components of this are included in the 2023 In-Service training plans for crowd management. Additional supervisor specific training is to be determined.
Effectively leading a Mobile Field Force Team	To be determined.
Provide additional training for sergeants running Mobile Field Force with an emphasis on leadership and decision-making practice and scenarios.	Some components of this were integrated into the 2021 Crowd Control training. General leadership and decision-making skills are being reinforced in the 2022-2 In-Service training on Directive 1010.00.  Additional training is planned for the 2023 In-Service on crowd management.
Supervisory level training on de-escalation techniques for crowd control events (this may incorporate strategies about general public communications, informing the public of the crowd response decisions and reasons, collaboration and unified messaging among City government, communications to businesses, and collaborating with community groups interested in maintaining public peace and safety). This may also include an understanding of crowd psychology, and principles from the Elaborated social Identity Model, Negotiated Management Model, procedural justice, and the Madison Method.	Some components of this are included in the 2023 In-Service training plans for crowd management. Additional supervisor specific training is to be determined.
Implementing internal legitimacy and procedural justice during and after protesting events to increase the effectiveness of crowd response efforts and maintain organizational health factors such as morale and employee retention.	Some components pertaining to implementation during a protest is included in the 2023 In-Service training plans for crowd management. Additional supervisor specific training is to be determined.

## CONTROL TACTICS

In the Control Tactics program, officers obtain training in how to safely make contact with individuals, conduct searches, take persons into custody, and 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, failure to reduce crime, and potential for civil and criminal liability. The program stresses reasonable control given the totality of the circumstances. The Control Tactics program has been updating their curriculum the past few years to better align with current research on Control Tactics principles and training conducted at the Department of Public Safety Standards and Training, other West Coast certifying bodies, such as the Washington State Criminal Justice Training Commission, and other large law enforcement agencies, such as the Oregon State Police.

Control Tactics techniques require refresher trainings due to the natural perishability of these types of skills. Training on new techniques is necessary to keep current with developments in research, policy, equipment, and procedures.

### Identified Training Needs

Topic / Skill Area	Notes	Source(s) <sup>8</sup>
Ground control (including recovering to a stable platform)	This topic was covered during the 2018-3 In-Service. Additional training is being considered for 2024.	1, 2, 6, 7, 8, 9
Segmenting (including avoiding pressure on the neck and lungs, awareness of public perceptions, and its application for cases of agitated chaotic event)	This is being reiterated in some aspects of the ground control training. The Training Division is also considering a training video for this.	5
Takedowns	This topic was covered during the 2018-3 In-Service. Additional training is to be determined.	1, 6, 8, 11
Techniques involving multiple officers	This topic was incorporated into the 2018-3 In-Service. Additional training is to be determined.	1, 9

<sup>8</sup> Source coding: 1) Feedback obtained from 2015 through 2017-1 In-Service survey responses, 2) 2022 feedback from lead instructors, 3) Retention rate considerations with lead instructor feedback, 5) Identified through other sections of the needs assessment, 6) 2017 feedback from lead instructors, 7) 2018 feedback from lead instructors, 8) 2018 In-Service learning assessment results, 9) 2019, 2020, and 2021 feedback from lead instructors, and 11) Feedback obtained from the 2019 and 2021 In-Service survey responses.



Grappling/close-quarter encounters	This topic was incorporated into the 2018-3, 2019, and 2020/2021 In-Services. Additional training is planned for the 2024 In-Service.	1, 2, 9, 11
Self-defense/defending from assaults	This topic was incorporated into the 2019 and 2020/2021 In-Services. Additional training is to be determined.	1, 8
Weapon retention	This training was incorporated into the 2020/2021 In-Services. Additional training is to be determined.	1, 6
Handcuffing (including high risk prone and multiple officers)	The Training Division has incorporated this into the post shooting response training. This training is planned for 2022.	3, 9
Defense against edged-weapon attacks	To be determined.	5, 9, 11
Vehicle tactics	To be determined. The Training Division is in the process of researching related current best practices. This training is being tentatively planned for the 2023 In-Service.	2, 3, 9, 11
Striking/clinch techniques	This training was conducted during the 2020 In-Service. Additional training is tentatively planned for the 2024 In-Service.	2, 5, 9
Con sims/skill drills	This topic was covered during the 2018-3 In-Service and the 2020 In-Service incorporated a skill drill. Additional training is to be determined.	6

### Additional Considerations for Training Planning

- Ongoing training, multiple times per 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).
- Ongoing discussion on officer's tool reliance during use of force events may be beneficial.
- Two hour training blocks are ideal for retention and maximizing training time.

- With the increased use of having two officers per vehicle, there will need to be additional focus on multiple officer control tactics.
- There appears to be an increase in officer encounters pertaining to vehicle tactics needs (based on some survey findings as well as other feedback received by the Training Division).
- Other portions of the evaluation process found these additional following areas that intersect with Control Tactics:
  - Additional training on how to appropriately handle cases of agitated chaotic event (page 41).
  - More control/defensive tactics training, including weapon defense and strikes (page 29).
  - The Control Tactics Program should continue to instruct officers on ground fighting and recovering to a stable platform (page 40).

### **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. For an update on the estimated retention rate schedule for the core Control Tactics training skills/knowledge areas, please refer to Appendix D.

## CONDUCTED ELECTRICAL WEAPON

Officers are trained to carry and use a Conducted Electrical Weapon (CEW) 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), emphasizing reasonable decision making while under physical and mental stress.

### Identified Training Needs

Topic / Skill Area	Notes	Source(s) <sup>9</sup>
Scenarios (including small spaces, drawing from holster, use of barriers, and decision making)	This was incorporated in the 2020/2021 In-Service training. Scenarios utilizing CEW will continue to be incorporated into Patrol Procedures scenario and/or other scenarios. This is tentatively planned for the fall 2023 In-Service.	2, 3, 6
Basic Operations: X2 manipulation, failed deployment, utilizing CEW within effective distances, accuracy in probe placement when deploying under stress	Discussions pertaining to this topic were incorporated in the 2020/2021 In-Service training scenarios. Some of these components are tentatively planned for the fall 2023 In-Service. Some are also included in the annual CEW qualification.	1, 4, 6
CEW usage combined with custody skills	This topic was covered during the 2018-3, 2019, and 2020/2021 In-Services. Additional training is tentatively planned to be incorporated into the fall 2023 In-Service scenario.	3, 4
Weapon transitions and decision making (including custody planning and cover)	This is tentatively planned for the fall 2023 In-Service.	2
CEW policy refresher	This topic was covered during the 2018-3, 2019, and 2020/2021 In-Services. Additional training in the Use of Force policy is currently planned for the 2022-2 In-Service.	3, 4

<sup>9</sup> Source coding: 1) 2018 through 2020 In-Service learning assessment results, 2) 2022 feedback from the lead instructor on their top priorities, 3) Identified through After Action reviews and other sections of the needs assessment, 4) 2017 and 2018 feedback from the lead instructor, and 6) 2019 through 2021 feedback from lead instructors.

### **Additional Considerations for Training Planning**

Conducting CEW stress courses<sup>10</sup> would be beneficial and provide a new training opportunity for Portland Police Bureau members. This training methodology is used by Axon Enterprise, Inc. and would provide officers with opportunities for quick decision making while under stress and in a variety of circumstances. In general, Axon Enterprise, Inc. encourages the incorporation of dynamic training methodologies. The CEW stress course is staff intensive, ideally requiring 30 to 50 staff people to operate. It also requires more physical exertion.

The Bureau is anticipating a future CEW transition to the Taser 7. At this time, it is unknown when this will be occurring. When it does, additional training time will need to be allocated for CEW.

### **Retention Rates**

The Training Division continues 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. For an update on the estimated retention rate schedule for the core Conducted Electrical Weapon training skills/knowledge areas, please refer to Appendix D.

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<sup>10</sup> These stress courses include officers responding to multiple situations, which vary in intensity and skill requirements. It allows for practice in transitioning from various settings and portions of the stress course purposely induce physiological stress in order to provide practice in responding to situations under stress.

## FIREARMS

In the Firearms program, members 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 refresher and new training sessions 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) <sup>11</sup>
Moving and shooting	This training was incorporated into the 2022 In-Service. Additional training is to be determined.	1, 6, 8, 9, 10
Tactical courses and/or scenario-based skill drills (including stress, decision making, coordinated team movement, and use of force)	A firearms scenario-based skill drill was included in the 2022 In-Service. Scenario-based training involving firearms is also incorporated into the Patrol Procedures training. Additional training is to be determined.	1, 6, 8
Shooting in non-standard positions (including sitting in a car, shooting through a windshield)	This was incorporated into the 2020 post Firearms Qualification and 2022 In-Service trainings. Additional training is to be determined.  The training for shooting through glass is anticipated to be only through online training due to OSHA safety concerns.	1, 6, 8
Use of cover/shooting from cover	This training was incorporated in the 2020/2021 and 2022 In-Services.	1, 8

<sup>11</sup> Source coding: 1) Feedback obtained from 2015 through 2017-1 In-Service survey responses, 2) 2022 feedback from lead instructors, 3) 2016 In-Service learning assessment results, 5) Identified through other sections of the needs assessment, 6) 2017 feedback from the lead instructor, 7) 2018 feedback from the lead instructor, 8) 2018 In-Service evaluation results, 9) 2019 through 2021 feedback from lead instructors, and 10) 2020 and 2021 In-Service evaluation results (including learning assessments).

Use of firearms under stress (weapons manipulation and mechanics under stress)	The various components of this training get incorporated into multiple training disciplines. The Firearms and Control Tactics program collaborated to offer related training during the 2020/2021 In-Services. This was also included in the 2022 In-Service Firearms training. Additional training is to be determined.	1, 8, 9
Low light conditions	This was incorporated into the 2021 Winter Firearms Qualification training. Additional training is being considered for the 2022 Winter Firearms Qualification. This is being considered for 2023 In-Service training.	1, 2, 8, 9
Weapon transitions between the Conducted Electrical Weapon and Firearm	To be determined. The Firearms and Conducted Electrical Weapon Programs are discussing potential training methods.	1, 8, 9
Malfunction drills	These were incorporated into the 2020 and 2021 Firearms Qualification training.	1, 6
Target recognition with backdrop changes	The importance of target recognition and backdrop were reviewed during the 2020/2021 In-Service Deadly Force policy discussions. Additional training was conducted during the 2022 In-Service.	1, 8
Close-quarter shooting	This training was conducted in the 2020/2021 and 2022 In-Services. Additional training to be determined. The Training Division is discussing the possibility of conducting some standalone Firearms training sessions for all sworn members during 2023 to help reduce these training gaps.	2, 8, 9, 10

Various sight shooting techniques	This training was conducted in the 2020/2021 and 2022 In-Services. Additional training is to be determined. The Training Division is discussing the possibility of conducting some standalone Firearms training sessions for all sworn members during 2023 to help reduce these training gaps.	2, 9, 10
Multiple target engagement	To be determined.	8, 9
Trigger control techniques	This training was conducted in the 2021 and 2022 In-Services. Additional training is to be determined. The Training Division is discussing the possibility of conducting some standalone Firearms training sessions for all sworn members during 2023 to help reduce these training gaps.	2, 9
AR-15 safety	To be determined.	3

### Additional Considerations for Training Planning

- Ongoing training, multiple times a year, is needed to be proficient in firearms skills.
- Other portions of the evaluation process found these additional following areas that intersect with Firearms:
  - Firearms program should instruct on shooting from positions other than standing such as from a kneeling or prone position (page 39).
  - More live tactical firearms training that includes movement (page 44).

### Retention Rates

The Training Division continues 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. During the 2022 In-Service survey, additional information was collected regarding how often members need training pertaining to the following firearms skills: handgun fundamentals, use of sight focus types, use of flashlights, use of firearms lights. This information has been integrated into the estimated retention rate schedule. Future needs assessments will provide progress updates on this research. For an update on the estimated retention rate schedule for the core Firearms training skills/knowledge areas, please see Appendix D.

## PATROL PROCEDURES

Patrol Procedures 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 operations. It prepares them to manage scenes by using a full repertoire of communication skills, legal knowledge, decision making, and tactical skills. Patrol Procedures 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) <sup>12</sup>
Active shooter	Training was conducted during the 2019 In-Service. Additional training is being considered for the 2023 In-Service, if time permits.	1, 2, 4, 5, 7
Building searches	To be determined.	1, 7, 8, 9
High risk vehicle stops	Training was conducted during the 2019 In-Service and some was reinforced during the 2020 In-Service. Additional training is to be determined.	1, 7, 9
Critical incident response, including a perimeter refresher, ensuring sergeants stay in the role of scene management, and developing and communicating tactical plans	Parts of this training was conducted during the 2019, 2020/2021, and 2022 In-Service training sessions. Training on this topic was also included in the 2021 Supervisors In-Service and is currently planned for the 2022 Supervisors In-Service.	1, 5, 9
Force training in general (e.g., general decision making, deadly force encounters – including reaction times, use of cover fire, CRCRC, shoot/don't shoot decision making, use of firearms under stress, and firearm backdrop considerations)	Parts of this training were conducted during the 2019 and 2020/2021 In-Service trainings. Additional training is currently being planned for the 2022-2 In-Service.	1, 4, 5, 8

<sup>12</sup> Source coding: 1) Feedback obtained from 2015 through 2017-1 In-Service survey responses, 2) 2022 feedback from lead instructors, 3) 2016 In-Service learning assessment results, 4) 2016 and 2017 feedback from lead instructor(s) on their top priorities, 5) Identified through other sections of the needs assessment, 6) Added to list due to retention rate feedback, 7) 2018 feedback from lead instructor(s) on their top priorities, 8) 2018 through 2021 In-Service evaluation results, and 9) 2019 through 2021 feedback from lead instructors.



Ambush response/officer safety	This topic was covered during the 2018-3 In-Service. Additional training is to be determined.	1, 4, 5, 8, 9
Officer/citizen rescue	This topic was covered during the 2018-3 In-Service. Additional training is to be determined.	7, 9
Post-shooting/shield	This topic was partially covered during the 2018-3 and 2019 In-Services, and the Training Division is in the process of creating an online post-shooting training. Additional training (including shield training) is to be determined.	7, 8, 9
Foot pursuits	The Training Division conducted a 2022 online training for this topic. Additional training is to be determined.	1, 9
Scenario training, including force on force decision making, tailored scenarios focused on new skills, incorporating multiple law enforcement roles, plainclothes assignments, increased complexity/fully completed scenarios, interacting with uncooperative people, mental health related scenarios (including disengagement with a plan, Public Safety Support Specialist roles, more challenging/less common mental health symptoms, medical components, increased stress, ambush, shoot/don't shoot decision making, use of cover and movement, crossfire awareness, shields, Control Tactics, Police Vehicle Operations, Firearms, and Conducted Electronic Weapon skills)	This topic was partially covered during the 2019, 2020/2021, and 2022 In-Service trainings. Additional training is currently being planned for the 2022-2 In-Service.	1, 2, 5, 9
Investigator/detective specific training	A Detectives In-Service was conducted in 2019. Additional training is to be determined.	1, 5
Interacting with uncooperative people (e.g., uncooperative occupants during a building clear)	This was conducted during the 2019 In-Service scenario training in procedural justice. Additional training is to be determined.	1, 5

De-escalation skills (including identifying when de-escalation attempts are ineffective and utilizing time as a tactic)	This topic was incorporated into the 2018-3, 2019, 2020/2021, and 2022 In-Service scenario trainings (some along with procedural justice skills).	3, 5, 8
Assessing scene risk and subject threat levels	This topic was covered during the 2018-3, 2020/2021, and 2022 In-Service trainings. Additional training is to be determined.	3, 5
Emergency entry	This training was conducted during the 2020/2021 In-Services. Additional training is to be determined.	9
Use of firearms involving vehicles	To be determined. This will likely be a collaborative training effort among the Firearms, Police Vehicle Operations, and Patrol Procedures Programs.	9
Counterterrorism and explosive devices	To be determined.	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 Procedures:
  - Integrate reminders, where appropriate, pertaining to officers explaining the reasoning behind their actions or lack of actions in certain circumstances may help reduce some complaints (such as through the scenarios focused on Procedural Justice; more information can be found on page 31).
- Development of the upstairs of the Training Complex would allow for conducting more scenarios simultaneously and maximizing training time.
- The lead instructors need more time for curriculum research and development, as well as for further training and mentoring of the satellite instructors.<sup>13</sup>

### Retention Rates

The Training Division continues 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. During the 2022 In-Service survey, additional information was collected regarding how often members need training pertaining to the following Patrol Procedures skills: critical incident response, ambush response, use of force

<sup>13</sup> This challenge has worsened since 2020 due to lead instructor position elimination due to budgets restraints.

decision making, and use of shields. This information has been integrated into the estimated retention rate schedule. Future needs assessments will provide progress updates on this research. For an update on the estimated retention rate schedule for the core Patrol Procedures training skills/knowledge areas, please refer to Appendix D.

## POLICE VEHICLE OPERATIONS

In the Police Vehicle Operations (PVO) program, Bureau members 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) <sup>14</sup>
Pursuits (including scenarios, pursuit driving on a track, management, decision making, and spike strips)	This was included in the 2018, 2019, and 2020/2021 In-Services. Additional training is to be determined.	1, 2, 9
Scenarios (including PIT and Box-in techniques, high-risk stops, and ambush with escape driving)	Scenarios involving PVO topic areas will be incorporated into Patrol Procedure and other In-Service scenarios. The Training Division conducted a high-risk stops training scenario in the 2020 In-Service. Additional scenarios are to be determined.	1, 8, 9
High risk vehicle stops	Training was conducted during the 2019 and 2020 In-Service sessions. Additional training is being considered for the 2024 In-Service.	2, 9
PIT (including post-positioning)	PIT was included in the 2018-1 In-Service. PIT and Post-PIT are tentatively planned for the 2023 In-Service.	1, 4, 7, 8, 9

<sup>14</sup> Source coding: 1) Feedback obtained from 2015 through 2017-1 In-Service survey responses, 2) Identified through other sections of the needs assessment, 3) Collision data, 4) 2022 feedback from lead instructor(s) on their top priorities, 7) 2017 and 2018 feedback from lead instructor(s), 8) Feedback obtained from 2018 through 2021 evaluation results, and 9) 2019, 2020, and 2021 feedback from lead instructors.

Box-in (including post-positioning and making contact with at least two points of the car)	This was covered during the 2018 In-Service training and an online refresher training was delivered in 2021. Additional training is being considered for the 2024 In-Service.	1, 7, 8
High speed driving (including with hybrid FIUs)	This was included in the 2018-1 In-Service. Additional training is tentatively planned for the 2024 In-Service.	1, 4, 9
Backing (with FIUs)	This was included in the 2018-1 In-Service. Additional training is to be determined.	1, 3, 7
Intersections	To be determined.	1, 7
Collision avoidance drills	Training was conducted during the 2019 In-Service. Additional training is tentatively planned for the 2024 In-Service.	1, 3, 7
Lane changes	Training was conducted during the 2019 In-Service. Additional training is tentatively planned for the 2024 In-Service.	1
ABS/threshold braking	Training was conducted during the 2019 In-Service. Additional training is tentatively planned for the 2024 In-Service.	1, 4, 9
Accurately judging distance	This was included in the 2018-1 and 2019 In-Service trainings. Additional training is to be determined.	3

### Additional Considerations for Training Planning

- Obtaining training space at Portland International Raceway or a similar venue was not possible for 2022. Obtaining such a space will be critical for catching up on Police Vehicle Operations training needs and conducting the 2024 training plans.
- There has now been a substantial gap in training for PIT and Post-PIT. This is an important, high risk, low frequency skill which has become more nuanced with developments in vehicle technology (e.g. electronic stability control systems).

- Other portions of the evaluation process found these additional following areas that intersect with Police Vehicle Operations:
  - More Police Vehicle Operations training (page 30).

### **Retention Rates**

The Training Division continues 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. For an update on the estimated retention rate schedule for the core Police Vehicle Operation training skills/knowledge areas, please refer to Appendix D.

## 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 structures, coverage for their shift or precinct, policy, radio dead spots, crime or call types, etc.

### Identified Training Needs for General In-Service Audience

Topic / Skill Area	Notes	Source(s) <sup>15</sup>
Managing job related stress for officers (including reducing and managing stress pertaining to work-related investigations and complaint processes, major crowd control events and civil unrest, and anti-police sentiments encountered on the job)	The Training Division conducted a portion of these training needs during the 2020 and 2021 In-Services. Training pertaining to organizational wellness, including the importance of and how best to support employee wellness, was conducted during the 2021 Supervisors In-Service. The Wellness Program has also been delivering restoration trainings since 2021 to Bureau members. Additional training plans are to be determined.	1, 2, 6, 8, 9
More control/defensive tactics training (including weapon defense and strikes)	The Training Division is working on increasing its training offerings in control/defensive tactics. There has been some progress in developing the open mat time program and researching external Jiu-Jitsu programs that would be suitable for supplementing this training gap.	1, 2, 4, 5, 6, 8, 9

<sup>15</sup> 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, 4) FPDR injury data, 5) Use of Force case injury data, 6) Identified through other sections of the needs assessment, 7) Wellness Program needs assessment and evaluation processes, 8) 2019 through 2021 In-Service surveys, and 9) Crowd Management needs assessment process.

Balancing use of de-escalation and use of force techniques (officers are relying so heavily on de-escalation techniques that they are waiting to be assaulted before using force)	To be determined.	2
More Police Vehicle Operations training (for reducing injuries)	Additional training is being considered for 2023 and 2024.	2
General employee wellness (including fitness, nutrition, cooking, sleep, meditation, and finances)	The Training Division conducted a portion of these training needs during the 2019, 2020, and 2021 In-Services. A sleep training is tentatively planned for the 2023 In-Service.	7, 8

#### Identified Training Needs for Supervisors In-Service Audience

Topic / Skill Area	Notes	Source(s) <sup>16</sup>
Command staff and supervisory training on organizational health strategies, including:  How to choose and implement organizational health strategies  Appropriate and inappropriate use of accommodations	Training pertaining to organizational wellness was conducted during the 2021 Supervisors In-Service. Some components of implementing organizational health may be integrated into the 2023 crowd management training. Additional training will be determined in the future. The Training Division has made further progress in researching external expertise for building leadership and organizational health.	1, 2, 3, 5, 6, 7

<sup>16</sup> Source coding: 1) Wellness Program needs assessment and evaluation processes, 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) FPDR injury data, 5) Identified through other sections of the needs assessment, 6) 2019 through 2021 In-Service surveys, and 7) identified through the crowd management needs assessment.



## MISCONDUCT COMPLAINTS

### Identified Training Needs for General In-Service Audience<sup>17</sup>

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.	This was covered during the 2018-3, 2019, and 2020/2021 In-Service sessions. It will continue to be reinforced during In-Service Procedural Justice training. The Training Division is also considering incorporating this concept and related reporting into additional scenario debriefs where applicable.
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 it is not taking action in certain areas?	This was covered during the 2018-3, 2019, and 2020/2021 iterations of In-Service. It will continue to be reinforced during In-Service Procedural Justice training. The Training Division is also considering incorporating this concept and related reporting into additional scenario debriefs where applicable.
When and how to utilize the procedural justice principles to assist with difficult person encounters.	This was covered during the 2019 and 2020/2021 In-Services. It will continue to be reinforced through In-Service training.
Training pertaining to officer health and reducing compassion fatigue	A portion of this topic was covered in the 2017-2, 2019, 2020, and 2021 In-Services. Additional training is to be determined.

<sup>17</sup> The information for the misconduct complaint section is gathered through reviewing Independent Police Review (IPR) Annual Reports, IPR policy review reports, additional analyses provided by the IPR Analyst, Internal Affairs reviewed complaints of force, and discussions with the IPR Director, Internal Affairs Lieutenant and Sergeant, and Training Division In-Service Lieutenant and Sergeant.

In 2020, there was a substantial decrease in procedure, conduct, and courtesy complaints. There was an additional substantial decline in the 2021 complaints. The Training Division will continue to monitor this to see if it becomes a continuous trend.

Trauma-informed domestic violence response and investigations with a focus on the neurobiology of trauma and victim behavior;

Scenario-based training in accordance with recommendations from the Special Victims Unit and community partners;

Trauma-informed interviewing techniques with a focus on victim behavior/safety and lethality indicators for perpetrators; and

Effective reports with an emphasis on articulating criminal elements and providing thorough and accurate information to ensure appropriate prosecutorial charging decisions.

To be determined.

### Identified Training Needs for Supervisors In-Service Audience<sup>13</sup>

Topic / Skill Area	Notes
General leadership and management skills, including:	
Dealing with difficult employee behavior, such as interpersonal behavioral issues and performance issues, and how to provide corrective action prior to reaching a level of misconduct.	Some of these training areas were covered in the 2019, 2020, and 2021 Supervisors In-Services. Some of these topics have also been incorporated into the Sergeants Academy and Sergeants Mentorship Program.
Motivating and coaching employees.	
Increase familiarity with additional resources for supervisors: Bureau of Human Resources (BHR), city trainings, etc.	
Supervising fairly, including between different groups such as non-sworn, officers, and command staff.	In addition, the Training Division is currently researching external expertise in building organizational health, effectively leading a team/division/bureau, building internal legitimacy and procedural justice, and strategic planning and implementation for achieving Unit or Bureau goals.
Setting employee and/or unit goals and expectations.	
Provide base level supervisor training that includes specifics on how to deal with common supervisory challenges, scenarios, or other types of training exercises, and follow-up resources (Tips and Techniques, pocket cards, and/or articles).	

## 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 refer to the Control Tactics, Firearms, Patrol Procedures, 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) <sup>18</sup>
Use of force and decision making in low frequency, high volatility, high risk/impact situations (including addressing multiple threats and tactical problem-solving under pressure)	To be determined. Part of this was discussed during the 2022-1 In-Service scenario training. Additional training is planned to be incorporated into the 2022-2 In-Service.	5
Continued training on critical incidents and active threat situations (including distinguishing the two situations, communication with other officers such as role announcements, establishment of crime scenes, consideration to the location and condition of evidence, communication and use of negotiation with an armed subject in contained versus open scenes, and use of cover officers).	Most of this was covered in the 2019 Active Threat training and 2020/2021 Emergency Entry training. Additional online training in post-shooting response is tentatively planned for 2022 or 2023.	5
The importance of handcuffing in an officer involved shooting as it relates to the safety of paramedics and others.	The Training Division will include this into scenario debriefs when appropriate. An online training on post-shooting procedures is in progress.	5
Ensuring appropriate force is used in a timely manner when de-escalation and force warnings are ineffective.	This is planned for the 2022-2 In-Service training.	5

<sup>18</sup> Source coding: 1) Use of Force Audit Report, 2) Feedback from General Inspector, 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, 6) Additional analyses of force data, and 7) Training Division's review of other Internal Affairs reviewed uses of force.

Trends and training needs pertaining to crowd management are reflected in the Crowd Management section.

Defining de-escalation for report writing.	The Training Division is tentatively planning to create an online training to provide clarity regarding the current definition of de-escalation for Use of Force report writing.	4
Reinforcing components of the 2022 revised use of force directives, such as the changes in warning requirements and the feasibility standards.	This training is planned for the 2022-2 In-Service training.	2
New reporting process for the Force Data Collection Reports.	The development of the new process is still in progress. It is anticipated that this training will be needed in 2023, with an online and in-person training component.	2
Verbally describing use of force actions, such as when a sergeant arrives on scene to review an incident.	The Training Division has incorporated this item into scenario training and has observed good results. This topic is also being considered for incorporation into the 2022-2 In-Service training.	3

#### Identified Training Needs for Supervisors In-Service Audience

Topic / Skill Area	Notes	Source(s) <sup>13</sup>
Notification procedures for officer involved shootings.	An instructional email regarding notification procedures for officer involved shootings was sent to command staff in 2021. The Training Division is also in the process of completing an online training for post-shooting procedures which will include this.	5
Use of Force report writing review (including articulation of subject behavior, defining of force types, and distinguishing between force warning, de-escalation, and command).	A part of this was incorporated into the 2021 Crowd Control training. This will also be incorporated into the fall 2022 Use of Force In-Service training.	2
New reporting process for the After Action Reports.	An online training for this is currently in progress. Additional training is planned for the 2022 Supervisors In-Service.	2

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<p>Critical Incident Management, including rapidly evolving incidents in which the Incident Commander has little information when assuming command and when to remain in the supervisory role and managing overall precinct resources during critical incidents.</p>	<p>A part of this was included in the 2021 In-Service Emergency Entry scenario training. The 2021 Supervisors In-Service included training regarding critical incident, although not this component specifically. This is planned to be completed during the 2022 Supervisors In-Service.</p>	<p>3, 5</p>
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## CONCERNS REFLECTED IN COURT DECISIONS

### Identified Training Needs<sup>19</sup>

The Training Division has been providing extensive training involving case law since 2016, through a combination of yearly In-Service training sessions and regular online trainings. At the time of this needs assessment report, additional training regarding search and seizure is currently in progress for 2022 and a legal updates section is planned for the 2022-2 In-Service training (for the Use of Force directive). The Training Division and City Attorney's Office will continue to regularly review and provide members training material on new case law.

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<sup>19</sup> 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 2021 needs assessment, the Training Division received 27 additional case summaries. 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 Changes

Law <sup>20</sup>	Notes	Year
HB 3164 Interfering with a Peace Officer	To be determined. The Training Division is considering utilizing an email message as well as reinforcing this in the Legal Updates session of the 2022-2 In-Service.	2022

### Identified Training Needs for Federal Law Changes<sup>21</sup>

The City Attorney's Office examines federal court decisions for any changes in federal law pertinent to Oregon law enforcement. There were no federal law changes pertinent to law enforcement identified for the time period of July 2021 through May 2022.

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<sup>20</sup> Information pertaining to Oregon Law changes is gathered from the Oregon State Bar's annual Oregon Legislation Highlights reports and the City Attorney's Office. These findings are vetted through some of the Training Division's supervisory staff to help determine which warrant additional future training.

<sup>21</sup> 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 that are applicable to the Portland Police Bureau.

## CHANGES IN PPB POLICY

### Identified Training Needs<sup>22</sup>

Policy	Notes
320.00 Disclosure of potential exculpatory or impeachment	An online review of the new policy was conducted. Additional online training with the District Attorney and City Attorney's Office is in consideration.
0910.00, 1010.00, and 1015.00 Use of Force <sup>23</sup>	An online review of the new policy was conducted. Additional training is currently being conducted during the 2022-2 In-Service.
850.20 Police Response to Mental Health Crisis	An online review of the new policy was conducted. Additional training is currently being conducted during the 2022-2 In-Service.

### Upcoming Directives Still Under Review

Policy	Notes
635.10 Crowd Management/Crowd Control	The Training Division is planning additional training in 2023.
905.00 Non-Force After Action Reporting and 900.00 General Reporting Guidelines	These are being reviewed for potential changes pertaining to Crowd Control reporting. Once completed this will be reviewed for any training implications.
660.00 Criminal Intel	Planning for an online knowledge check. Any additional training needs are to be determined.
630.35 Responding to Alarm Calls-for-Service	The Training Division is planning to cover these updates in an online training with the Business Services Division Alarm Coordinator pertaining to alarms and recording false alarm responses.

<sup>22</sup> A list of Portland Police Bureau directives that were newly formed or amended between June 2021 through June 2022 was obtained from the PPB's Policy Analysts. The list was vetted through the Policy Analysts, as well as the Training Division's In-Service management, to determine which directives warranted future consideration during training planning.

<sup>23</sup> The importance of training for these directives was also included in the following report: Compliance Officer and Community Liaison (COCL) Quarterly Report: Quarter 4 Updates & Analysis. May 27, 2022. <https://www.portlandcocl.com/reports>



## 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 for General In-Service Audience

Topic / Skill Area	Notes	Source(s)
Provide members more opportunities to practice interpersonal skills related to procedural justice, design a training scenario where all officers can rehearse the skills needed for respectful, fair, empathic, and effective communication with members of the community, and can receive feedback on their performance (including training officers on the importance of follow-up in terms of community satisfaction and perceptions of procedural justice).	This topic was taught or reinforced in the 2018-3, 2019, 2020/2021, and 2022 In-Service iterations. The Training Division will continue to reinforce these skills during scenario training.	1, 6, 9, 11, 18, 20
Provide specific training on interpersonal aspects of policing, including mental health crisis response, diversity/sensitivity, and de-escalation.	This was included in the 2018-2, 2018-3, 2019, 2020/2021, and 2022 In-Service sessions, as well as during the 2021 and 2022 online trainings. The Training Division will continue to reinforce this training topic through scenario, crisis intervention, and equity training.	2, 3, 7, 9, 11, 18, 20
Emphasis on good communication during tactical events.	The Training Division will continue to emphasize this in In-Service scenario training debriefs where appropriate.	7
The Firearms Program should instruct on shooting from positions other than standing such as from a kneeling or prone position.	This is now also incorporated into the post Firearms Qualification training. Additional training was incorporated into the 2022 In-Service.	7

The Control Tactics Program should continue to instruct officers on ground fighting and recovering to a stable platform.	This was covered during the 2018-3 In-Service. Additional training is to be determined.	7
Provide training focused on officer physical health including: physical functionality, yoga, mindfulness and nutrition.	The Training Division has provided a portion of this training in the 2019, 2020, and 2021 In-Service sessions. Additional wellness training is tentatively planned for the 2023 In-Service.	8
Provide training that strengthens police-community relations and solves neighborhood problems, such as foot patrol and problem-oriented policing.	To be determined. <sup>24</sup>	10, 18, 20
PPB should expand on existing efforts to provide emotional intelligence training to officers. This training should be integrated into officer wellness, implicit bias, procedural justice, leadership and public outreach training.	Emotional Intelligence (EI) training is delivered throughout officers' careers starting at the Basic Police Academy. Training Division members attended an advanced EI training for Leadership offer by the Washington State Criminal Justice Training Center. Additional plans are to be determined.	13, 20
Train officers on the importance of follow-up in terms of community satisfaction and perceptions of procedural justice.	The Training Division continues to emphasis procedural justice during In-Service. The Bureau, in collaboration with Portland State University, has been conducting a program which applies this to the online reporting program. Additional training is to be determined.	17, 18
Training should be done with officers on the interpretation of the Retaliation Directive, 310.20.	To be determined.	5

<sup>24</sup> Past Training Division management believed they would assign this to a curriculum development specialist, contract with Portland State University, or wait for the Dean position to be hired. This is currently on hold.

<p>Cultural competency and community-based training videos.</p> <p>PPB training must include community focused curriculum. This should include interactive trainings with community members.</p>	<p>The Training Division has continued to develop cultural humility and community focused training, which incorporates voices from the community. Additional training sessions regarding equity and language interpretation were delivered through the online training program during 2021 and 2022.</p>	<p>3, 15, 19, 20</p>
<p>Deliver bystander intervention training, specifically Active Bystanderism for Law Enforcement (ABLE).</p>	<p>The Training Division delivered the first part of this training in 2021. Additional training is planned for 2022.</p>	<p>3, 4, 14</p>
<p>The Training Division should sustain the PPB leadership course and expand it to make it accessible to all PPB members.</p>	<p>To be determined. The Training Division's Leadership position was cut due to budget reductions.</p>	<p>16</p>
<p>Additional training for officers on how to appropriately handle cases of an agitated chaotic event.</p>	<p>To be determined. The Training Division is considering an online training for this.</p>	<p>5</p>

The source coding for the previous section includes the following:

- 1) Compliance and Outcome Assessment Report of the Compliance Officer and Community Liaison. May 15, 2019.
- 2) Semi-annual Outcome Assessment Report. May 2017.
- Compliance Report of the Compliance Officer and Community Liaison. First and Second Quarters: January through June 2016. March 3, 2107.
- Semi-annual Outcome Assessment Report. November, 2016.
- Compliance and Outcome Assessment Report of the Compliance officer and Community Liaison. Third and Fourth Quarters: July through December, 2016.
- Compliance and Outcome Assessment Report of the Compliance officer and Community Liaison. January through September, 2017. Filed December 7, 2017.
- <https://www.portlandcocl.com/reports>
- 3) Compliance Officer and Community Liaison Quarterly Report: Quarter 3 Updates & Analysis. November 23, 2020.
- <https://www.portlandcocl.com/reports>
- 4) Compliance and Outcome Assessment Report of the Compliance Officer and Community Liaison Quarterly Report: 2020 Quarter 4 Analysis, October 1 to December 31, 2020.
- 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) Compliance Officer and Community Liaison Quarterly Report: Quarter 2 Updates & Analysis. November 24, 2021.
- <https://www.portlandcocl.com/reports>
- 7) Report to City of Portland, Portland Police Bureau, Officer Involved Shootings. Sixth Report. January 2019. OIR GROUP
- <https://www.portlandoregon.gov/ipr/article/711304>.
- 8) Training Advisory Council Official Recommendation, Establishing an Effective Wellness Program. May 8, 2019.
- <https://www.portlandoregon.gov/police/article/731482>.
- 9) The Portland Police Bureau Strategic Insights Report. <https://www.portlandoregon.gov/police/article/725900>.
- 10) Compliance and Outcome Assessment Report of the Compliance Officer and Community Liaison: Section VIII and IX. October, 2017 to December, 2019.
- 11) Compliance and Outcome Assessment Report of the Compliance Officer and Community Liaison: Section IV and VII. October, 2017 to December, 2019.

- 13) Training Advisory Council Official Recommendation – Emotional Intelligence, September 11, 2019.  
<https://www.portlandoregon.gov/police/article/745937>.
- 14) Compliance and Outcome Assessment Report of the Compliance Officer and Community Liaison Quarterly Report: 2020 Quarter 1 Analysis, January 1 to March 31, 2021.
- 15) The Coalition of Advisory Groups (2021). Letter to Mayor Wheeler regarding Public Safety Crisis and Police Reform.
- 16) Training Advisory Council Official Recommendation – Training PPB Leaders, May 12, 2021.  
[extension://efaidnbmnnnibpcajpcgicfindmkaj/https://www.portland.gov/sites/default/files/2022/2021-recommendation-leadership.pdf](https://www.portland.gov/sites/default/files/2022/2021-recommendation-leadership.pdf)
- 17) National Law Enforcement Applied Research & Data Platform, Perceptions of Portland Police Bureau among Persons with Recent Police Contact: Results of an SMS Survey, December 20, 2019.
- 18) DHM Research City of Portland Community Policing Report, February 2019.
- 19) Additional technical assistance provided by the COCL.
- 20) The Portland Police Bureau Community Engagement Plan, <https://www.portlandoregon.gov/Police/article/744533>.

## Identified Training Needs for Supervisors In-Service Audience

Topic / Skill Area	Notes	Source(s) <sup>25</sup>
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 2022 and 2023 trainings.	2, 7
Provide Organizational Change Management leadership training (or something similar) for the Chief, all senior management, and selected trainers.	To be determined. The Training Division is currently researching external expertise in building organizational health, effectively leading a team/division/bureau, building internal legitimacy and procedural justice, and strategic planning and implementation for achieving Unit or Bureau goals.	4

<sup>25</sup> Source coding:

- 2) Compliance Officer and Community Liaison. Semi-annual Outcome Assessment Report. May 2017  
 Compliance Report of the Compliance Officer and Community Liaison. First and Second Quarters: January through June 2016. March 3, 2107.  
 Compliance Officer and Community Liaison. Semi-annual Outcome Assessment Report. November, 2016.  
 The Compliance Officer and Community Liaison reports can be found at: <https://www.portlandoccl.com/reports>.
- 4) From the Training Advisory Council. Their reports are 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. (2015). Views from Inside the Portland Police Bureau: A Survey of Sworn and Civilian Employees.
- 7) OIR GROUP (2019). Report to City of Portland, Portland Police Bureau, Officer Involved Shootings. Sixth Report.  
<https://www.portlandoregon.gov/ipr/article/711304>.
- In addition, the Training Advisory Council Official Recommendation: Training PPB Leaders report (2021) supports the need for leadership training generally although the particular recommendations focus on external trainings, which is outside of the scope of this report. This report is available on the TAC website at <http://www.portlandoregon.gov/police/61449>.

Provide supervisor coursework related to “good supervision”; addressing problematic behavior, coaching, and organizational justice.	A portion of this topic was covered in the 2019 Supervisors In-Service, Sergeants Mentorship Program, and the 2020 Sergeants Academy. Additional training on this topic is to be determined.	2
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.	A portion of this topic was covered during the 2019 and 2020 Supervisors In-Services.  Additional training on part of this recommendation is planned for the 2022 Supervisors In-Service.	6

## INDIVIDUAL PRECINCT NEEDS

### Identified Training Needs for General In-Service Audience<sup>26</sup>

Topic/Skill Area	Year Suggested <sup>27</sup>	Notes
Additional Control Tactics training opportunities are needed / Precinct Control Tactics Training reinstituted (quarterly)	2014, 2017, 2018	The Training Division is continuing to work on providing members other Control Tactics training opportunities. The reinstituting of the Precinct Control Tactics training program will be revisited after COVID.
D.A. legal updates	2015, 2018	To be determined.
More live tactical firearms training that includes movement.	2017, 2018	This was covered during the 2018-3 In-Service, 2019, 2020/2021, and 2022 In-Services.
Under what circumstances and timing to notify Detectives.	2018	Considering a Tips and Techniques or another online training format.
Dealing with difficult people: co-workers and community members.	2018	To be determined.
Sexual Assault Investigations (including basic trauma-informed interviewing with a victim-centered approach)	2019	To be determined.
Child/Elder Abuse Investigations	2019	To be determined.
Customer service training: including active listening, empathy, and scenarios	2018	This was partially covered in 2018-2, 2018-3, 2019, and 2020/2021 In-Service trainings. The Training Division will continue to reinforce these concepts during future In-Service sessions.

<sup>26</sup> Numerous Detectives In-Service training needs have been collected by the Training Division through the evaluation processes. The Training Division provided a detectives-specific In-Service training and an all sworn In-Service training in 2019. These training needs will continue to be retained and considered in the development of the future Detectives In-Services.

<sup>27</sup> The Training Division Captain or Lieutenant reviews these training needs and receives new ones from Precinct and Responding Unit Command Staff 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.

Media relations (including how the media works, what to expect when they show up to scenes, and how to best work with them)	2020	The Training Division is considering an online training video for this topic.
Suspect identification / photo line-up procedures (e.g., for hit and run cases)	2020	The Training Division is considering creating an online training video for this topic.

### Identified Training Needs for Supervisors In-Service Audience

Topic/Skill Area	Year Suggested <sup>28</sup>	Notes
Fiscal Updates: fleet and the replacement cycle, facilities, alarms and recording false alarm responses	2017, 2021	The Training Division is tentatively planning to cover this in an online training. This project has been put on hold pending policy updates.
Leadership and supervisory skills and development: including performance management, fundamentals of supervisors' roles (including leadership self-assessment), mentoring/coaching/counseling, resolving conflicts, communication (including specifically for enhancing coaching, leadership, and mentoring), mindset, and change management.	2018, 2019, 2020, 2021	A part of this was incorporated into the 2020 Supervisors In-Service. Training pertaining to organizational wellness, including the importance of and how best to support employee wellness, was conducted during the 2021 Supervisors In-Service. This topic has also been incorporated into the Sergeants Academy.

<sup>28</sup> 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. In addition, the 2018-2020 Supervisors In-Service training surveys included the following survey item: "What training topics would you like to see in future Supervisors In-Service training?". In 2018, the survey also included an item asking: "How would you prioritize the following training needs for the officers you supervise: (ambush/fatal attack on officers; managing stress from sources inside PPB; managing stress from sources outside PPB; more frequent control/defensive tactics training; District Attorney legal updates; update on person-encounters/detentions, stops, mere conversation, reasonable suspicion; and active shooter training) to obtain additional feedback from supervisors". In 2020, the survey included an item asking: "How would you prioritize the following training needs for your current position?" for 22 different topics (such as strategic planning and implementation, positively influencing employee development, managing tactical incidents, communication, equity, building legitimacy and procedural justice, community policing strategies).

Developing and implementing internal legitimacy and procedural justice and Officer/employee health and stress management (including allowing employees input to be genuinely heard and considered, including when to provide officers with a Portland Police Association (PPA) representative and/or peer support, and how to reduce job related stress for officers during investigations and complaint processes).	2018, 2019	<p>A part of this topic was incorporated into the 2020 and 2021 Supervisors In-Service and has been incorporated into the Sergeants Academy.</p> <p>In addition, the Training Division is currently researching external expertise in building organizational health, effectively leading a team/division/bureau, building internal legitimacy and procedural justice, and strategic planning and implementation for achieving Unit or Bureau goals.</p>
Knowledge of Bureau of Human Relations Directives, Oregon Family Leave Act, Family and Medical Leave Act, Americans with Disabilities Act, the various PPB union rules, and laws pertaining to managing employees and how to appropriately apply them (including where to find help, timelines, and requirements for managing ADA accommodations).	2019, 2020	A part of this was incorporated into the 2020 Supervisors In-Service and the PPB Sergeant Academy. Additional training is planned for the 2022 Supervisors In-Service. The Training Division is considering additional training from the Union and City Attorney's Office for 2023 Supervisors In-Service.
Internal Affairs processes – following up on corrective action or an identified issue, who a supervisor can discuss the case with, and who a supervisor can talk with for more information regarding a complaint (e.g., supervisors can talk with the involved employee).	2019, 2020	This is included in the 2022 Supervisors In-Service plans.
An understanding of equity and how to appropriately apply equity principles and strategies (including generational changes in what type of leadership people are responsive to, anti-racism, gender bias, implicit bias, workplace strategies for improving equitable outcomes, cultural humility, and intersectionality).	2019	The PPB's Equity and Inclusion Office continues to collaborate with the PCCEP and Training Division to conduct equity trainings. <sup>29</sup> A series of trainings were delivered during 2021 and 2022. In addition, the Bureau has created a program for some members to attend the Redefining Policing to Affirm and Instill Human Rights (REPAIR). <sup>30</sup> Additional training is to be determined.

<sup>29</sup> The Training Advisory Council has also made informal recommendations pertaining to the importance of this training topic. This is also a part of the Bureau's Community Engagement Plan.

<sup>30</sup> This training was developed by the National Center for Civil and Human Rights in collaboration with the Auschwitz Institute for the Prevention of Genocide and Mass Atrocities.



How to use the Bureau of Human Resources as a business partner.	2019	To be determined. The Training Division is considering an online training video.
Appropriate team building and creating a positive work environment (including how to leverage your team / know your team and their skills).	2019	This was incorporated into the 2020 Supervisors In-Service, as well as in the Sergeants Academy.  Additional training is to be determined.
Conducting more meaningful performance evaluations as well as other check-ins (including effectively writing performance evaluations).	2019, 2020	A part of this was incorporated into the 2020 Supervisors In-Service. The PPB Sergeant Academy now has a complete class for this. Additional training for the rest of the supervisors is to be determined.
Addressing problem employees and/or problematic behavior (including related intervention strategies, dealing with employees with interpersonal behavioral and/or performance issues, addressing employees who were previously your peers and/or friends, providing corrective action prior to reaching a level of misconduct, and procedures for supervisory investigations of minor employee misconduct).	2019, 2020	To be determined.
General active leadership skills pertaining to managing critical incident scenes. Including expanding the Active Shooter Incident Management principles to other critical incidents (e.g., active shooter, earthquakes, etc.), scenario training, and table top exercises.	2019, 2020	A portion of this was covered during the 2019 and 2021 Supervisors In-Services. All Bureau members have been taking FEMA training classes on the Incident Command System. Additional training on critical incidents is planned for the 2022 Supervisors In-Service.
Managing officer involved shootings.	2019	An online training on post-shooting procedures is still in progress. This training is planned to be delivered during 2022.
Crime scene management	2019, 2020	Part of this was conducted during the 2020 Supervisors In-Service. Additional training on managing officer involved shootings and major crime scenes is being considered.

Critical Decision Making/ decision making (including table top exercises and making decisions under stress)	2019, 2020	Training on this topic was conducted during the 2020 and 2021 Supervisors In-Service. Additional training is currently planned to be incorporated into the 2022 Supervisors In-Service.
Base knowledge of how to use statistics for crime interventions or patrol planning (to prepare for knowing what analyses to request and how to use the information)	2021	To be determined.
Planning and implementing missions	2021	To be determined.
Collaborating with stakeholders to address various crime issues.	2021	To be determined.
Air support and how to coordinate with the aircraft on tactical calls (pursuits, eludes, callouts).	2021	The Training Division is considering a roll call video that includes a mock scenario for this.
Utilizing and managing non-sworn/professional staff (including their roles, ranks, skillsets, and how to manage them).	2021	To be determined. Considering for future Supervisors In-Service training.

## 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/Conferences, and Agency Visits

From October 2021 through September 2022, the Training Division staff was able to resume some attendance to trainings and conferences, and visits to other agencies.

This included, but is not limited to the, LAPD Post Academy Instructor Certification, Peer Support Conference, Force Science Institute training, Less Lethal Instructor Certification, Advanced Body Worn Camera Video Tech and Human Perception training, Taser Master Instructor Certification, CIT International Conference, Redefining Policing to Affirm and Instill Human Rights (REPAIR), and the International Association of Chiefs of Police. Some of the main topic areas researched were leadership, officer health, ethics, close quarter self-defense, de-escalation, body worn camera implementation, conducted electrical weapon, equity and policing, and Crisis Intervention. This information is being utilized to refine and update several of the programs, including the Wellness, Control Tactics, and Patrol Procedures Programs.

### 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:

- Active Shooter
- Crisis Intervention
- Defensive Tactics
- Electronic Control Equipment
- Emotional Intelligence
- Firearms

- Leadership
- Officer Health
- Organizational Health
- Patrol Procedures
- 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 and 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

Since the 2021 Training Needs Assessment Report, the Training Division has focused its literature research on the topics of leadership, use of force, bias, and training methodology. A listing and brief summaries for some of these articles can be found in Appendix E. The Training Division has also been conducting extensive literature research pertaining to crowd management. Information regarding those reviews are reflected in the crowd management needs assessment report.

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 are:

#### *In-Service*

Some of the leadership literature support the need for leadership training for members of all ranks, such as applications to managing patrol calls, project management, managing internal and external pressures, etc. The Training Division progress in developing the Leadership Program has reduced since the position was cut due to budget restraints. The Training Division management, analysts, and lead instructors continue to research and integrate this topic into training plans to the extent possible.

### *Supervisor's In-Service*

The research on leadership supports the need for developing a comprehensive training plan for law enforcement leaders. Numerous applications of leadership skills were provided in the literature that correspond well with the results from the Portland Police Bureau evaluation findings, such as supportive training for managers regarding how to improve morale, performance, retention, strategic planning, work quality, learning, and organizational health. The Training Division has incorporated some of this material into trainings for supervisors and intends to create a strategic training plan for supervisors.

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

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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.

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## APPENDIX B: MENTAL HEALTH RESPONSE RELATED TRAINING NEEDS

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### In-Service Considerations

Topic / Skill Area	Notes
Interactions with Project Respond and navigating clinician and officer interactions.	This training is currently planned for the 2022-2 In-Service.
An introduction to the Portland Street Response program functions.	This training is currently planned for the 2022-2 In-Service.
Increase the level of difficulty for the crisis communication training.	The Patrol Procedures Program has been increasing the complexity of related crisis intervention In-Service training scenarios. This appears to be working well and additional related scenario training is to be determined.
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.	The Patrol Procedures Program has been increasing the complexity of related crisis intervention In-Service training scenarios. This appears to be working well and additional related scenario training is to be determined.

### ECIT In-Service Considerations

Topic / Skill Area	Notes
Utilizing more videos	The Behavioral Health Unit incorporated this into the 2020 ECIT In-Service training. Additional use of case studies are planned for the 2022-2 All Sworn In-Service.
More training on communication strategies that may be more effective given a person's mental health condition.	The Behavioral Health Unit incorporated this into the 2020 ECIT In-Service training.
More scenarios and hands-on training, including more comprehensive scenarios and multiple officers to make it more realistic.	The Behavioral Health Unit is discussing methods and related resource requirements for incorporating this into future ECIT In-Service trainings. Additional use of case studies and hands-on training are planned for the 2022-2 All Sworn In-Service.



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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).

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The Behavioral Health Unit incorporated this into the 2020 ECIT In-Service training and is currently tracking cases that may be considered for future trainings.

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## APPENDIX C: ADVANCED ACADEMY TRAINING NEEDS

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The majority of the training needs for the Advanced Academy (AA) Program are identified through the evaluation process and addressed within or between Advanced Academy cohorts. This includes identifying gaps or redundancy between the Advanced Academy and other training the new recruits receive, inconsistencies in instruction, additional curriculum needs and/or enhancements, and other logistical considerations for improving the program. During 2022, the Advanced Academy analyst and lead instructors continued to refine the program based on evaluation results, logistical needs, and other information. The Advanced Academy Program is unable to make any major additions to the program at this time due to the amount of Training Division staff for instructing and the current number of Advanced Academy cohorts per year.

There are no new major training needs to report at this time. Some of the refinements to curriculum that have occurred within this year or are being considered include:

The Control Tactics Program has incorporated live, competitive practical training exercises into the program. The instructors have found that these exercises help recruits tie together the various skills and increase retention.

The Patrol Procedures instructors are considering introducing full scenarios earlier in the Academy as opposed to leaving them until the final weeks of the Academy. They believe this will benefit recruits' learning and retention.

The PVO Program integrated an exercise into the pursuit management class to include a PPB audio recording of a pursuit. The instructor would strategically pause the recording to give further information and engage recruits by asking for their considerations, potential contingencies, and to discuss what they need to do in a pursuit. After this recording the instructor would have recruits play out and work through various choice trees or different options for how the pursuit could be handled to get them thinking critically on the topic.

The CIT Program updated training videos and added more videos into their presentation, and worked on the scenario debriefs to ensure greater consistency and thoroughness in the integration of crisis intervention materials and policy framework.

More detailed information regarding past identified training needs and related changes for the Advanced Academy can be found in the Advanced Academy Program Modifications Reports.<sup>31</sup>

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<sup>31</sup> The Advanced Academy Program Modification Reports can be found at <https://www.portlandoregon.gov/police/73428>. One is currently in progress and is anticipated to be completed by the end of 2021.

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**APPENDIX D: RETENTION RATES**

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**Conducted Electronic Weapon: Retention Rates**

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
Refresher on Basic Operations	One to two times per year
CEW Manipulation	One to two times per year
Deploying within Preferred Target Zones	Two 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 Tactics: Retention Rates**

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
Handcuffing	Every five years or as needed per Patrol Procedures scenario performance
Searches	Every five years or as needed per Patrol Procedures scenario performance
Standing Self-Defense	Three to five times per year
Range Drill	One to three times per year
Ground Control	Three to five times per year
Takedowns	Three to five times per year
Weapon Retention	One to three times per year
Vehicle Tactics	Every three 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	Two to three times per year
Moving Targets	Two to three times per year
Moving and Shooting	Two to three times per year
Sight Focus Types	Two to three times per year*
Weapon Transitions	One to two times per year
Flashlight and/or Firearm Light	Three times per year
Low-light Conditions	Once per year
Deadly Force Policy / ORS 161.209 State Statute	Refresher/reminder Every two years or as needed with updated policies/statutes

\*This will be reassessed once people become proficient. It is anticipated that the maintenance requirements may be less.

## Patrol Procedures: Retention Rates

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
Building Searches	Once per year
Active Shooter	Once per year
Ambush Response	Once per year
Critical Incident Response	Once per year
High Risk Vehicle Stops	Every other year
Tactical Emergency Casualty Care	Once per year
Officer/Citizen Rescue	Every other year
Post-Shooting / Shield	Once per year
Use of Force Decision Making	Twice per year
Foot Pursuits	Every other year

## Police Vehicle Operations: Retention Rates

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
PIT	Every one to two years
Post-PIT	Every two years
Box-in	Every two years
Pursuit Policy	Yearly refresher/reminder
Five Fundamentals (e.g., SLALOM, eyes up, smooth steering inputs, smooth pedal inputs, maintain stable platform)	Yearly refresher/reminder
Backing	Every two years
Pursuit Driving (Higher Speed Driving)	Every two years
Pursuit Training (Scenario-Based)	Every two years
Collision Avoidance	Every three years
ABS Braking	Every three years
Radio Communication	Every three years
Spike Strips	Every three years

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## APPENDIX E: LITERATURE REVIEWS

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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 books and articles reviewed since the 2021 Needs Assessment.<sup>32</sup> The Training Division is continuing to review articles pertaining to these and other topics.

### **Bias**

Ross, Leigh Ann (2018) "Understanding Police Bias," *Quest*: Vol. 2 , Article 1. Retrieved from: <https://digitalcommons.collin.edu/quest/vol2/iss1/1>

Ross examined potential police biases by completing an objective analysis on prominent criminal justice research. The purpose of the objective analysis was to dissect the current research, determine flaws in the design, and reveal the need for more research. In Ross's analysis, she determined further study and research into racial bias in policing is needed to show if there is a significant relationship. There have been some studies published which have suggested when officers use individual judgement during an encounter with a suspect, their judgement provides the opportunity for subjective racial profiling to occur. In turn, this may affect the outcome of an interrogation, search, or seizure because of the officer's preconceive notions. However, other studies have suggested police bias does not affect an officer's discretion but rather external variables, such as the suspect's behavior or the nature of the crime, plays a role in how the officer evaluates and responds to the unfolding situation. The results of the objective analysis by Ross advocated for continued research into racial bias in law enforcement because the literature is inconclusive and some of the studies contain flaws in their design.

The topic of racial bias within law enforcement is controversial as demonstrated by civil unrest, community protests, destruction of both public and private properties, and media coverage that has occurred after (some, not all) officer-involved shootings. Ross has made the following recommendations to help improve the data regarding bias in law enforcement. She recommended for quantitative information about the police officer(s) involved, the type of crime or offense, population of the area in which crime occurred as well as the number of police officers assigned or representing the district, and the subject's previous criminal background history (if applicable).

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<sup>32</sup> There is less quantity of literature summaries for this report than typical due to the literature for leadership being in book format and the extensive literature needed for the crowd management research. The Training Division reviewed many additional readings for crowd management during this timeframe. The list of that literature is included in the crowd management training needs assessment report.

## Leadership

Enter, Jack E. (2006). *Challenging the Law Enforcement Organization: Proactive Leadership Strategies*. Dacula, GA: Narrow Road Press.

The author speaks regarding the need for strengthening leadership in law enforcement, citing findings of management being one of the main stressors in law enforcement. The author discusses several external and internal challenges for law enforcement managers. This includes the amount of violence in the U.S., general interpersonal and intrapersonal skill levels in the U.S., technological advances, demographic diversification, the general decrease in family structure, lessening of structure provided from social institutions, high litigation for law enforcement, generational changes in work behaviors, the lack of experience with strong leaders as role models, and an ingrained focus from working patrol on finding bad behavior and/or disciple (and ignoring good behavior).

The author discusses different management styles and seven main leadership principles, citing additional experts such as Stephen Covey, Brian Tracy, and Jim Rohn. Some main reasons why most managers are ineffective are presented, as well as concrete strategies for overcoming these difficulties. This includes acknowledgement of some of the costs of implementing leadership skills, such as the potential lack of support from upper management. The author discusses guidance for interpersonal skills as well, which includes a reference to *Social Intelligence Skills for Law Enforcement Supervisors/Managers* by Sampson, Blakeman, and Carkhuff.

Marquet, David L. (2012). *Turn the Ship Around*. New York, NY: Penguin Group.

The author provides guidance regarding how to change a Leader-Follower organizational culture to one of Leader-Leader. This guidance utilizes work from Stephen Covey and a real case military example of effectively creating organizational culture change. The military case changes resulted in dramatic improvements in morale, performance, and retention. Before and after concrete performance measure results regarding the military case are included such as the number of reenlistments, retention, number of personnel advanced, engineering assessment rating, training program effectiveness rating, and coordination rating. In addition, several illustrations of the impacts are noted such as the observable increase in morale among the crew when they experienced positive audit results, greater expertise and autonomy, and were successful in problem solving.

The book includes several guiding principles and strategies, the reasons for them, and examples of how to implement them. For instance, a process referred to as “Think Out Loud” was implemented in the case study which helped increase communication among crew members and instill a more deliberate decision-making process. It is acknowledged that the best implementation strategy for organizational change varies among different organizations and the reader is encouraged to customize the guidance to what is most effective for their organization.



Stanier Michael B. (2016). *The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever*. Toronto, ON: Box of Crayons Press.

The author provides guidance regarding how supervisors can effectively improve their coaching skills. The book includes an overview of the importance of incorporating coaching into supervision and the development of habits. This includes referencing Daniel Goleman's emotional intelligence literature that noted coaching has been found to substantially improve performance yet be utilized less than other leadership styles. The research also found one of the main reasons for not implementing coaching was due to a lack of time.

The book provides seven easy steps supervisors can implement for improving their coaching skills. These are designed to increase discussion and problem solving, empower individuals, increase active listening, and improve the organization's capacity for meaningful work. The book also discusses research pertaining to how people learn and how to increase retention of learning. This section emphasizes the importance of people having the opportunity to recall and reflect on information and includes references to the work of Chris Argyis, Josh Davis and colleagues, Dan Coyle, Peter Brown, Henry Roediger, and Mark McDaniel.

## **Learning Retention and Training Techniques**

Couture, R. T., Singh, M., Lee, W., Chahal, P., Wankel, L., Oseen, M., & Wheeler, G. (1999). Can mental training help to improve shooting accuracy? *Policing: An International Journal of Police Strategies & Management*, 22(4), 696–711. doi: <https://doi.org/10.1108/13639519910299607>

The study by Couture and colleagues explored the effects and suitability of mental training in non-sport situations. The researchers investigated two mental training strategies, both separately and combined, on subjects' shooting performance proceeding an endurance march. The first trial consisted of a ten-session program with 44 subjects, who fired 25 rounds following a three-hour march. The 44 subjects were then broken up and randomly assigned to four groups: biofeedback, relaxation, combined biofeedback and relaxation, and control. After two weeks of additional mental training, the subjects performed the same task of firing 25 shots after enduring a three-hour march in the second trial. In the combined biofeedback and relaxation group, a significant improvement ( $p < 0.01$ ) in shooting accuracy was discovered.<sup>33</sup> The results of the study showed the subjects were able to relax and focus while being aware of their body and exert physiological control. Couture and colleagues also examined if the ten-session program would be suitable for police officers. This study has found that shooting accuracy can be significantly improved with a combination of biofeedback and mediation. If this program was implemented, an additional study may need to be conducted with the larger sample size.

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<sup>33</sup> The P-value is the probability of finding an observed result of a statistical test that assumes the null hypothesis is correct. A small p-value indicates strong evidence for the alternative hypothesis whereas a large p-value indicates strong evidence for the null hypothesis. P-values are also known as calculated probability.

Additionally, the researchers provided support that an entire unit can benefit from the mental training program in three steps: 1) the individual becomes competent with their mental training practices, 2) the individual may experience a better attitude, and 3) the individual becomes more aware of their unit's concern for them, both on an individualistic and collective level. The mental training program can function as a life skill and can assist in employee retention while providing strategies for self-care. The program can also assist in helping individuals receive a passing score versus a failing score during a qualification and, more importantly, it could mean the difference between life-or-death in a high-risk encounter.

Couture and colleagues advocate fatigued individuals can increase their accuracy without having to visit a gun range. The researchers also promote teaching a mental training program to police officers can lead to a decrease costs in ammunition as well as time involved in conventional training and on a gun range. A fiscal study or audit would need to be conducted to show if this type of program would yield a decrease in ammunition costs or any additional cost savings.

If this type of program were implemented into police academies and trainings, the researchers noted the mental training would require commitment on the individual level. The officers' would need to have a supportive and accepting environment for mental training program. This type of program could be incorporated into employee assistance or wellness programs. The mental training program may lead to a better working environment with increased employee morale and increased encouragement to pursue additional employee training. The researchers advocate for future research studies to examine multiple mental strategies with other internal and external techniques not used in their study.

The authors have also provided two future recommendations for anyone who is working with a military or paramilitary organization. First, they advise having selected personnel to avoid participating in active duties, drills, or exercises during the course of the study. By participating in these types of activities, the study may not behave as predicated (i.e. participants may drop out, scheduling conflicts may arise, etc.). Second, be transparent and forthcoming about the purpose and seriousness of your study, and potential benefits with personnel and supervisors. During the course of their study, Couture and colleagues learned some of their participants had been told via the grapevine (i.e. the rumor mill), they were undergoing psychological testing.

Smith, W. T. (2018). SRT Sets the Standard. *Sheriff & Deputy*, 70(1), 60–63.

The Special Response Team (SRT) with the Richland County Sheriff's Department (RCSD) appears to have done a phenomenal job with cross-training their members both within and outside of their agency. One of the reasons why this particular operational unit excels is because they cross-train with other agencies as well as with other units in the RCSD. Their hiring and training methods can be utilized to improve other departments' special response teams or provide law enforcement agencies, who do not have one, with a starting point.

Additionally, they provide a physical test for RCSD members to pass in order to be placed on the SRT. Smith's analysis provided in-depth information on the physical examination, training, and nature of the work SRT may encounter on a weekly basis but he did not identify how the current SRT members increase their soft skills (i.e. critical thinking) or what trainings or certifications these members are required to attend or maintain. Further research is needed to determine which soft skills should be acquired and developed in order to be successful in de-escalating tense situations.

## **Use of Force**

Morrison, G. B. (2003). Police and Correctional Department Firearm Training Frameworks in Washington State. *Police Quarterly*, 6(2), 192-221. <https://doi.org/10.1177/1098611103006002004>

In 1996 - 1999, Morrison and the Washington State Criminal Justice Training Commission (WSCJTC) corresponded and agreed to develop, administer, analyze and report on a two-part descriptive survey. The survey was administered across Washington State. The respondents composed of 124 law enforcement agencies (including correction departments) and 224 firearm instructors. The two goals of the survey were to: 1) describe law enforcement agencies firearm policies, programs, and practices across all levels including their budgets, personnel, and philosophies and 2) to gather opinions on these topics from firearm instructors. Future research will be essential to identify best practices, program evaluations and continuing refinement.

The crux of Morrison's research study is focused on law enforcement agencies' firearms training experiences and certification processes. Additionally, Morrison wanted to explain the similarities and differences among these agencies in the state of Washington. The four parts of organizational framework Morrison focused on include: 1) instructor selection and development, 2) program parameters, 3) requalifications, and 4) resources and facilities. Organizational factors play a huge role in determining which abilities and skills officers have in their toolbox especially when a firearm and/or deadly force is used in an escalating event.

The researchers advocated for future research to be conducted on firearms training to assist instructors in identifying which policies, programs, and practices that do or do not work for their agency.

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