

**City of Portland**  
**Police Citizen Review Subcommittee**

**AGENDA**  
**February 11, 2026**  
**6:00 PM**

This meeting will take place in person at City Hall, 389 Congress Street, in room 209 at 6:00 p.m. To submit written public comment on an agenda item, email [pcrs@portlandmaine.gov](mailto:pcrs@portlandmaine.gov). Submissions must be received by 12:00 pm the day before the Police Citizen Review Subcommittee meeting to guarantee their inclusion in the agenda packet. All submissions must include the commenter's name and legal address. To help ensure your comment is submitted for the correct item, please include the name of the agenda item (see below).

1. Police Citizen Review Subcommittee meeting to guarantee their inclusion in the agenda packet. All submissions must include the commenter's name and legal address. To help ensure your comment is submitted for the correct item, please include the name of the agenda item (see below).
2. Call to Order
3. Approval of the January 14, 2026 meeting minutes
  - a. Attachment
4. Public comment on agenda items
5. Update on the new Civilian Police Review Board ordinance & clarifying the dissolution process
6. Further discussion of data sharing needs, concerns and recommendations
7. Review and approval of the 2025 Annual Report
  - a. Attachment
8. Letter regarding the citizen complaint/commendation process
  - a. Attachment
9. Public comment on agenda items
10. Adjourn

**MINUTES**  
**POLICE CITIZEN REVIEW SUBCOMMITTEE**  
**January 14, 2026**  
**Meeting Held In-Person (City Hall – room 24)**

Members present: Rachel Schlein, Vice-Chair; Sam Tracy; Randall Kilty (attended via Zoom); Joey Brunelle, Chair (attended via Zoom)

Members absent: Walter Bihumugani and Xavier Botana

Staff present: Lieutenant Jacob Titcomb and Tracy Boyd

6:05 Call to order and introductions.

Motion was made by Joey and seconded by Randall to approve December 10, 2025 meeting minutes. Passage 3-0, Sam abstaining.

No public comment.

**Update on the new Civilian Police Review Board ordinance:**

The second read and City Council vote is scheduled for January 21, 2026. Once passed, the ordinance will become effective after 30 days and the present board will be dissolved. The subcommittee is waiting on guidance for the process of present members and new members to apply and be appointed. It is unclear whether or not there will be a February meeting or not.

**PCRS training check-in:**

Joey and Sam discussed training. Rachel S. reported that there are some loose ends in regards to members completing training. Rachel S. will reach out to individuals. Joey pointed out that the current members may choose to not apply to the new board thus making the current training requirements moot.

**Discussion of the citizen complaint/commendation process:**

Joey suggested that because of the likelihood of the new board being approved by the City Council that this topic be forwarded to the new board once it is established.

### **Data sharing needs, concerns and recommendations:**

Rachel S. suggested that the outstanding questions around this topic be forwarded to the new board when it is established in addition to adding the subcommittee's questions/concerns to the Annual Report under recommendations.

### **Annual Report Check-in:**

Randall shared the draft outline document for review. Members discussed their concerns over the timing of drafting and approving the report in regards to the new CPRB ordinance being passed on January 21. One possible solution would be to draft the report for the new board's approval. There was discussion around what data to include in the report.

### **Professionalism SOP recommendations:**

The suggested SOP language will be added to the Annual Report under the recommendations section of the report.

### **Behavioral Health Unit (BHU) PCRS Training:**

Rachel summarized Major King's email response to Xavier. Rachel recommended members participate in ride-alongs as they may include BHU interactions with the public. The BHU document that was provided to subcommittee will be added to the training materials. Major King is available for any questions the subcommittee members might have. Joey suggested that the new board pay attention to cases that involve or relate to the BHU.

No public comment.

### **Next meeting's date and agenda topics:**

- Update on the new Civilian Police Review Board ordinance & clarifying the dissolution process
- Further discussion of data sharing needs, concerns and recommendations
- Review and (possible) approval of the 2025 Annual Report
- Attach the letter to the agenda that Walter & Joey sent regarding the citizen complaint/commendation process

Joey suggested holding the final meeting on February 11, 2026 in person.

6:55 Motion was made by Joey and seconded by Sam to adjourn. Passage 4-0.

**City of Portland Civil Service Commission**

**Police Citizen Review Subcommittee  
2025 Annual Report**

**Prepared By:**

**Rachel Schlein (Vice Chair)**

**Randall Kilty (Member)**

**With Assistance From:**

**Rachel Millette (Associate Corporation Counsel)**

**Tracy Boyd (Paralegal, Corporation Counsel)**

# PCRS 2025 Annual Report

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## 1. Background on PCRS

### *History and Purpose*

Established in 2001, the Police Citizen Review Subcommittee's (PCRS) purpose is to review Portland Police Department's (PPD) Internal Affairs (IA) investigative processes to promote accountability and public confidence in the Police Department. It uses a review-based model of civilian oversight, with narrow scope and limited powers. PCRS reviews only PPD's Internal Affairs external (citizen) complaint processes.

### *Membership*

PCRS consists of seven voting members, including a member-elected Chair and Vice Chair. Members are appointed by the City Council to serve 3 year terms, with a limit of 3 terms. There was fluctuation in PCRS membership during 2025, with three term-ends, two resignations, and three new members. See Table 1 for 2025 member names and terms.

**Table 1: PCRS 2025 Membership and Terms**

<b>Seat</b>	<b>Name</b>	<b>Joined</b>	<b>Departed</b>
1	Rev. Kenneth Lewis	4/1/2019	3/31/2025
2	Kaylin "Kay" Kerina	4/1/2020	11/12/2025
3	Anne Hardcastle	4/1/2021	3/31/2025
4	Jean "Gino" Raymond Medford-Desruisseaux	4/1/2022	3/31/2025
5	Xavier Botana	4/1/2023	N/A
6	Joey Brunelle	8/1/2024	N/A
7	Keith Bidwell	1/22/2025	9/16/2025
8	Walter Biha	4/1/2025	N/A
9	Randall Kilty	4/1/2025	N/A
10	Rachel Schlein	4/1/2025	N/A

For PPD, Major Dan Hondo, and Lieutenant Jacob Titcomb, as part of Internal Affairs, attended meetings and provided assistance and training to PCRS members. Chief Mark Dubois attended meetings as well, and made himself available to meet with members. City staff assistance was provided by Rachel Milette, associate corporate counsel, and Tracy Boyd, corporate counsel paralegal.

## **Duties**

PCRS has three main duties: 1) Review of IA investigation procedures and methods of external PPD complaints, to determine if they were thorough, objective, fair, and timely. 2) Submit an annual written report to the City Manager, to include its findings in IA investigations, analysis of cases and findings, and any recommendations to improve the IA investigative process. 3) To hold public hearings at least annually to receive comments regarding the police citizen complaint process; this is typically fulfilled by taking public comment during PCRS monthly meetings.

## **2. 2025 Overview**

### **2025 Meetings**

In 2025, PCRS met 12 times (one time each month). Two were in-person, and the rest were virtual. PCRS also met one additional time in-person for training at PPD.

PCRS received minimal public attendance and participation in meetings in 2025, which is consistent with past years.

Agendas, minutes, and video recordings of meetings can be found in Table 2 below or [here](https://portlandme.portal.civicclerk.com/) (<https://portlandme.portal.civicclerk.com/>).

**Table 2: 2025 PCRS Meetings and Agendas**

<b>PCRS Meeting Date</b>	<b>Link to Agenda</b>
08Jan2025	<a href="https://portlandme.portal.civicclerk.com/event/7600/files/agenda/15580">https://portlandme.portal.civicclerk.com/event/7600/files/agenda/15580</a>
12Feb2025	<a href="https://portlandme.portal.civicclerk.com/event/7601/files/agenda/15776">https://portlandme.portal.civicclerk.com/event/7601/files/agenda/15776</a>
12Mar2025	<a href="https://portlandme.portal.civicclerk.com/event/7602/files/agenda/15890">https://portlandme.portal.civicclerk.com/event/7602/files/agenda/15890</a>
09Apr2025	<a href="https://portlandme.portal.civicclerk.com/event/7603/files/agenda/16063">https://portlandme.portal.civicclerk.com/event/7603/files/agenda/16063</a>
14May2025	<a href="https://portlandme.portal.civicclerk.com/event/7604/files/agenda/16212">https://portlandme.portal.civicclerk.com/event/7604/files/agenda/16212</a>
11Jun2025	<a href="https://portlandme.portal.civicclerk.com/event/7605/files/agenda/16372">https://portlandme.portal.civicclerk.com/event/7605/files/agenda/16372</a>
09Jul2025	<a href="https://portlandme.portal.civicclerk.com/event/8152/files/agenda/16475">https://portlandme.portal.civicclerk.com/event/8152/files/agenda/16475</a>
13Aug2025	<a href="https://portlandme.portal.civicclerk.com/event/8153/files/agenda/16601">https://portlandme.portal.civicclerk.com/event/8153/files/agenda/16601</a>
10Sep2025	<a href="https://portlandme.portal.civicclerk.com/event/8154/files/agenda/16744">https://portlandme.portal.civicclerk.com/event/8154/files/agenda/16744</a>

08Oct2025	<a href="https://portlandme.portal.civicclerk.com/event/8155/files/agenda/16914">https://portlandme.portal.civicclerk.com/event/8155/files/agenda/16914</a>
12Nov2025	<a href="https://portlandme.portal.civicclerk.com/event/8156/files/agenda/17049">https://portlandme.portal.civicclerk.com/event/8156/files/agenda/17049</a>
10Dec2025	<a href="https://portlandme.portal.civicclerk.com/event/8157/files/agenda/17176">https://portlandme.portal.civicclerk.com/event/8157/files/agenda/17176</a>

### **Cases Reviewed and Findings**

PCRS members reviewed 12 cases in 2025. Of the 12 cases reviewed, PCRS found that 9 met all four criteria of thorough, fair, timely, and objective (see Appendix A for further information on how these criteria are defined). Three did not meet at least one of these criteria. Please see Table 3 below for case numbers, complaint allegations, command findings, and PCRS findings for all IAs reviewed by PCRS in 2025. Please note, some cases contained multiple allegations.

**Table 3: 2025 PCRS IA Review**

<b>IA Case #</b>	<b>Allegation</b>	<b>PD Finding</b>	<b>Thorough</b>	<b>Fair</b>	<b>Timely</b>	<b>Objective</b>
2024-015	Functions of Patrol (Field Inquiry)	EXONERATED	Y	Y	Y	Y
2024-015	Functions of Patrol (Field Inquiry)	EXONERATED	Y	Y	Y	Y
2024-016	Conduct Toward the Public	SUSTAINED	Y	Y	Y	Y
2025-001	Response to DV Calls	UNFOUNDED	Y	Y	Y	Y
2025-002	Handcuffs and Leg Irons	NOT SUSTAINED	Y	Y	Y	N
2025-002	Unsatisfactory Performance	SUSTAINED	Y	Y	Y	N
2025-003	Conduct toward the public	UNFOUNDED	Y	Y	Y	Y
2025-003	Handling Assignments	UNFOUNDED	Y	Y	Y	Y

2025-004	Impartial Attitude	UNFOUNDED	Y	Y	Y	Y
2025-004	Conduct toward the public	UNFOUNDED	Y	Y	Y	Y
2025-004	Impartial Attitude	UNFOUNDED	Y	Y	Y	Y
2025-006	Bias-Based Policing/Profiling	UNFOUNDED	Y	Y	Y	Y
2025-008	Conduct toward the public	UNFOUNDED	Y	N	Y	N
2025-009	Preliminary Investigations	UNFOUNDED	Y	Y	Y	Y
2025-010	Bias-Based Policing/Profiling	UNFOUNDED	N	Y	Y	N
2025-011	Conduct toward the public	UNFOUNDED	Y	Y	Y	Y
2025-012	Warrantless Searches	EXONERATED	Y	Y	Y	Y
2025-012	Warrantless Searches	EXONERATED	Y	Y	Y	Y

(Key: Y - Yes; N - No)

### ***Projects***

In addition to IA review, PCRS members focused on administrative and organizational tasks this year to strengthen its integrity and credibility, through developing several standard operating procedures and processes. This included the following: developing orientation and training guidelines for new members and ongoing membership (Appendix B); developing meeting procedure guidelines (Appendix C); and developing case presentation and review guidelines (Appendix A). Additionally, PCRS has been working with the City on data sharing and privacy guidelines for PCRS, specifically “PCRS Data Handling and Security Guidelines” to ensure greater clarity, consistency, and responsibility around data sharing for PCRS members.

PCRS has also continued to explore opportunities for community outreach around the complaint-receiving process. Public input and participation has been noted as an area for improvement in PCRS annual reports consistently over time.

Additionally, PCRS members worked to strengthen and improve communication with PPD. They did this through adherence to newly formed policies and procedures that promoted collaboration and constructive communication between the two entities; through some increased

phone, email, and in-person contact between the PD and PCRS members; and through a return to in-person meetings on a quarterly basis. Additionally, as part of training and orientation, PCRS members attended an in-person training on “Criminal Procedures and The IA Division” put on by PPD. Also, some members did ride-alongs with PPD officers and met with PD command staff.

### 3. 2025 Data and Analysis

Due to PCRS’s dissolution in early 2026 (see Section 4), the subcommittee was unable to perform complete data review and analysis for this annual review. We are able, however, to provide some bigger-picture analysis of PCRS and PPD successes and challenges based on the past year’s work. Please see PPD’s Internal Affairs annual reports for further data and analysis, which can be found [here](https://www.portlandmaine.gov/438/Annual-Reports) (https://www.portlandmaine.gov/438/Annual-Reports).

PCRS found PPD’s Internal Affairs division to consistently partner effectively and transparently with PCRS in the civilian review process through regular meeting attendance and participation, data sharing, welcoming questions during and between meetings, and offering opportunities for training and education to PCRS members. Additionally, as developed through past PPD and PCRS work, PPD’s IA division continues to go beyond minimum investigative processes in completing Category U external complaint investigations.

Areas where PCRS members continued to have questions and concerns, as in past years, has been around categorization of IAs, specifically around Category U; PCRS members at times felt that IAs that were Category U should have been Category 1. This past year, during meetings and in trainings, PPD staff and PCRS members have been able to have productive conversations on this topic, even when not seeing eye-to-eye.

During review and discussion of IA investigations, the PCRS came up with a Recommendation for PPD to improve the IA investigation process. See below for suggested improvement that was discussed during a PCRS meeting including PPD participation.

Existing language in PPD SOP 10 IV-B-10:

- "Employees of the Department shall be courteous and professional in their dealings with the public and shall not exhibit any bias, prejudice or discrimination against any person. They should avoid harsh, violent, profane or insolent language, and should act professionally regardless of provocation to do otherwise."

Recommended update in PPD SOP 10 IV-B-10:

- Definition above should additionally include following language:
- "Employees should also avoid using any provocative or prejudicial language with the public. Use of unprofessional *language* (noted above) would be considered unprofessional behavior even if an employee’s *demeanor* is professional (e.g. calm, polite, and/or neutral attitude)."

### 4. Future of PPD Civilian Oversight

In November of 2022, voters passed a Charter Amendment to establish a new ordinance guiding the implementation of a new civilian oversight board. The City has been working to put this new model, the Civilian Police Review Board (CPRB), into action since that time. By the end of 2025, the new ordinance went to the City Council committee for the first time, and after amendments were added, was approved by the full Council in January of 2026. Due to these recent actions, PCRS will be dissolved in February of 2026 and CPRB will take its place.

In looking to the future, current PCRS members would like to strongly recommend that recently developed policies and procedures, specifically around member training and orientation, meeting procedures, case presentation and review, and data sharing guidelines, are carried over to the new review board for consideration. With the expanded scope of the new review board, PCRS members believe it will be that much more important for board members to have the training, tools, guidance, and support required to complete their duties with integrity. Additionally, current PCRS members would like to recommend to future board members that they continue to emphasize the importance of collaborative, open, and ongoing communication with the police department. One way to support this is through continuing with in-person meetings, at a minimum on a quarterly basis. PCRS also encourages the future board to utilize past PCRS annual reports to guide their future work, and to consider developing an annual report SOP to standardize the process so its audiences may more effectively compare data from year to year.

## **5. Appendices**

- A. The Origin of the Limited Scope of the PCRS**
- B. PCRS IA Investigation Presentation Standard Operating Procedure**
- C. PCRS Training Standard Operating Procedure**
- D. PCRS Meeting Process Standard Operating Procedure**

## Appendix A: The Origin of the Limited Scope of the PCRS

In 2001, while crafting the ordinance that would create the PCRS, City administration requested an Interpretive Ruling from the Maine Labor Relations Board (MLRB) as to whether the establishment of a body to provide civilian oversight of the Police Department would be a mandatory subject of bargaining with the City's two police unions. The MLRB's answer was that, in general, such a committee was indeed a mandatory subject of bargaining and therefore could be established only upon agreement of the police unions.

However, the MLRB's decision noted that bargaining would not be necessary if

- 1) the committee's purview was limited to only the IA investigation methods and procedures (and not the underlying complaints or ultimate conclusions or disciplinary actions), and
- 2) the committee's work occurred only after the IA process was fully completed.

From the MLRB's interpretive ruling:

"At the other end of the spectrum is a review committee that looks over the work of the Internal Affairs investigation after everything has run its course: after discipline has been imposed or the decision has passed, and after any grievance filed has completely run its course. Such a review would not be to pass judgement on Internal Affairs' handling of a particular case, but to perform a general audit of their investigative methods and the integrity of the disciplinary process. The target of that review would be Internal Affairs and Police Administration, rather than the officer who was investigated. In such a model, the relation of the process to working conditions or contract grievance arbitration procedures would be remote."

Source: *PCRS 2001 Annual Report*, Pages 2-3

<https://content.civicplus.com/api/assets/7b17e8b4-b1c0-4f4a-b7e7-8ef564b22eeb>

This is the model that the City of Portland subsequently chose, avoiding the need for collective bargaining with the unions.

## **Appendix B: PCRS IA Investigation Presentation Standard Operating Procedure**

	<b>Standard Operating Procedure</b>	Doc #: N/A
		Rev #: 0
		Effective Date: 15-Jan-2026
Title: PCRS IA Investigation Presentation and Voting		

## 1.0 INTRODUCTION

The purpose of this procedure is to describe a process for reviewing, presenting, and voting on Portland, ME Police Department (PPD) Internal Affairs (IA) investigations. Police Citizen Review Subcommittee (PCRS) members are encouraged to do their best to review IA investigations impartially and to find ways the Portland, ME Police Department (PPD) can improve the investigation process to better serve the residents of Portland, ME. PCRS members should work cooperatively with PPD and city staffers to continue to build trust between the community, PCRS, and PPD.

## 2.0 SCOPE

This document applies to PCRS IA investigation review, presentation, and voting. PCRS members should focus their reviewing and voting on the IA investigation process (not on PPD disciplinary actions, etc.).

## 3.0 RESPONSIBILITIES

Role	Description of Responsibilities
Chair	<ul style="list-style-type: none"> <li>• Delegates IA cases to PCRS members as appropriate</li> <li>• Informs PCRS members that they are assigned to present an IA case</li> </ul>
Vice-Chair	<ul style="list-style-type: none"> <li>• Fills in for Chair's responsibilities when Chair is absent</li> </ul>
PCRS Members	<ul style="list-style-type: none"> <li>• Participate in discussions and vote on IA investigations</li> <li>• Present IA case investigations when volunteered or assigned</li> </ul>

## 4.0 DEFINITIONS AND ABBREVIATIONS

Term	Definition
Sensitive Information	As defined in state statute Title 1 MRS section 402 and Title 30A MRS section 2702 Note: there are also rules around criminal confidentiality that should be followed
Meeting Attendees	All members of the PCRS and all members of supporting city staff (including PPD) who are attending the current PCRS meeting

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Term	Definition
Guest Attendees	Any attendees that are not members of PCRS, city staff, or Police Department
Public Session	Public meeting instance where Meeting Attendees and Guest Attendees both attend
Executive Session	Private meeting instance where no Guest Attendees do not attend due to discussion of private or sensitive information
PPD	Portland, ME Police Department
IA	Internal Affairs (of the Portland, ME Police Department)
PCRS	Police Citizen Review Subcommittee

## 5.0 PROCEDURE

### 5.1 General Etiquette

- 5.1.1 All Meeting Attendees and Guest Attendees will use and adhere to Robert’s Rules of Order to the best of their ability (see Section 7: Resources for link).

### 5.2 Assigning and Preparing for IA Investigation Presentations

- 5.2.1 If an IA investigation is sent to PCRS for review in between PCRS meetings, the Chair will assign a PCRS member to be responsible for presenting the IA investigation at the next meeting.

- 5.2.1.1 The Chair can use a list of PCRS members to rotate through who will be assigned (e.g. [the member list published online](#)). See Section 6.0 References.

- 5.2.1.2 The list of PCRS members should have newer members at the bottom of the list.

- 5.2.1.3 It is recommended that new members should not present an IA investigation until they have experienced at least one IA investigation presentation from another PCRS member

- 5.2.1.4 When possible, a PCRS member will volunteer or be assigned to act as a backup presenter for the IA investigation.

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5.3 When a PCRS member is assigned to present an IA investigation, they will prepare a presentation with the following information before the next scheduled PCRS meeting:

- IA Investigation Summary:
  - Timeline: date of incident, date of complaint, date of categorization, date disposition was completed, date sent to command for review, and date disposition notification was sent to complainant and applicable officer/staff
  - Summary of incident (body cam footage, cruiser footage, audio recordings, etc.):
  - Summary of complaint (interview footage, body cam footage, phone recordings, etc.):
  - Summary of supporting documents (Incident reports, Intake statements, relevant PPD standard operating procedures, etc.)
  - Summary of IA disposition (from disposition sheet):
- Questions for PPD (any clarifying questions about the investigation or incident):
- PPD and/or IA Investigation Recommendations (any improvements to IA process that could be made to yield better results in the future):
- Considerations for Complainant satisfaction (any actions that PCRS or PPD can take to improve public relations):

#### 5.4 Presenting IA investigations

- 5.4.1 While still in the Public Session, the Chair will set the agenda for which IA investigations will be presented and discussed in an Executive Session.
- 5.4.2 After Meeting Attendees have entered the Executive Session, the Chair will guide the meeting through the agenda of IA investigation presentations and resulting discussions.
- 5.4.3 PCRS members will present the IA investigation summary information that they prepared (per section 5.3) while remaining as neutral as possible, using people-first language, and avoiding trigger words where possible.
- 5.4.4 If there are questions or recommendations for the PPD that contain private or sensitive information, these should be discussed while PPD is present.

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- 5.4.5 PCRS members should discuss their thoughts on the Timeliness, Thoroughness, Fairness, and Objectivity of the IA investigation.
- 5.4.6 The PCRS member presenting the IA investigation will take note of questions/concerns/comments or any follow-up actions discussed.
- 5.4.7 If there are follow-up actions, PCRS members may volunteer to take responsibility for them. If there are no volunteers, the IA investigation presenter will take responsibility for the actions.
- 5.4.8 If needed, PCRS members can ask for a period of ‘no-staff’ discussion time to better align their ideas. During the ‘no-staff’ discussion, PPD will be asked to leave the call.
- 5.4.9 After all IA investigations on the agenda have been presented and discussed to satisfaction, the Chair can move the meeting back to Public Session.

#### 5.5 Voting on IA Investigations

- 5.5.1 Once Meeting Attendees are back in Public Session, the Chair will solicit voting on the Timeliness, Thoroughness, Fairness, and Objectivity of IA investigations that were presented.
  - 5.5.1.1 If there are any IA investigations that were not presented or discussed to a satisfactory state, voting on these IA investigations can be postponed as warranted.
- 5.5.2 Members of PCRS will vote on the Timeliness, Thoroughness, Fairness, and Objectivity of the IA investigation and may use Attachment 1 for additional guidance.
  - 5.5.2.1 Though there is potential overlap in the 4 voting categories, please keep voting focused on that category only. Examples below:
  - 5.5.2.2 Timely –was the investigation completed within ~45 business days or were affected parties notified of disposition within ~60 business days?
  - 5.5.2.3 Thorough – did the IA investigation follow all the normal steps according to police procedures (see attachment 1)?
  - 5.5.2.4 Fairness – are the facts fully presented in the IA investigation to support whether or not a PPD policy was violated?

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5.5.2.5 Objectivity — do the facts presented in the IA investigation show that there was no bias in the IA investigation?

5.5.3 If there are any PCRS members that vote ‘no’ to the Timeliness, Thoroughness, Fairness, and Objectivity of an IA investigation, it is recommended that they give rationale for why they are voting that way.

**NOTE: If the rationale(s) for voting and/or recommendation(s) to PPD include sensitive and/or private information, these should be discussed in an executive session and not in a public session**

5.5.4 If there are any recommendations for the PPD that do not contain private or sensitive information, these should also be presented in the Public Session.

5.5.4.1 For any official recommendations to PPD, PCRS should draft a written recommendation that can then be voted on by the PCRS.

## 6.0 REFERENCES

Title	Link/Location
Robert’s Rules of Order	<a href="https://robertsrules.org/index.html">https://robertsrules.org/index.html</a>
List of PCRS members	<a href="https://onboard.portlandmaine.gov/board/4371">https://onboard.portlandmaine.gov/board/4371</a>

## 7.0 ATTACHMENTS

**Attachment 1:** Additional guidance for voting on Timely, Thorough, Fair, and Objective

**Timely (per PPPD SOP Policy # 90):**

1. For in-person complaints, Supervisor must meet with complaint within 30min of arrival at department (if resources allow)
2. Shift commander shall contact complainant within 24 hours or forward to Major for follow-up
3. Investigation by lieutenant completed within 3 days or referred to IA,

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4. Investigations completed with professional standard review within 45 days,
5. Notification to PPD employee of investigation/rights/duties within 5 business days, unless, in the opinion of the Chief of Police, the release of this information could impede the investigation.
6. Command review within 10 days (of receipt of investigation?),
7. PPD employee advised of outcome of investigation within 60 business days,
8. Professional standards lieutenant to notify PPD employee status/delay within 15 days of completion of investigation and submission to staff for review,
9. Determination whether a complaint can be mediated or if it will require an investigation is required within 7 days (cooperative resolution)

**Thorough (per PPPD SOP Policy # 90):**

1. Shift commander will meet and interview all complainants unless no merit, then proceed as inquiry instead of a complaint
2. Review option of formal complaint or cooperative resolution (and forwarded appropriate form)
3. Shift commander classification is utilized as follows:
  1. Category 1: conduct has negative impact on operations or image (investigated by officer lieutenant OR IA)
  2. Category 2: conduct involves serious abuse or misuse of authority, unethical behavior, or serious adverse impact on officer/public safety (investigated by IA)
  3. Category U: unfounded or within PPD policy
4. After complaint is logged, Professional standards lieutenant will:
  1. Verify the Allegation Category assigned by the receiving shift commander;
  2. Review the subject officer's IA history;
  3. Notify the chain of command, to include the Chief of Police;
  4. Notify, in writing, within five (5) business days, any employee who is the subject of an internal investigation and provide them with a copy of their rights and duties. The notice will include the name of the complainant and the nature of the allegations unless, in the opinion of the Chief of Police, the release of this information could impede the investigation.

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5. Notify the complainant, in writing, of the receipt of any complaint filed electronically or by mail.
6. Refer the complaint to the subject officer's Lieutenant or an Internal Affairs investigator in accordance with the guidelines below.
5. Allegations deemed Category U by the receiving shift commander will be handled as follows and the Professional Standards Lieutenant will:
  - a) A) Review the complaint form and Shift Commander's intake form and concur with the classification or recommend reclassification.
  - b) Forward the complaint and intake forms up the chain of command to the Chief of Police or designee for review.
  - c) If the chief or designee concurs that the complaint meets the definition of a Category U allegation, notify the complainant and subject officer.
  - d) If the chain of command determines the complaint has merit, reclassify the allegations and process the complaint in accordance with the new category.
6. Investigations by a Lieutenant are as follows
  1. At a minimum, a Lieutenant assigned to investigate a Category 1 Allegation should interview the complainant and the subject officer and review relevant reports, documents, and video.
  2. If a Lieutenant determines the incident is of greater complexity, or the investigation cannot be completed within 3 business days, he/she can refer the investigation back to Internal Affairs with the concurrence of the Major or higher authority.
  3. Upon completion of the investigation, the Lieutenant will summarize their findings and recommendations, in writing, and forward up the chain of command for review.
7. Investigations by Internal Affairs Investigators
  1. Review the initial complaint and compile all related reports and materials in the department's custody.
  2. Ascertain the specific allegations, note the member(s) involved and the date, time, and location of the incident. Identify any other witnesses to the incident, noting their name(s), address(es) and contact information.
  3. Compile all relevant reports, statements, and transcriptions for inclusion in the case file.
  4. Forward the transcription (if any) of each interview to the Professional Standards Lieutenant for review upon its completion.
  5. Maintain and update the Internal Affairs database for each assigned case.

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8. Command will review investigation and reach reviewer will provide written recommendation and justification for action
9. Chief of PPD will review all internal investigations and may request additional info
10. IA will maintain/index all complaints
11. IA will track and analyze complaints to identify training, improve policies, annual state audits, annual reports, notify chief of patterns

**Fair:**



1. Was the IA investigation process impartial and balanced?
  1. Did everyone who took part in the investigation have a proportional input?
2. Does the IA disposition match the facts of the investigation?
3. Examples of being NOT fair:
  1. Body camera footage shows PPD acting in a way that breaks PPD policy, but the IA disposition concludes that PPD did not break any PPD policy.
  2. Multiple PPD personnel performed interviews and investigations, but only the conclusions from one person are represented in the IA disposition.
  3. There is evidence of PPD acting in a way that matches the filed complaint, but the IA disposition categorizes the investigation as Cat U.

**Objective:**

1. Was the evidence viewed, analyzed, and balanced in an unbiased manner?
  4. Was there no evidence of bias during the IA investigation?
2. Examples of being NOT objective:
  - a. There is evidence that a complainant insulted the PPD or made their job difficult and the IA investigation reflects a bias against the credibility of the complainant.
  - b. There is evidence that a member of PPD has a personal connection with the complainant or a material witness in the IA investigation.
  - c. There is evidence that PPD profiled or discriminated against someone based on their skin color, faith, gender, sexuality, or any other personal identifier.

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### 8.0 APPROVALS

Contributor (Authored/Approved by)	Signature	Date
Author [Randall Kilty]	 <u>Randall Kilty (Jan 15, 2026 22:48:05 EST)</u>	15/Jan/26
Reviewer [Rachel Schlein]	 <u>Rachel Schlein (Jan 15, 2026 22:59:07 EST)</u>	15/Jan/26

### 9.0 REVISION HISTORY

Revision	Description of Change	Date
0	New Document	15Jan2025

## **Appendix C: PCRS Training Standard Operating Procedure**

	<b>Standard Operating Procedure</b>	Doc #: PCRS SOP 1
		Rev #: 0
		Effective Date: 08-13-2025
Title: Police Citizen Review Subcommittee Training Procedures		

## 1. PURPOSE and INTRODUCTION

All Police Civilian Review Subcommittee (PCRS) members must receive initial and ongoing training to execute their responsibilities in an effective and legitimate manner, and to fulfill the mandates of their positions. Training includes PCRS policies and procedures on their local law enforcement agency, the basics of civilian oversight, and the authority and responsibilities associated with their role as a subcommittee member.

**A note on accessibility accommodations:** PCRS is committed to providing inclusive and accessible orientation and training for all members. Every reasonable effort will be made to accommodate accessibility needs.

## 2. SCOPE

This procedure applies to all PCRS members, and their responsibilities around initial and ongoing training while currently active as subcommittee members.

## 3. ROLES and RESPONSIBILITIES

Role	Responsibilities
<b>PCRS Chair or Designee</b>	<ul style="list-style-type: none"> <li>• Will provide initial orientation of newly appointed PCRS members.</li> <li>• Will identify and disseminate ongoing training opportunities to PCRS members.</li> <li>• Will keep a record of PCRS member training completion.</li> </ul>
<b>PCRS Members</b>	<ul style="list-style-type: none"> <li>• Will complete all initial and ongoing required training.</li> </ul>

## 4. PROCEDURE

### 4.1. Initial Training and Orientation

- 4.1.1. Within 30 days of appointment, and ideally prior to first meeting attendance, new PCRS members will meet with the PCRS chair or their designee, and will go over the following:
  - 4.1.1.1. Outline of orientation training expectations.
  - 4.1.1.2. PCRS model of civilian oversight; history of PCRS; any relevant charter, current City of Portland ordinance governing PCRS, and/or municipal codes; community and local government expectations of PCRS.
  - 4.1.1.3. Important documents, including ordinances, SOPs, definitions, annual reports, letters to the public, and where to find them.
  - 4.1.1.4. Investigative procedures and practices; meeting procedures; case review, presentation, and findings.
  - 4.1.1.5. Policies and best practices for communication during and between meetings.
- 4.1.2. Within 30 days of appointment, and prior to first meeting attendance, new PCRS members will meet with a City of Portland legal representative, at a mutually agreed upon time, and will go over the following:

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- 4.1.2.1. Public records and public meeting laws, and applicability to PCRS.
- 4.1.2.2. Confidentiality requirements.
- 4.1.2.3. City of Portland resources/supports available to PCRS members.
- 4.1.3. Within 60 days of appointment, new PCRS members will meet with a Portland PD representative, at a mutually agreed upon time, and will complete the following:
  - 4.1.3.1. Meet-and-greet with the PD's administration.
  - 4.1.3.2. Introduction to the Internal Affairs Unit, and overview of its processes.
  - 4.1.3.3. Overview of training the PD offers to PCRS.
- 4.1.4. Within the first 6 months of PCRS appointment, new members will attend the following trainings at Portland PD, which the PD will offer at a mutually agreed upon time:
  - 4.1.4.1. Criminal Procedures
  - 4.1.4.2. Behavioral Health Unit
  - 4.1.4.3. A minimum of one ride-along
  - 4.1.4.4. Any additional specialty areas of interest to PCRS members and agreed upon by PPD (for example, Criminal Investigations Division, K-9, Community Policing, etc.)
- 4.1.5. The chair or their designee will keep track of member training participation. It is the responsibility of individual members to notify the chair or designee of what training they have completed.
  - 4.1.5.1. The attached form, "Training Attendance Form for PCRS Members," may be utilized by PCRS members to keep track of individual and group training attendance; use of the form is optional.

#### 4.2. Ongoing Training

- 4.2.1. It is recommended that PCRS members participate in annual training. The chair or their designee will keep PCRS members informed of training opportunities. Training will be available at no cost to PCRS members.
  - 4.2.1.1. The chair or a designee will identify and disseminate information on annual training. It is the responsibility of individual members to sign-up and participate in training individually and/or to organize them collectively for the group. Individual members are also encouraged to identify and participate in relevant training in their interest areas.
  - 4.2.1.2. Training can be defined as classes or training offered online or in person, and can also include activities such as informational meetings with relevant organizations.
  - 4.2.1.3. It is recommended that PCRS members make themselves familiar with national models for civilian police oversight, best practices, and trends in the field.
  - 4.2.1.4. It is also recommended that PCRS members complete a minimum of 2 hours of continuing education a year.
  - 4.2.1.5. Additionally, it is recommended that ongoing training includes an annual minimum of one ride-along with a PPD officer per each PCRS member, at a mutually agreed upon time.
  - 4.2.1.6. PCRS members may also attend additional training offered by PPD, including virtual reality simulation training.
- 4.2.2. See Appendix 2 for organizations to consider as resources for ongoing training.

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**5. APPENDIX**

Appendix	Title
Appendix 1	Links to Training Resources and Documents
Appendix 2	Organizations to Consider for Ongoing Training Resources



**6. SUPPORTING FORMS**

Forms	Title
Form 1	Training Attendance Form for PCRS Members

**7. REVISION HISTORY**

Revision Number	Changes / Rationale

**8. APPROVALS**

Contributor	Role	Signature	Date
<i>Author</i> Rachel Schlein	PCRS Member		9/6/2025
<i>Approver</i> Joey Brunelle	PCRS Co-Chair		9/5/2025

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Appendix 1

### Links Relevant to PCRS Training

*Training Resources:*

[PCRS Website](#)

[PCRS Training Presentation \(9-13-2024\)](#)

[Freedom of Access Act \(FOAA\) Frequently Asked Questions](#)

[Maine Laws](#)

[National Association for Civilian Oversight of Law Enforcement \(NACOLE\) Training Resources](#)

[NACOLE "Civilian Oversight Basics"](#)

*Important Documents:*

[PCRS Ordinance](#)

[PCRS Annual Reports](#)

[PCRS Suggested Guidelines for Evaluating Internal Affairs Investigations](#)

[PPD Commendation or Complaint Form in English](#) (also available on PCRS website in Arabic, Portuguese, French, Spanish, and Somali)

[PCRS Results from the Community Survey of Police Oversight, Spring 2021](#)

[Where to Find City of Portland Meeting Minutes](#)

[Portland Police Department Standard Operating Procedures](#)

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Appendix 2

### Organizations to Consider for Ongoing Training Resources

*Civilian Oversight*

- National Association for Civilian Oversight of Law Enforcement (NACOLE)

*Law Enforcement and Criminal Justice*

- Maine Criminal Justice Academy
- Cumberland County Jail
- Longcreek Youth Development Center
- Cumberland County Sheriff's Office
- Juvenile Justice Policy Center
- Maine Youth Justice
- Prison Yoga Project
- Juvenile and Adult Community Corrections
- Behind the Bars Conference
- DHHS Office of Behavioral Health Intensive Case Managers (Jail/Re-entry/Community)
- Cumberland County Jail Re-entry Program

*Legal*

- American Civil Liberties Union
- District Attorney's Office
- Pine Tree Legal Assistance
- Immigrant Legal Advocacy Project
- Legal Services for Maine Elders

*Municipal*

- Mayor/City Manager Offices

*Specific Populations*

- National Alliance for Mental Illness
- Through These Doors
- Preble Street Resource Center
- Maine Homeless Veterans Alliance
- Southern Maine Agency on Aging
- The Maine Association for New Americans
- Milestone Recovery
- Seachange Yoga

*Social Services*

- The Opportunity Alliance
- Spurwink

*Additional*

- Medical Examiner
- Maine Equal Justice

*Education*

- USM Criminology, Social Justice, Social Work, and Public Policy Departments
- UNE Criminology, Social Justice, and Social Work Departments
- Southern Maine Community College Criminal Justice program



**Appendix D: PCRS Meeting Process Standard Operating Procedure**

	<b>Standard Operating Procedure</b>	Doc #: N/A
		Rev #: 0
		Effective Date: 15-Jan-2026
Title: PCRS Meeting Process		

## 1.0 INTRODUCTION

The purpose of this procedure is to outline the process for holding and participating in Police Citizen Review Subcommittee (PCRS) meetings per ordinance Chapter 2 Article IV Div. 2. PCRS members are encouraged to behave in a respectful, open-minded, and thoughtful manner during the meeting. The PCRS meetings should ultimately serve to deepen public trust in the Portland Police Department (PPD) and the PCRS.

## 2.0 SCOPE

This document applies to all PCRS meetings both executive and public.

## 3.0 RESPONSIBILITIES

Role	Description of Responsibilities
Chair	<ul style="list-style-type: none"> <li>• Leads meeting discussions</li> <li>• Assigns or delegates tasks as appropriate</li> </ul>
Vice-Chair	<ul style="list-style-type: none"> <li>• Provides gentle reminders to keep discussions on topic and/or on time</li> <li>• Fills in for Chair's responsibilities when Chair is absent</li> </ul>
PCRS Members	<ul style="list-style-type: none"> <li>• Attend meetings and participate in discussions</li> <li>• Solicit or vote on motions as applicable</li> </ul>

## 4.0 DEFINITIONS AND ABBREVIATIONS

Term	Definition
Sensitive Information	As defined in state statute Title 1 MRS section 402 and Title 30A MRS section 2702 Note: there are also rules around criminal confidentiality that should be followed
Meeting Attendees	All members of the PCRS and all members of supporting city staff (including police department) who are attending the current PCRS meeting
Guest Attendees	Any attendees that are not members of PCRS, city staff, or Police Department
Public Session	Public meeting instance where Meeting Attendees and Guest Attendees both attend

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Term	Definition
Executive Session	Private meeting instance where Guest Attendees do not attend due to discussion of private or sensitive information
PPD	Portland, ME Police Department
IA	Internal Affairs (of the Portland, ME Police Department)
PCRS	Police Citizen Review Subcommittee

## 5.0 PROCEDURE

### 5.1 General Etiquette

- 5.1.1 All Meeting Attendees and Guest Attendees will adhere to Robert’s Rules of Order to the best of their abilities (see Section 6: Resources for link).

- 5.2 Follow SOP “PCRS IA Investigation Presentation and Voting” for any activities involving IA investigation review, presentation, or voting.

### 5.3 Meeting Preparation

- 5.3.1 City Staff should send out the meeting agenda and relevant meeting attachments approximately one week in advance of the scheduled PCRS meeting.
- 5.3.2 Meeting Attendees should review all agenda items and attachments prior to attending the PCRS meeting.

### 5.4 Public Meetings

- 5.4.1 If a quorum is present (4 voting members), the Chair or designee will start the meeting (ideally no later than 5 minutes past the scheduled start time of the meeting).
- 5.4.2 The Chair will confirm that the Vice Chair is present and is willing to keep the discussions on topic and/or on time.
  - 5.4.2.1 If the Chair is absent, the Vice Chair will temporarily assume responsibilities of the Chair.
  - 5.4.2.2 If the Vice Chair is absent, the Chair will delegate someone to temporarily assume their responsibilities for the meeting.

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- 5.4.3 The Chair will read off the meeting agenda and propose an appropriate priority for each topic along with a target meeting end time.
  - 5.4.3.1 If there are major additions to or disagreements with the agenda, Meeting Attendees should discuss and reach a consensus before proceeding.
  - 5.4.3.2 Agenda topics may be moved to an ad-hoc meeting or moved to another scheduled meeting as appropriate.
- 5.4.4 The Chair will lead the meeting discussion using the agenda topics.
  - 5.4.4.1 If there are agenda topics that involve discussion of sensitive and/or private information (e.g. an IA investigation), the Chair will solicit a motion to move the Meeting Attendees to an executive session per Section 5.5.
- 5.4.5 At the start of the meeting (after announcement of the agenda) and at the end of the meeting before executive session, the Chair will give opportunity for public comment by announcing the following expectations:
  - 5.4.5.1 Speakers will be called upon or volunteer one at a time to give public comment.
  - 5.4.5.2 Speakers will be allowed 3 minutes to talk with the ability to request 3-minute extensions.
  - 5.4.5.3 If there is a need for any accessibility assistance, the speaker may have more time granted as needed.
  - 5.4.5.4 PCRS members will acknowledge the public comments, but best practice is to not engage directly in discussion.
- 5.4.6 If any topics require voting, PCRS members will vote on the motions with a simple majority winning the vote.
- 5.4.7 After all agenda topics have been discussed or the meeting end time has been reached, PCRS members will summarize the discussions, actions and next steps.
  - 5.4.7.1 If there are any tasks or actions without volunteers, the Chair may assign the tasks or actions.

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5.4.8 Meeting Attendees will agree on agenda topics and time/location for the next PCRS meeting

5.4.8.1 In-person meetings can be scheduled on a quarterly basis as agreed to by meeting attendees.

5.4.8.2 Ad-hoc meetings can be also scheduled as warranted

5.4.9 The Chair will solicit a motion to adjourn the meeting and if approved the meeting ends

#### 5.5 Executive Session Meetings

5.5.1 After all meeting attendees have voted to enter executive session, meeting attendees will leave the public meeting and enter the executive session.

5.5.2 The Chair will guide the discussion of all agenda topics that contain sensitive information (e.g. IA investigations).

5.5.3 The Chair may solicit a motion to move the Meeting Attendees back to the public meeting session after all sensitive and/or private topics have been discussed.

## 6.0 REFERENCES

Title	Link/Location
Robert's Rules of Order	<a href="https://robertsrules.org/index.html">https://robertsrules.org/index.html</a>
PCRS IA Investigation Presentation and Voting	TBF

## 7.0 ATTACHMENTS

N/A

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## 8.0 APPROVALS

Contributor (Authored/Approved by)	Signature	Date
Author [Randall Kilty]	<i>Randall Kilty</i> <small>Randall Kilty (Jan 15, 2026 18:12:16 EST)</small>	15/Jan/26
Reviewer [Joey Brunelle]	<i>Joey Brunelle</i> <small>Joey Brunelle (Jan 17, 2026 11:26:42 PST)</small>	17/Jan/26

## 9.0 REVISION HISTORY

Revision	Description of Change	Date
0	New Document	15Jan2026

**Signature:**

**Email:**

**To: Portland City Manager, Chief of Police**  
**Re: Complaint Form Availability, Access & Education**  
**From: PCRS Members Walter Bihumugani & Joey Brunelle**  
**October 31, 2025**

As part of our charge to audit the Portland Police Department's complaint process and recommend changes to increase public confidence in that process (City Code § 2-76(2)(b)), we have some questions regarding the availability and accessibility of complaint forms.

1. Historically, paper complaint/commendation forms have been available at the Portland Public Library, City Hall, Community Policing centers, Portland Housing Authority offices, and community centers (e.g. Riverton). However, since the complaint form went online, paper forms have been discontinued from all of these locations. Paper forms are currently only available at Police Headquarters on Fore Street.

We believe that it is important to have paper forms widely available for individuals who may not have reliable technology access or skills. **Could paper forms once again be distributed to these locations, as well as other logical locations for individuals who have a higher likelihood of police interactions, e.g. public schools, the City's public health clinic and social services offices?** We are happy to supply a list of possible locations if that would be helpful.

2. Currently, paper forms can only be mailed, or returned to Headquarters on Fore Street. **Could we expand this so that paper forms could be returned to any community policing center?** This would be aligned with the community-engagement mission of community policing.
3. Some years ago, the City of Portland went to the effort and expense of translating our complaint/commendation forms into multiple languages spoken by individuals in the Portland community. Currently these translations are only available online. **Could paper versions of these translated forms be distributed to community centers and community policing locations (some of which are in neighborhoods with large immigrant populations)?**
4. Currently PPD summons/citation forms include instructions for how to contest that summons/citation. We wonder if these forms provide a good opportunity to solicit feedback about policing. We understand that these forms are printed in bulk years in advance, but **would it be possible to, on the next print run, include a sentence or two about how to submit a complaint/commendation including a URL to the complaint form on the city's website?**

5. In our experience, some members of city staff are unaware that there is a complaint process, and others are unclear on how to submit a complaint. Especially if we restore the availability of paper forms to include facilities like the Library, community centers, community policing centers, City Hall, and Portland Housing Authority offices, we believe it is important that staff at those locations know how the process works. In particular, we believe it's critical that members of the City's public health and social services staff be conversant in the complaint process and be able to offer it to individuals as a possible resource/recourse. **Could the City Manager educate all members of City Staff regarding the complaint process, so they are able to better assist members of the public?**
  
6. We have had a number of ideas for how to increase public awareness of the complaint process, including: designing and distributing an informational flyer, doing direct outreach to crisis centers and DV shelters, doing direct outreach to immigrant organizations and places of worship, or working with the city's public health/social services staff to increase their understanding. **To what extent does the PCRS have the authority to do this kind of outreach, or must this all be done through the City Manager (according to the current ordinance)?**

Thank you for reviewing our questions. We would appreciate a response in writing at your earliest convenience.

Joey Brunelle  
Walter Bihumugani  
*Portland Police Citizen Review Subcommittee Members*