

City of Portland
Police Citizen Review Subcommittee

AGENDA
November 10, 2021
6:00 PM

1. ZOOM Information

- a. On Wednesday, November 10, 2021 at 6:00 p.m., the Police Citizen Review Subcommittee will conduct a virtual meeting via Zoom, as allowed by 1 M.R.S. Sec. 403-A.

Please allow your computer to install the free Zoom app to get the best meeting experience. If you are not able to attend the meeting live, the City will be posting a recording of the meeting after it has concluded.

Please click the link below to join the webinar:

<https://us06web.zoom.us/j/84976140918?pwd=RVVNS1UvNHpORnFZOTFpMmhoWVpyQT09>

Passcode: 533265

Or One tap mobile :

US: +13017158592,,84976140918# or +13126266799,,84976140918#

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

US: +1 301 715 8592 or +1 312 626 6799 or +1 646 558 8656 or +1 253 215 8782 or +1 346 248 7799 or +1 720 707 2699

Webinar ID: 849 7614 0918

International numbers available: <https://us06web.zoom.us/j/84976140918?pwd=RVVNS1UvNHpORnFZOTFpMmhoWVpyQT09>

2. Call to Order

3. Approval of October 13, 2021 minutes.

- a. Attached.

4. Public Comment Session

5. Update on survey results and discussion of next steps (Chair West).

- a. Attached.

6. Discussion of Charter Commission meeting and next steps (Chair West), and review draft letter to the Commission (Vice Chair Parson and Ms. Hardcastle)
7. Executive session pursuant to 1 M.R.S. Sec. 405(6)(F) to discuss IA2021-009.
8. Adjourn

POLICE CITIZEN REVIEW SUBCOMMITTEE

October 13, 2021

Meeting Held Remotely Via Zoom

Members present: Emily West, Chair; Reggie Parson, Vice Chair; Kaylin Kerina; Rev. Lewis; Anne Hardcastle; Tim Smith; Sarai Manyiel

Staff present: Anne Torregrossa

6:0 Call to order via Zoom.

Interim Police Chief Gorham introduced Interim Assistant Chief Martin, and let the PCRS know that AC Martin would be taking over the duties associated with the PCRS for the Police Department. AC Martin introduced himself and PCRS members introduced themselves. Chiefs Gorham and Martin then departed the Zoom meeting.

Motion to accept minutes of September 8, 2021. Seconded. Roll call vote 7-0.

No public comment was offered during public comment session.

The PCRS discussed the draft annual report, including potential changes to the cover page, Fig. 3, Table 2, and other areas. Attorney Torregrossa made changes to the draft as the Board agreed on those changes.

Rev. Lewis expressed his disappointment that the Charter Commission did not invite any member of the PCRS to participate in its conversation regarding Police Department oversight. Rev. Lewis and Ms. Kerina shared that they had reached out to members of the Charter Commission about the Subcommittee participating in the process.

The PCRS returned to their discussion of the annual report. Ms. Hardcastle suggested indicating which of the Subcommittee's 2021 goals had been accomplished already.

Motion to adopt the annual report, as amended, seconded, roll call vote 7-0.

The PCRS then had an additional discussion of the suggested guidelines for case review. The group generally agreed with the format and asked that it be put on the PCRS website under "Related Documents".

Chair West gave an update on the survey results analysis.

Workplan for November:

- Discuss survey results and next steps.

- Review IA case
- Discuss letter to Charter Commission
- Set goals for 2022.

The Subcommittee then discussed the best way to communicate the PCRS's perspective on police oversight to the Charter Commission. Mr. Parson and Ms. Hardcastle agreed to draft a letter to the Charter Commission for the PCRS's review at its next meeting.

7:53 Motion to adjourn; seconded; roll call vote 7-0.

PCRS Community Survey Results - All Respondents (N=76)

Frequency Table

age age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		2	2.6	2.6	2.6
	18-24	6	7.9	7.9	10.5
	25-34	18	23.7	23.7	34.2
	35-44	17	22.4	22.4	56.6
	45-59	25	32.9	32.9	89.5
	60+	8	10.5	10.5	100.0
	Total	76	100.0	100.0	

live_portland live_portland

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	1.3	1.3	1.3
	No	7	9.2	9.2	10.5
	Yes	68	89.5	89.5	100.0
	Total	76	100.0	100.0	

r_american_indian r_american_indian

		Frequency	Percent
Missing	System	76	100.0

r_asian r_asian

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	1.3	100.0	100.0
Missing	System	75	98.7		
Total		76	100.0		

r_black_african r_black_african

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	2.6	100.0	100.0
Missing	System	74	97.4		
Total		76	100.0		

r_latinx r_latinx

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	2.6	100.0	100.0
Missing	System	74	97.4		
Total		76	100.0		

r_middle_eastern r_middle_eastern

		Frequency	Percent
Missing	System	76	100.0

r_native_hawaiian r_native_hawaiian

		Frequency	Percent
Missing	System	76	100.0

r_white r_white

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	54	71.1	100.0	100.0
Missing	System	22	28.9		
Total		76	100.0		

r_other_race r_other_race

		Frequency	Percent
Missing	System	76	100.0

r_race_prefer_no_id r_race_prefer_no_id

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	15	19.7	100.0	100.0
Missing	System	61	80.3		
Total		76	100.0		

r_male r_male

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	23	30.3	100.0	100.0
Missing	System	53	69.7		
Total		76	100.0		

r_female r_female

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	46	60.5	100.0	100.0
Missing	System	30	39.5		
Total		76	100.0		

r_gender_oth r_gender_oth

		Frequency	Percent
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Missing	System	76	100.0
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r_gender_non_binary r_gender_non_binary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	2.6	100.0	100.0
Missing	System	74	97.4		
Total		76	100.0		

r_gender_self_id r_gender_self_id

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	3	3.9	100.0	100.0
Missing	System	73	96.1		
Total		76	100.0		

r_home r_home

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	43	56.6	100.0	100.0
Missing	System	33	43.4		
Total		76	100.0		

r_rent r_rent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	28	36.8	100.0	100.0
Missing	System	48	63.2		
Total		76	100.0		

r_house_fam_friends r_house_fam_friends

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	4	5.3	100.0	100.0
Missing	System	72	94.7		
Total		76	100.0		

r_homeless r_homeless

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	1.3	100.0	100.0
Missing	System	75	98.7		
Total		76	100.0		

r_housing_oth r_housing_oth

		Frequency	Percent
Missing	System	76	100.0

direct_complaints direct_complaints

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	16	21.1	21.1	21.1
	Unsure	6	7.9	7.9	28.9
	Yes	54	71.1	71.1	100.0
	Total	76	100.0	100.0	

community_liaison community_liaison

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	20	26.3	26.3	26.3
	Unsure	7	9.2	9.2	35.5
	Yes	49	64.5	64.5	100.0
	Total	76	100.0	100.0	

open_investigations open_investigations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	23	30.3	30.3	30.3
	Unsure	5	6.6	6.6	36.8
	Yes	48	63.2	63.2	100.0
	Total	76	100.0	100.0	

open_investigations_option open_investigations_option

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		23	30.3	30.3	30.3
	Option 1	9	11.8	11.8	42.1
	Option 2	29	38.2	38.2	80.3
	Option 3	15	19.7	19.7	100.0
	Total	76	100.0	100.0	

among those
17.0
54.7
28.3

outcomes_discipline outcomes_discipline

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	23	30.3	30.3	30.3
	Unsure	7	9.2	9.2	39.5
	Yes	46	60.5	60.5	100.0
	Total	76	100.0	100.0	

outcomes_discipline_option outcomes_discipline_option

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		26	34.2	34.2	34.2
	Option 1	4	5.3	5.3	39.5
	Option 2	15	19.7	19.7	59.2
	Option 3	31	40.8	40.8	100.0
	Total	76	100.0	100.0	

among those
8.0
30.0
62.0

mediation mediation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	21	27.6	27.6	27.6
	Unsure	5	6.6	6.6	34.2
	Yes	50	65.8	65.8	100.0
	Total	76	100.0	100.0	

budget budget

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	22	28.9	28.9	28.9
	Unsure	12	15.8	15.8	44.7
	Yes	42	55.3	55.3	100.0
	Total	76	100.0	100.0	

independence independence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	16	21.1	21.1	21.1
	Unsure	7	9.2	9.2	30.3
	Yes	53	69.7	69.7	100.0
	Total	76	100.0	100.0	



se choosing option

se choosing option

PCRS Community Survey Results - Portland Respondents (n=68)

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TEMPORARY.
SELECT IF (live_portland='Yes').
FREQUENCIES VARIABLES=all.
```

Frequencies

age age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	1.5	1.5	1.5
	18-24	6	8.8	8.8	10.3
	25-34	17	25.0	25.0	35.3
	35-44	14	20.6	20.6	55.9
	45-59	24	35.3	35.3	91.2
	60+	6	8.8	8.8	100.0
	Total	68	100.0	100.0	

live_portland live_portland

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	68	100.0	100.0	100.0

neighborhood neighborhood

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bayside / Old Port / Downtown	8	11.8	11.8	11.8
	Deering Center / Rosemont	16	23.5	23.5	35.3
	Islands	1	1.5	1.5	36.8
	Libbytown / Stroudwater / Nason's Corner	6	8.8	8.8	45.6
	Munjoy Hill / East Bayside	6	8.8	8.8	54.4
	Oakdale / Back Cove / East Deering	8	11.8	11.8	66.2
	Riverton / North Deering	12	17.6	17.6	83.8
	West End / Parkside / St. John Valley	11	16.2	16.2	100.0
	Total	68	100.0	100.0	

r_american_indian r_american_indian

		Frequency	Percent
Missing	System	68	100.0

r_asian r_asian

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	1.5	100.0	100.0
Missing	System	67	98.5		
Total		68	100.0		

r_black_african r_black_african

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	2.9	100.0	100.0
Missing	System	66	97.1		
Total		68	100.0		

r_latinx r_latinx

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	1.5	100.0	100.0
Missing	System	67	98.5		
Total		68	100.0		

r_middle_eastern r_middle_eastern

		Frequency	Percent
Missing	System	68	100.0

r_native_hawaiian r_native_hawaiian

		Frequency	Percent
Missing	System	68	100.0

r_white r_white

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	49	72.1	100.0	100.0
Missing	System	19	27.9		
Total		68	100.0		

r_other_race r_other_race

		Frequency	Percent
Missing	System	68	100.0

r_race_prefer_no_id r_race_prefer_no_id

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	14	20.6	100.0	100.0
Missing	System	54	79.4		
Total		68	100.0		

r_male r_male

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	21	30.9	100.0	100.0
Missing	System	47	69.1		
Total		68	100.0		

r_female r_female

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	42	61.8	100.0	100.0
Missing	System	26	38.2		
Total		68	100.0		

r_gender_oth r_gender_oth

		Frequency	Percent
Missing	System	68	100.0

r_gender_non_binary r_gender_non_binary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	2.9	100.0	100.0
Missing	System	66	97.1		
Total		68	100.0		

r_gender_self_id r_gender_self_id

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	2.9	100.0	100.0
Missing	System	66	97.1		
Total		68	100.0		

r_home r_home

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	37	54.4	100.0	100.0
Missing	System	31	45.6		
Total		68	100.0		

r_rent r_rent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	27	39.7	100.0	100.0
Missing	System	41	60.3		
Total		68	100.0		

r_house_fam_friends r_house_fam_friends

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	1.00	4	5.9	100.0	100.0
Missing	System	64	94.1		
Total		68	100.0		

r_homeless r_homeless

		Frequency	Percent
Missing	System	68	100.0

r_housing_oth r_housing_oth

		Frequency	Percent
Missing	System	68	100.0

direct_complaints direct_complaints

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	13	19.1	19.1	19.1
	Unsure	3	4.4	4.4	23.5
	Yes	52	76.5	76.5	100.0
	Total	68	100.0	100.0	

community_liaison community_liaison

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	14	20.6	20.6	20.6
	Unsure	6	8.8	8.8	29.4
	Yes	48	70.6	70.6	100.0
	Total	68	100.0	100.0	

open_investigations open_investigations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	16	23.5	23.5	23.5
	Unsure	5	7.4	7.4	30.9
	Yes	47	69.1	69.1	100.0
	Total	68	100.0	100.0	

open_investigations_option open_investigations_option

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid		16	23.5	23.5	23.5	among thos
	Option 1	9	13.2	13.2	36.8	17.3
	Option 2	28	41.2	41.2	77.9	53.8
	Option 3	15	22.1	22.1	100.0	28.8
	Total	68	100.0	100.0		

outcomes_discipline outcomes_discipline

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	No	17	25.0	25.0	25.0
	Unsure	7	10.3	10.3	35.3
	Yes	44	64.7	64.7	100.0
	Total	68	100.0	100.0	

outcomes_discipline_option outcomes_discipline_option

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		20	29.4	29.4	29.4
	Option 1	4	5.9	5.9	35.3
	Option 2	13	19.1	19.1	54.4
	Option 3	31	45.6	45.6	100.0
	Total	68	100.0	100.0	

among thos

8.3

27.1

64.6

mediation mediation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	15	22.1	22.1	22.1
	Unsure	4	5.9	5.9	27.9
	Yes	49	72.1	72.1	100.0
	Total	68	100.0	100.0	

budget budget

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	16	23.5	23.5	23.5
	Unsure	11	16.2	16.2	39.7
	Yes	41	60.3	60.3	100.0
	Total	68	100.0	100.0	

independence independence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	12	17.6	17.6	17.6
	Unsure	5	7.4	7.4	25.0
	Yes	51	75.0	75.0	100.0
	Total	68	100.0	100.0	





se choosing option

se choosing option

Police Citizen Review Subcommittee: Results from the Community Survey of Police Oversight, Spring 2021

Released November 2021

Introduction

The Police Citizen Review Committee (PCRS) put out a community survey in the Spring of 2021 to gain input from city residents on possible changes to Portland's police oversight subcommittee structure. The current structure of the PCRS allows for a review of completed Internal Affairs investigations of complaints brought by citizens. The Subcommittee's voting is limited to whether the investigation by the investigating IA officer was done in a thorough, timely, objective, and fair manner. The Subcommittee does not have any say in the result of the investigation (e.g. whether the officer involved was found to have done something outside of the standard operating procedures and if so, what type of discipline should be imposed).

The Subcommittee is currently considering proposing changes to the structure to align itself more with modern best practices of other police oversight committees around the nation. The Subcommittee has spent the last year focused on researching other models, including participating in the National Association for Civilian Oversight of Law Enforcement's (NACOLE) annual conference, and eliciting public comment to better understand the perspectives of community members on this issue. [See NACOLE.ORG for more information about best practices and different types of oversight models around the nation.](https://www.nacole.org)

Based on what we learned through research and public comment, the PCRS developed a community survey to gather input from Portlanders on several possible changes to the oversight body's structure. Results from this survey are summarized in this brief.

Key Findings Please note that because of the small number of survey respondents, this subcommittee will not draw conclusions from these findings, as they may not be representative of the city at large. However, we believe that these findings serve as a piece of the conversation around police oversight in Portland, offering multiple perspectives on this important issue.

Demographics of Respondents

A total of 76 community members completed the community survey between March and early June 2021. As Figure 1 shows, most respondents were from Portland, with the largest neighborhood representation coming from Deering Center/Rosemont, Riverton/N. Deering, and West End/Parkside/St. John Valley. Over half of respondents reported owning a house, with just over one-third renting. Less than 10 percent reported other housing statuses (living with family/friends, experiencing homelessness).

Figure 1. Portland Residents and Neighborhoods Represented
N=76

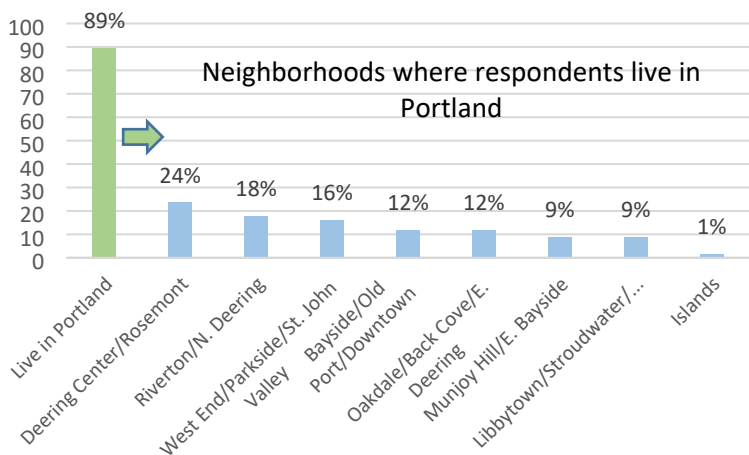
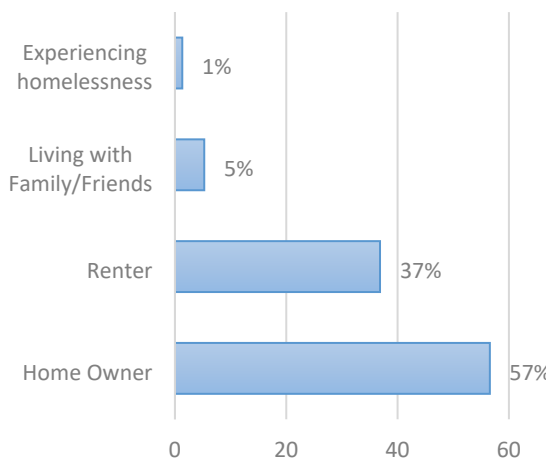


Figure 2. Housing Status of Respondents
N=76



The majority of community respondents identified as female (61%) and over half reported being in the age groups of 35-44 (22%) or 45-59 (33%).

Figure 3. Gender of Respondents N=76

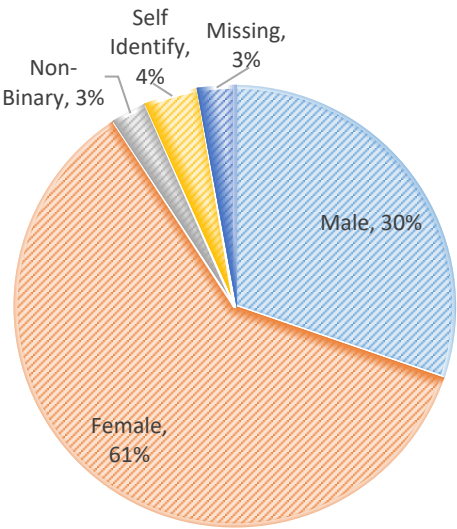
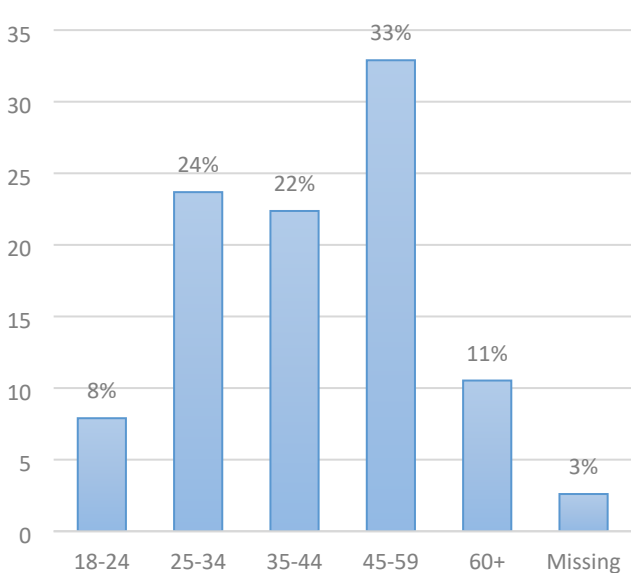
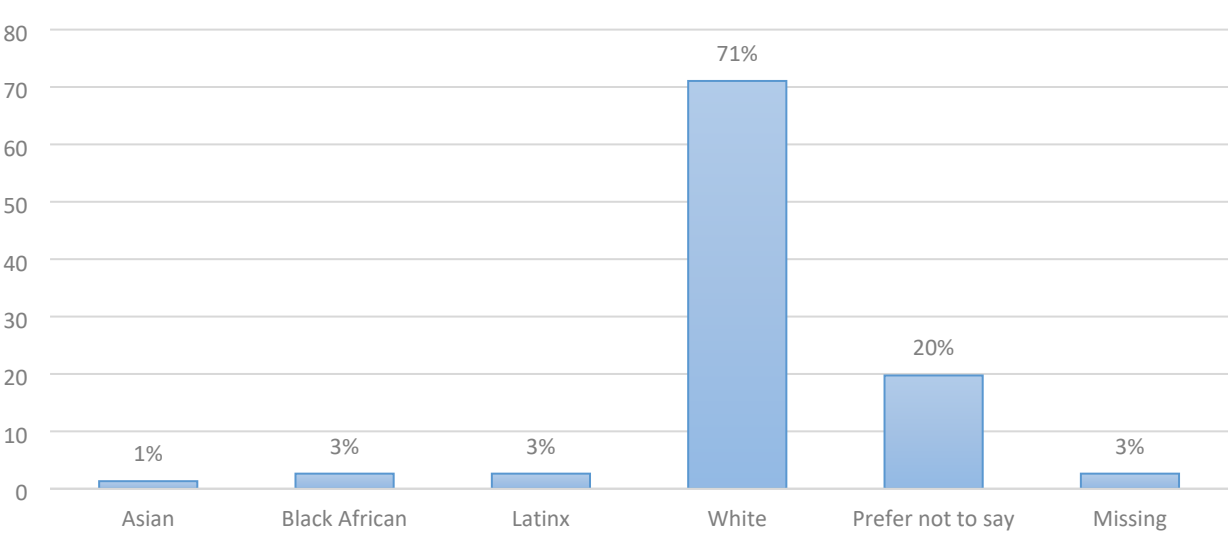


Figure 4. Age of Respondents N=76



The majority of community members responding to this survey identified as White, with another three percent each identifying as Black African or Latinx. Nearly one-quarter of respondents did not answer this question (checking 'prefer not to answer' or not checking any box). While the design of this question allowed for checking more than one race/ethnicity category, no one checked more than one box.

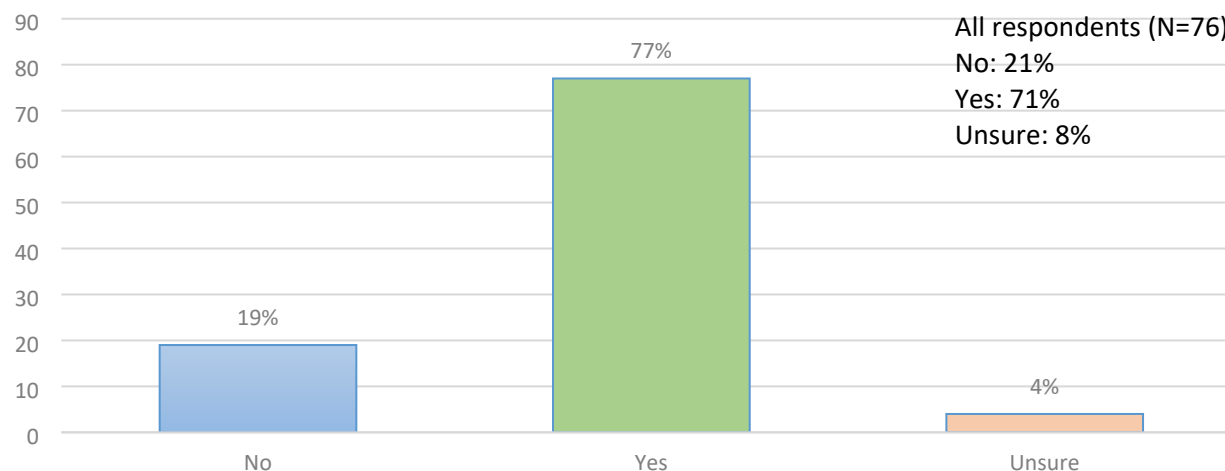
Figure 5. Race, Ethnicity of Respondents N=76



Results of Questions Addressing Possible Changes to Portland's Police Oversight Body

1. **The first question in the survey asked community members whether the oversight body should take complaints directly from citizens.** Currently the PCRS does not do this. Over three-quarters of Portland residents answered yes to this question¹. Nearly 20 percent answered no, with four percent saying they were not sure.

Figure 6. Police Oversight Body Should Take Complaints Directly
n=68



Respondents were given the opportunity to elaborate on their answers, below are some examples of quotes. The Appendix includes all of the narrative comments provide for each question in the survey.

Sample Comments (see Appendix for all comments)

- ❖ No: "It would allow people to make anonymous, false complaints. People can complain online and not have to go to the police station."
- ❖ No: "This will just start rumors, innocent until proven guilty. Should only go to an oversight board if the person who made the complaint feels it was not looked at thoroughly and then should go to city hall not civilians."
- ❖ Yes: "I think it makes sense to have an objective body that is prepared to hear concerns and take complaints. This would provide an option for people concerned about retribution or complaints not taken seriously."
- ❖ Yes: "The assumption would be that all information provided can be substantiated in some way and would not turn into anonymous and unverifiable attacks on officers."

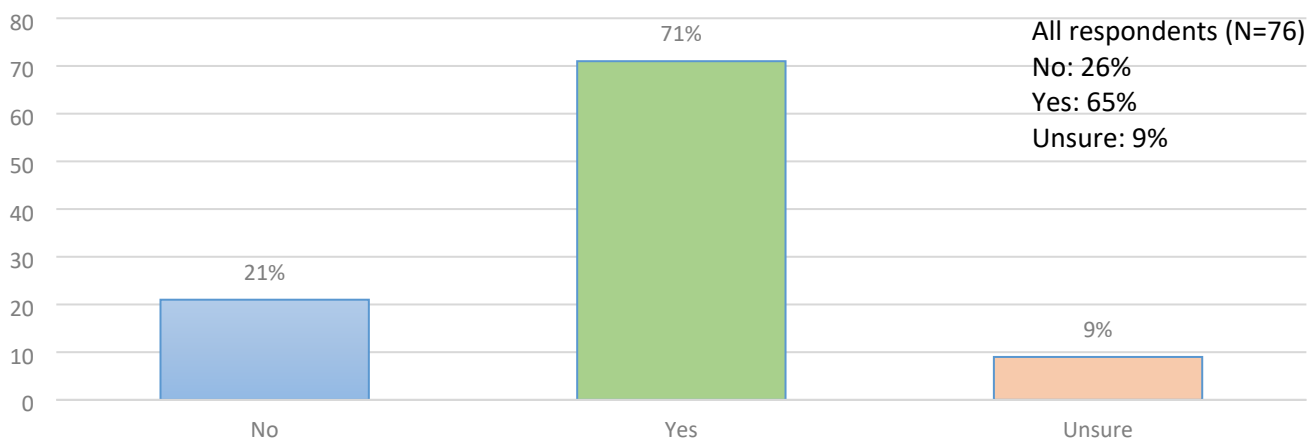
¹ The narrative description and figures focus on the Portland resident respondents (n=68), although each figure includes a text box with percentages of all respondents (N=76).

2. Community members were asked whether the police oversight body should include a hired community liaison. This liaison would have responsibilities including:

- Communicating directly with complainants to explain the process and offer assistance along the way
- Sitting in on police interviews at complainant's request
- Acting as liaison between the complainant and the IA department staff
- Regularly engaging with the community to both increase awareness about the subcommittee and solicit feedback from community members on policing issues. This would include attending various community meetings, requesting meetings with leaders, and other formal and informal outreach.

Just under three-quarters of Portland resident respondents reported that the oversight body should hire a community liaison, with 21 percent saying no and nine percent not being sure. Included below are some notable quotes from those who responded to this question.

Figure 7. Police Oversight Body Should Hire a Community Liaison
n=68



Sample Comments (see Appendix for all comments)

- ❖ No: "Community liaison is a good idea to help with reporting a problem directly to the police if a person was too nervous to go by themselves but it should be a city employee not an ordinary citizen."
- ❖ No: "If I have a complaint about an officer, that is not public. This committee could also seek out complainants to further an agenda. This is already taking place across the country."
- ❖ Yes: "It seems that this position would be necessary in order to have community input and also some objective oversight into how the issues are actually being handled. Financially, I feel this position could be justified given the tension between communities and the police."
- ❖ Yes: "The complaint process can be intimidating. A liaison will give complainants more confidence in navigating the process and enhances the perception that complaints are addressed fairly."

3. **Community members were asked whether the police oversight body should be able to participate in open internal affairs investigations.** Nearly 70 percent of Portland residents responding to this survey said yes, while about one-quarter said no and seven percent were not sure.

Those who answered yes were asked what type of participation they would like to see. Over half chose Option 2: the oversight body has its own investigative powers, including subpoena authority, while over one-quarter chose Option 3: the Portland Police Department (PPD) leads the investigation, but the oversight body has the ability to interview involved parties as deemed necessary. Less than 20 percent chose Option 1: the PPD leads the investigation with the oversight body providing input and review along the way.

Figure 8. Police Oversight Body Should Participate in Open IA Investigations n=68

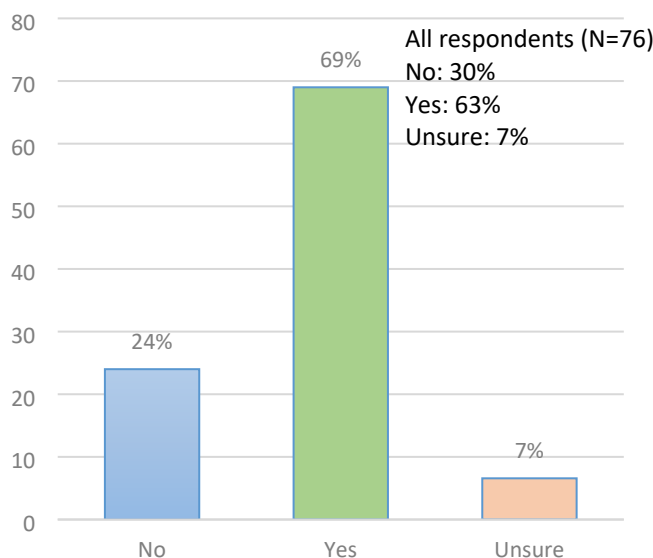
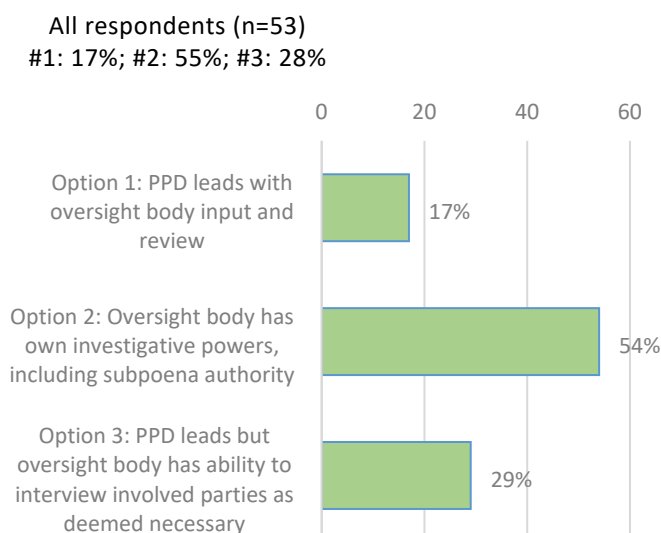


Figure 9. Open Investigation Options n=52



Sample Comments (see Appendix for all comments)

- ❖ No: "Unless the people doing this attended a police academy and had a full understanding of police work, it would be unfair for a civilian to investigate officers and the work they do."
- ❖ No: "It doesn't make sense for people that don't understand police work or have never been in some of these situations to have input on disciplinary issues that have the potential to end an officer's career. It would be like a police officer sitting on a review board for medical malpractice claims it just doesn't make sense."
- ❖ Yes, Option 1 (PPD leads with input from body): "Although corrupt departments exist elsewhere in the US, I am not aware of any evidence of such problems in Portland. Given that we already have difficulty keep the PPD fully staffed, I feel we need to be careful about creating new insecurities when internal oversight generally works."
- ❖ Yes, Option 2 (body leads with full investigation powers): "Outside leadership of investigations will help overcome the tendency of officers to protect each other rather than putting the community's needs first."
- ❖ Yes, Option 3 (PPD leads with body being able to interview as needed): "Option 3 is a compromise in several ways. While option 2 is the best choice for true citizen oversight, the high demands might exclude many otherwise willing participants, and therefore not truly reflect the Portland community."

4. **Community members were asked whether the police oversight body should be able to offer recommendations on the outcomes of the internal affairs investigation** (i.e. whether there was an SOP violation or not and any associated discipline of an officer). Sixty-five percent of Portland residents who completed the survey felt that the body should be able to offer recommendations on outcomes, generally.

When given the choice of recommendation options, the majority (65%) chose Option 3: the body would offer formal recommendations on the disposition of the investigation (i.e. whether there was an SOP violation) and provide feedback on the Chief's disciplinary decision before it was finalized. Just over one-quarter of respondents who answered yes chose Option 2: the body would provide formal recommendations for both disposition and discipline, while less than 10 percent chose Option 1: the body would provide formal recommendations on the disposition of the investigation but have no involvement in the decision of discipline.

Figure 10. Police Oversight Body Should Offer Recommendations on IA Outcomes n=68

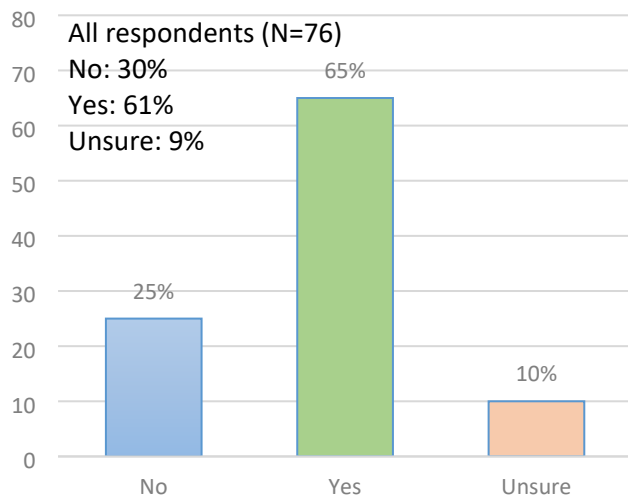
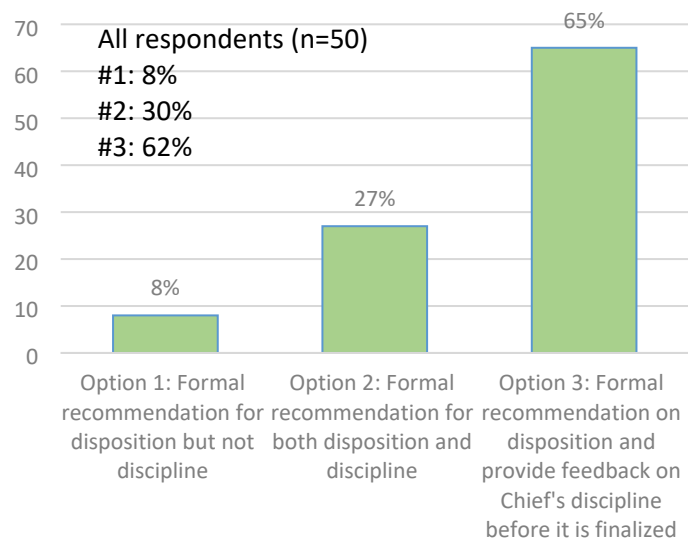


Figure 11. Outcome and Discipline Options n=48



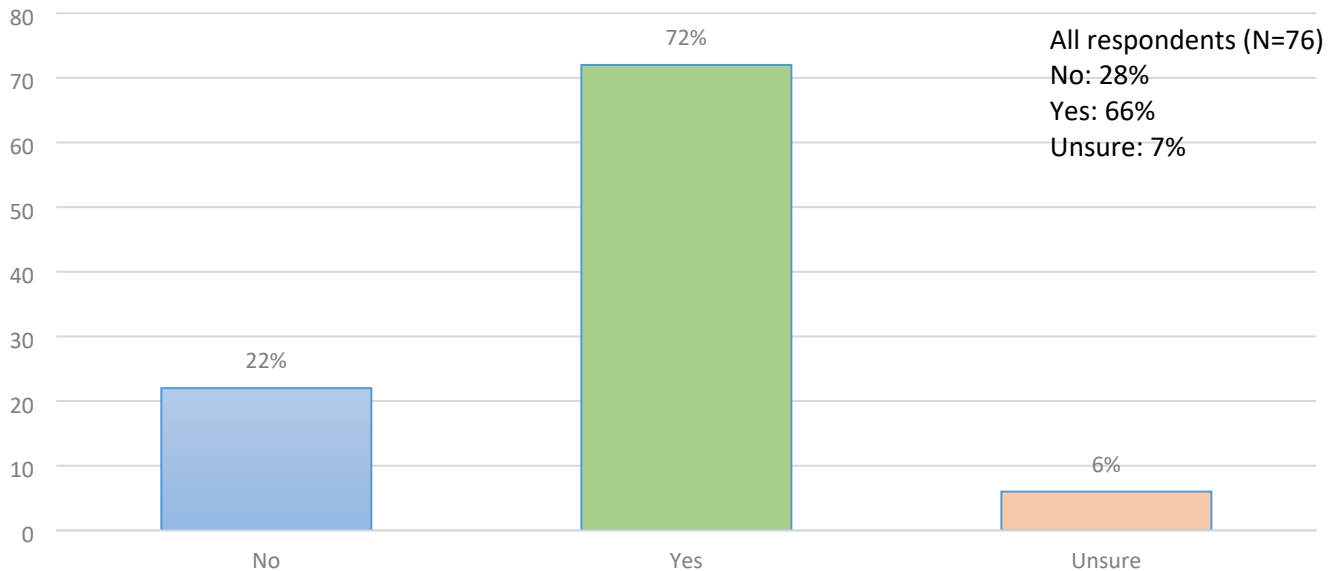
Sample Comments (see Appendix for all comments)

- ❖ No: "Our new Chief seems very capable. Oversight is important, but the Chief should make the calls first."
- ❖ No: "The PCRS should be focused on validating each investigation was fair, thorough, complete, and free of bias. A PCRS finding of sub-standard, flawed, biased, or incomplete IA investigation should trigger an independent review and proper investigation by another authority (eg: Maine State Police). A validation of a complaint investigation by the PCRS would then send the case to the Chief for discipline."
- ❖ Yes, Option 1 (formal recommendation on disposition but not discipline): "I would have selected 3 but I believe that the feedback should be given after the disciplinary action so as not to influence, undermine, or politicize the chiefs judgment but rather as a feedback loop."
- ❖ Yes, Option 3 (formal recommendation of disposition and feedback on Chief's discipline before it is finalized): "Recommendation on disposition with later review on proposed discipline feels like a good compromise. Potentially the Chief's proposed discipline could include a brief summary of how regulations were applied for context."
- ❖ Yes, Option 3: "Due to the high demands of Option 2, Option 3 is likely to allow for more inclusive composition of the oversight body. It would be difficult to adequately train average citizens in the necessary aspects of disciplinary decision-making."

5. Community members were asked whether the police oversight body should include an independent mediation and appeals process.

The majority of Portland respondents (72%) responded that the oversight body should include a mediation and appeals process. Just under one quarter of respondents did not feel this was necessary, with an additional six percent reporting that they were unsure.

Figure 12. Independent Mediation and Appeals Process (n=68)



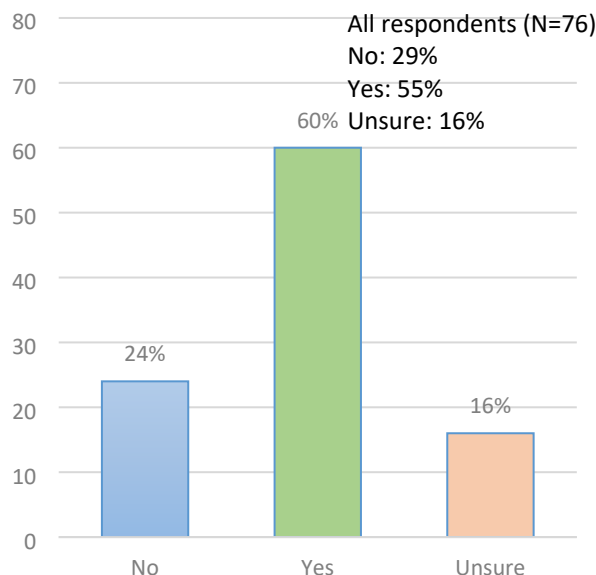
Sample Comments (see Appendix for all comments)

- ❖ No: "The expansion of PCRS Oversight Authority would already address this issue. If an IA case is validated by the PCRS, the complainant would have no standing to appeal the case result. They SHOULD be granted an opportunity to discuss the level of discipline they believe appropriate WITH THE CHIEF before the final penalty is decided and enforced."
- ❖ No: "Again, just haven't seen that this is an issue that needs resolving."
- ❖ Yes: "Police should have no role in the mediation and appeals of complaints. This should be the responsibility of a strengthened PCRS."
- ❖ Yes: "This sounds like a process that may be necessary in order for this oversight body to provide meaningful change."

6. Community members were asked whether the police oversight body should have its own budget.

Sixty percent of Portland respondents thought that an oversight body should have its own budget, while about one quarter disagreed. Another 16 percent were not sure.

Figure 13. Oversight Body Has Own Budget (n=68)



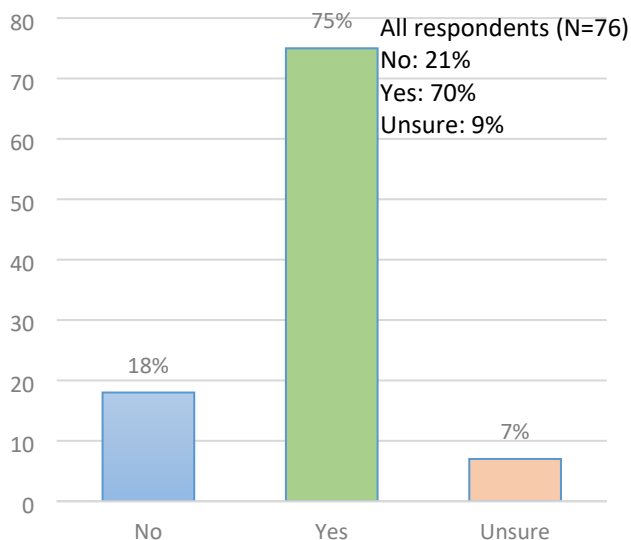
Sample Comments (see Appendix for all comments)

- ❖ No: "For 4-5 cases per year? No-engage and work with the police department to discuss options."
- ❖ No: "Only cost of a liaison."
- ❖ Yes: "The oversight board should be given sufficient resources to perform its work effectively and serve the people of the community."
- ❖ Yes: "They should also be paid for their time. Working people should be able to be part of the committee, and our time is not free."

7. Community members were asked if it is important for the police oversight body to have real and perceived independence from city government and the police department.

Three-quarters of Portland respondents agreed that the police oversight body should have independence from city government and the police department, while 18 percent did not feel that was necessary and another seven percent were unsure.

Figure 14. Important to Have Real and Perceived Independence from City Government and the Police n=68



Sample Comments (see Appendix for all comments)

- ❖ No: "From the PD - YES. NOT from the city. The PCRS will be part of the city oversight framework ensuring city departments are effective and ethical operations. Consider similar type of citizen oversight of other city divisions too (FD, Road & Bridge, planning, etc.)."
- ❖ No: "What makes ordinary citizens think they are capable of disciplining trained police officers? An appeal process would be nice if the complaining citizen wanted it."
- ❖ Yes: "They should have their own offices, budgets, and community meetings."
- ❖ Yes: "The oversight body should have independence from the city government and PD and also have the power to enforce change, not just rely on the decisions then made within the PD or city government."

Appendix: All comments from Community Survey

1. Receive complaints directly -Yes	Receive complaints directly - No
Absolutely necessary. I've had to report police to the police before and it's awful.	If someone has a complaint against a nurse or a doctor or some other person in a service capacity you don't go to a person in between you go directly to the facility to let them know your concerns.
An alternate method for accepting complaints will encourage members of targeted groups to believe their reports are taken seriously.	It would allow people to make anonymous, false complaints. People can complain online and not have to go to the police station
FYI this question is confusing - if the complaints would go straight to just the oversight body, why that it described as an "alternative?" Would people still be able to submit a complaint directly to the PD if they so choose?	Not needed. There are already a multitude of ways to submit complaints including online.
I support it if the board then refers the complaint to PPD. I love the idea but fear it releases the p.d. from responsibility and will make it skeptical to complaints. This would be very helpful to subsequent investigators.	Then there are no repercussions for citizens who file false complaints.
I think it makes sense to have an objective body that is prepared to hear concerns and take complaints. This would provide an option for people concerned about retribution or complaints not taken seriously.	This will just start rumors, innocent until proven guilty. Should only go to an oversight board if the person who made the complaint feels it was not looked at thoroughly and then should go to city hall not civilians
It shall provide, at a minimum, for: 1)An accurate and current accounting of police complaints; 2)The type of complaints (professionalism, bias, civil violations [speeding, bad driving], use of force, even criminal acts); 3)Which officers, units, divisions, etc. reportedly involved; and 4)Permit for more transparent and accountable review of complaints.	
Oversight body should have a social work rep. and be familiar with harm reduction	
Police should not be policing themselves.	
Reporting abuse to an abuser will never result in justice.	
The assumption would be that all information provided can be substantiated in some way and would not turn into anonymous and unverifiable attacks on officers.	
The more ears to hear, the better people are served.	

1. Receive complaints directly -Yes	Receive complaints directly - No
This is a great idea. It's shocking to me that complaints about the police must go through the police. Shocking, and disappointing.	
this proposal would alleviate negative repercussions to the person making the complaint	
This provides opportunities for the committee to see complaints timely and first hand. It also removes barriers to the community	
Why would I trust the police to police themselves? If they appropriately dealt with internal issues we wouldn't need a police oversight committee in the first place.	
Would this include 911 calls? Would there be an easy to access hotline? e.g. 311? 211?	
Yes, IF this can be done anonymously. This is no different than offering a TIP to police.	

2. Community Liaison - Yes	Community Liaison - No
I am a retired NYPD/DOC Officer, and was assigned to the Special Operations Division on Rikers Island. I have the skills that fit the "job description" above, and would like to be considered for Community Liaison	Community liaison is a good idea to help with reporting a problem directly to the police if a person was too nervous to go by themselves but it should be a city employee not an ordinary citizen
I do not feel that the police/police representatives on the oversight committee should have any say whatsoever in the appointment/hiring of the community liaison.	Compensating this as a stand-alone position seems like a conflict of interest. How would one stay objective if their pay depends on quantity and continuity of support needed?
It seems that this position would be necessary in order to have community input and also some objective oversight into how the issues are actually being handled. Financially, I feel this position could be justified given the tension between communities and the police.	If I have a complaint about an officer, that is not public. This committee could also seek out complainants to further an agenda. This is already taking place across the country.
It should also have a voice in police training and method of supervision.	Solution in search of a problem
Most complainants are ordinary people, not well versed in the law or police procedures. Offering them some expertise from a community perspective will help level the playing field in the complaint process.	The fact of the matter is that untrained civilians do not know what they would need to in order to address these complaints

2. Community Liaison - Yes	Community Liaison - No
Please watch the budget closely. Property taxes are outrageous for the limited services we get.	Waste of tax money
Sitting in and soliciting feedback and outreach are very important. Educating the people about the way the system work for them also.	
The complaint process can be intimidating. A liaison will give complainants more confidence in navigating the process and enhances the perception that complaints are addressed fairly.	
The Liaison staff MUST be civilian. They MUST NOT rely on the PD for their position or pay. Ideally, they should have a more academic (rather than law enforcement or social justice) background to ensure impartiality in BOTH directions. ALL Liaisons MUST be strictly held to federal, state, and local laws regarding victim identification, release of unsubstantiated or privileged information, public records restrictions, and similar limits to releasing information on active complaint cases.	
There should be an independent advocate to support complainants through the process	
they would need to have a robust whistleblower protection for their job	

3. Open Investigations - No/Not sure	Open Investigations – Option 1: PPD leads with input and review by PCRS
You need lots of training and understanding of what a job entails before you are capable of recommending a discipline. Also not everyone wants strangers knowing their business	We need human services involved in police matters. Violence against citizens are unnecessary.

3. Open Investigations - No/Not sure	Open Investigations – Option 1: PPD leads with input and review by PCRS
The oversight board is full of political operatives. It wouldn't be fair or honest.	Option 1 would keep the PCRS in an OVERSIGHT position whereby the assigned Liaison is able to witness live interviews and/or review recorded field interviews to determine whether the investigation, interviews, evidence collection & preservation, and all PPD Procedures and protocols are performed professionally, effectively, accurately, and without bias. The PCRS will ensure the complaint is investigated properly and completely in an unbiased and fair manner. The PPD IA unit will be the investigator while the PCRS shall oversee and ensure the IA unit is effectively and accurately performing their duty to the citizens of Portland.
Unless the people doing this attended a police academy and had a full understanding of police work, it would be unfair for a civilian to investigate officers and the work they do.	For its findings to hold any credibility within the department, management has to review them, then decide. Awareness of public accountability makes for better police officers, says this retiree, and involved citizen reviewers are better reviewers.
It doesn't make sense for people that don't understand police work or have never been in some of these situations to have input on disciplinary issues that have the potential to end an officer's career. It would be like a police officer sitting on a review board for medical malpractice claims it just doesn't make sense	I'd only want to create new overhead where something's broken. Although corrupt departments exist elsewhere in the US, I'm not aware of any evidence of such problems in Portland. Given that we already have difficulty keep the PPD fully staffed, I feel we need to be careful about creating new insecurities when internal oversight generally works.
There is no evidence this body would receive the full training needed to add value to this process	
Allowing either of these options opens the door for violations of privacy for all parties involved and would prolong an already arduous process.	

3. Open Investigations – Option 2: Oversight body has own oversight authority including subpoena	Open Investigations – Option 3: PPD leads but oversight body has ability to interview as deemed necessary
The police have no business investigating themselves	Option 3 seems to have the most "open door" without a dramatic change. Good starting point.
We MUST have civilian oversight, that may be expensive, but, that should be part of the bargain- We could cut the police budget a little to pay for the training.	I think hybrid model or option 1. I do not think option 2 may be seen as antagonistic and would not foster mutual respect and cooperation.

3. Open Investigations – Option 2: Oversight body has own oversight authority including subpoena	Open Investigations – Option 3: PPD leads but oversight body has ability to interview as deemed necessary
Outside leadership of investigations will help overcome the tendency of officers to protect each other rather than putting the community's needs first.	oversight body should have term limits, and be VERY diverse
Again, the police cannot and should not be responsible for handling complaints about their own officers.	2 or 3- the most important thing is that the oversight body has the power to do its own investigation and decision if the department's review is deemed insufficient by the oversight body.
There is a big problem with initial contact in minor instances, not just the deeper ends of investigations.	Option 3 is a compromise in several ways. While option 2 is the best choice for true citizen oversight, the high demands might exclude many otherwise willing participants, and therefore not truly reflect the Portland community.

4. Outcome/discipline - No/Unsure	Outcome/Discipline
The oversight board is full of political operatives. It wouldn't be fair or honest.	<i>Disposition only:</i> I would have selected 3 but I believe that the feedback should be given after the disciplinary action so as not to influence, undermine, or politicize the chief's judgment but rather as a feedback loop.
The significant training you speak of In option 2 would be a police officer.	<i>Dispo and Discipline:</i> PCRS should have exclusive authority to discipline officers. It should also have authority to hire and fire the police chief.
The city hired the chief and should trust in their decision making ability.	<i>Dispo and input on discipline to Chief before final decision:</i> Recommendation on disposition with later review on proposed discipline feels like a good compromise. Potentially the Chief's proposed discipline could include a brief summary of how regulations were applied for context.
Our new Chief seems very capable. Oversight is important, but the Chief should make the calls first.	<i>Dispo and input on discipline to Chief before final decision:</i> It's important for the Chief to understand that regular communication with and responsiveness to the oversight board is part of his/her job.
The PCRS should be focused on validating each investigation was fair, thorough, complete, and free of bias. A PCRS finding of sub-standard, flawed, biased, or incomplete IA investigation should trigger an independent review and proper investigation by another authority (eg: Maine State Police). A validation of a complaint investigation by the PCRS would then send the case to the Chief for discipline.	<i>Dispo and input on discipline to Chief before final decision:</i> Again, more open doors while allowing the current system to remain mostly as is, it seems to me.

4. Outcome/discipline - No/Unsure	Outcome/Discipline
It seems there should be someone above the chief who would obviously be biased.	<i>Dispo and input on discipline to Chief before final decision:</i> Due to the high demands of Option 2, Option 3 is likely to allow for more inclusive composition of the oversight body. It would be difficult to adequately train average citizens in the necessary aspects of disciplinary decision-making.
(Answered No to general Q and did not provide choice of option, but this comment seems to fit here): If the chief of police is not an elected official, then he should have no input on the discipline of city employees. The oversight committee of elected officials should have first and final say on police discipline.	(answered yes to general Q but did not choose Option): The right review board will also produce a more educated chief “ but it has to be honest, progressive & unbiased.

5. Mediation-Yes	Mediation-No
An independent process will keep the mediation process fair and neutral for citizens and officers.	Again, just haven't seen that this is an issue that needs resolving
I am unclear as to whether or not this would replace the above options or be in addition to. It would be helpful if the above suggestion came with more details.	The expansion of PCRS Oversight Authority would already address this issue. If an IA case is validated by the PCRS, the complainant would have no standing to appeal the case result. They SHOULD be granted an opportunity to discuss the level of discipline they believe appropriate WITH THE CHIEF before the final penalty is decided and enforced.
I've participated in restorative justice on the judicial side, and that's an excellent model that could be applied in the enforcement domain as well.	
Independent process is always better than people who would already have bias and agendas.	
Mediation should not be required of complainants- there should be a complaint/appeal process option that does not require mediation. But it could be an option.	
Police should have no role in the mediation and appeals of complaints. This should be the responsibility of a strengthened PCRS	

5. Mediation-Yes	Mediation-No
professional mediation by someone who is trained in that, not a practicing lawyer looking for addl. income	
This process needs to take place outside of the Police Department's purview, and be accessible to the public when and where appropriate.	
This sounds like a process that may be necessary in order for this oversight body to provide meaningful change.	

6. Budget-Yes	Budget-No
Any oversight committee should be provided an adequate budget to perform their functions expeditiously. The committee should be able to demonstrate an overall improvement in dispute resolution.	Absolutely not going to support monetizing a committee and give more incentive to undermine our police department.
It will need a greater percentage if it is to be more effective and enact some of its more effective proposals.	Absolutely not, waste of money and the PD should not be funding this.
No less than 5%	For 4-5 cases per year? No engage and work with the police department to discuss options
Shift more than 2% of the PPD budget... 2% is nothing in the grand scheme of their bloated budget.	Move the money out of the PD budget into an administrative budget so there can be no fiscal influence exerted by the PD.
The oversight board should be given sufficient resources to perform its work effectively and serve the people of the community.	Only cost of a liaison
The oversight body should have funds to cover administrative costs so that it can do its job.	That is way too much money!
The PD budget is outrageous and should certainly be used to generously fund the oversight body.	
They should also be paid for their time. Working people should be able to be part of the committee, and our time is not free.	
Who supervises the employee, how can they be protected from retaliation, how do they establish trust and ethical practice?	

7. Independence - Yes	Independence-No
Education to the general public about the entire system so people feel comfortable with using the system. Raising awareness of some of the good work the department already does and visibility of that good work, while encouraging the general public to voice concerns as needed. It would be nice to see bike patrol people and walking patrols in some neighborhoods, especially ones farther away from the center of town. Just walk around and meet the residents.	From the PD - YES. NOT from the city. The PCRS will be part of the city oversight framework ensuring city departments are effective and ethical operations. Consider similar type of citizen oversight of other city divisions too (FD, Road & Bridge, planning, etc.).
Eliminate the role of city manager, an unelected position that has too much power and influence as the final decision-maker on hiring the police chief.	I agree in principle, but to be effective it must be enmeshed in the department, and to be credible the body's decisions must be enmeshed in the department's way of being, not outside reports.
Give the PCRS the ability to hire and fire the police chief and give them exclusive power over discipline. PCRS members should be elected positions.	These proposals will cause our police to STOP doing anything other than the bare minimum. Is this what you want? Oversight committees are purely political and have destroyed amazing places like Seattle, Portland Oregon, LA etc. I feel we have the most professional police department in any place I've lived. Stop looking for ways to ruin Portland.
I wish more information has been provided with the survey regarding the composition/qualifications of the oversight body membership as well as the Portland specific issues regarding internal investigations that necessitated the creation of the body	What makes ordinary citizens think they are capable of disciplining trained police officers? An appeal process would be nice if the complaining citizen wanted it
Independence yes, but they can and should review all complaints and incidences.	
Let's start here: https://www.aclu.org/other/fighting-police-abuse-community-action-manual	
Make sure they have real power - ie the ability to run their own investigations and influence decisions	
Offer the services to people who can choose to use if they want- A separate department/agency like social services	
Other factors are important too: closeness with the public and experience with the public and training in nonviolent conflict resolution and knowledge of resources and ability to navigate those resources.	

7. Independence - Yes	Independence-No
PD budget, but City Council oversight? Town Manager oversight? Mayoral oversight? Corrections oversight? HR oversight? That's a tough one.	
Perhaps some seats on the oversight body could be required to be filled by appointees from different identity /background groups such as formerly or currently experienced homelessness, 1st, 2nd or 3rd generation immigrant community member, and someone who identifies as disabled. and/or there could be a limit to the number of seats that can be filled by current/former city councilors, or that people can't have worked for a PD in the last x number of years	
Please explore Detroit's model	
Scrupulous and transparent background information to expose any possible impartiality. Discontinuing the practice of hiring city police officers wearing city police uniforms and gear to police private organizations and events such as Whole Foods, condo association meetings, et al.	
The members of the body could be elected or evaluated through a process to tease out bias.	
The oversight body should have independence from the city government and PD and also have the power to enforce change, not just rely on the decisions then made within the PD or city government.	
They could be elected, like the school board. Following the school budget, the police are really expensive. Many cities have an elected police commissioner (Sometimes also the Mayor, as in Portland Oregon) we could have a board of 7 elected, civilian police commissioners. Ideally they would receive a salary and be trained properly as mentioned in this survey. Having clear democratic control over the police would ease some of my fears about having a semi-autonomous armed force in the city.	
They should have their own offices, budgets, and community meetings.	

7. Independence - Yes	Independence-No
This option seems best but I am unsure how to achieve it	
Transparency, transparency, transparency. As much as possible, make available information about the oversight body's process and actions. Publish easily searchable data on a well-designed webpage. Collect and publish demographic data for arrests, traffic stops, etc. Contextualize data with comparative analyses of cities with comparable demographics. Let people judge your work both when it's good and less good, instead of letting them speculate about what they're not being told. Give people context for how decisions are made. Understanding the system allows people to more fairly evaluate its successes as well as its shortcomings.	
We wouldn't need this if police weren't militarized. They don't feel like community members.	