

Introduction to the Monitoring Plan for the Settlement Agreement Between the City of Portland and the United States Department of Justice

As the Independent Monitorship of the Settlement Agreement between the City of Portland and the United States Department of Justice (Settlement Agreement) begins, and as a new chapter in the oversight and implementation of the Settlement Agreement gets started, it is imperative to acknowledge the considerable progress toward substantial compliance that has been achieved thus far. The City of Portland, the Portland Police Bureau, and—crucially—stakeholders throughout the broader Portland community have expended immeasurable time and effort in furtherance of their respective commitments to fostering continuous improvement in the delivery of police services to the people of Portland. The work of the Independent Monitor, including the development of this Monitoring Plan, seeks to build on that progress and accelerate full compliance with the remaining provisions of the Settlement Agreement. The Independent Monitor would like to specifically thank the Compliance Officer/Community Liaison team and the Department of Justice team, both for their comprehensive compliance assessments spanning many years and their accessibility and assistance to our team as we transitioned into our Monitorship role.

Recognizing the work that has already been completed toward compliance with the Settlement Agreement, and reflecting the reduced number of provisions to be assessed since before the Independent Monitor was appointed, this Monitoring Plan (Plan) is designed to be relatively succinct and summary oriented. It aims to adhere closely to both the wording and the mandates of the Settlement Agreement inasmuch as possible and, in doing so, strives to present a clear path that leads to the goal of sustained substantial compliance. The Plan is intended to work in concert with a detailed set of compliance methodologies, which are currently being developed by the Independent Monitor and will be subject to review and input from the Parties. Together, the methodologies and the Plan will yield the comprehensive guidance toward compliance that is contemplated by the Settlement Agreement.

Even as the overall objective of substantial compliance with the Settlement Agreement draws closer, the Independent Monitor also recognizes that there remains a substantial amount of work yet to be completed. The Monitoring Plan represents merely one step toward the completion of that immensely important work. Along with the listed Settlement Agreement provisions to be assessed for compliance, and the identified prospective assessments of those provisions, the Independent Monitor will be conducting outcome assessments on a semi-annual basis. These qualitative and quantitative assessments, required by the Settlement Agreement, will measure whether the implementation of the Settlement Agreement has created: systems and resources for responding to persons in mental health crisis; competent accountability and oversight systems; effective training for officers that leads to the successful delivery of service to persons in mental health crisis; management of the use of force to meet constitutional standards; and robust systems of community engagement. In the view of the Independent Monitor, the value of these outcome assessments cannot be overstated, as they relate directly to the initial issues that gave rise to the Settlement Agreement. Furthermore, they will help to confirm that the reforms successfully achieved by the City under the Settlement Agreement are sustained and durable. As noted in the Plan, the Monitor will produce reports detailing these outcome assessments concurrently with its semi-annual reports on compliance.

The Independent Monitor also remains cognizant of its other duties pursuant to the Settlement Agreement, beyond the development of the Monitoring Plan, the assessments of, and reporting on, compliance with the surviving provisions of the Settlement Agreement, and the outcome assessments described above. The Independent Monitor is responsible for identifying barriers

to compliance and recommending paths to overcome them; maintaining regular contact with the Parties to the Settlement Agreement, including status teleconferences and meetings on a mutually agreeable schedule; maintaining a public-facing website where our invoices and reports are accessible to the public; holding town hall meetings twice a year to hear community perspectives as they relate to the requirements of the Settlement Agreement; and soliciting feedback from stakeholders including, but not limited to, the Portland Police Association, the Albina Ministerial Alliance Coalition for Justice and Police Reform, the Mental Health Alliance, and other individuals representing the broad diversity of Portland. The Independent Monitor considers community engagement to be of the utmost importance; accordingly, we have already begun our efforts to live up to the final area of responsibility on that list (soliciting stakeholder feedback). We look forward to meeting each of the listed duties throughout the course of our Monitorship.

Returning to the Monitoring Plan, it is challenging in some respects for the Independent Monitor to identify at this early stage in the Monitorship each and every data point, record, policy, procedure, or other material that may be called for in order to complete a robust compliance assessment. Although best efforts were made to indicate the most relevant materials for the assessment of each listed paragraph, the absence of any particular item in the Plan should not be taken as an indication that the Independent Monitor will not need that item in order to complete its work. Similarly, our continually developing understanding of the available and relevant evidence of the City's efforts toward compliance, in addition to any amendments to the Settlement Agreement that might be duly enacted, will further inform our compliance methodologies and any according adjustments and refinements to them over time.

Keeping all of this in mind, the Independent Monitor will maintain a consistent focus on ensuring thorough, objective, accurate assessments that will ultimately lead to full compliance with, and the final termination of, the Settlement Agreement. We present the Monitoring Plan with a commitment to transparency, rigor, and a renewed independent outlook that respects the work completed in the past while being firmly anchored in the present requirements of the Agreement. We are confident that it represents an important step toward ensuring the protection of the constitutional rights of all members of the Portland community, continuous improvement of the safety and security of the people of Portland, the safety of Portland Police Bureau (PPB) employees, and increased public confidence in PPB.

Monitoring PlanDefinitions:

Just as they apply to the Settlement Agreement, the following terms and definitions shall also apply to the Plan:

- “Day” means a calendar day.
- “Ensure” means that the City and PPB are using objectively good faith efforts to achieve the outcome desired.
- “Implement” or “implementation” means the development or putting into place of a policy or procedure, including the appropriate training of all relevant personnel, and the consistent and verified performance of that policy or procedure in actual practice through the regular use of audit tools.
- “Including” means “including, but not limited to.”
- “TBD” means “to be determined.”

Anticipated Timing of Compliance Assessments:

For the purposes of this Monitoring Plan (Plan), each Review Period is comprised of six months. The Anticipated Timing for the identified Deliverables in the Plan is intended to align with the semi-annual compliance assessments that the Monitor is required by the Settlement Agreement to conduct. The initial Review Period subject to this Plan is from July 1, 2024 through December 31, 2024. The following timeline lays out what is anticipated to occur after the close of that Review Period:

- The identified Responsible Stakeholder(s) will provide the required Deliverables to the Monitor by February 15, 2025 (approximately 45 days later)
- The Monitor will, in turn, complete its assessments and provide them in written draft form to the Parties by April 1, 2025 (approximately 45 days later)
- The Parties will provide confidential written comments back to the Monitor by April 16, 2025 (15 days later)
- The Monitor will consider and make any revisions by April 30, 2025 (14 days later)
- The Monitor will post the draft report publicly, to receive any community input, from May 1, 2025 through June 1, 2025 (32 days)
- The Monitor will consider the community input from June 2, 2025 through June 15, 2025 (14 days)
- The Monitor will finalize its assessment report and file it with the Court by June 30, 2025 (15 days later)

June 30, 2025 also marks the end of the second Review Period subject to this plan; the timeline associated with that period will be based on the same durations between each step as those indicated above. The same is true of the third Review Period subject to this plan, which will close on December 31, 2025.

Outcome Measurements:

In addition to its assessments of compliance with the remaining provisions of the Settlement Agreement, the Monitor will conduct semi-annual qualitative and quantitative outcome assessments to measure whether the implementation of the Settlement Agreement has created: (1) capable systems and resources for responding to persons in mental health crisis; (2) competent accountability and oversight systems; (3) effective training for police officers that increases the knowledge, skills and abilities necessary for effective and successful delivery of service to persons in mental health crisis; (4) proper management of the use of force to meet constitutional standards; and (5) robust systems of community engagement. Reporting on these outcome assessments will be produced concurrently with the Monitor’s finalized compliance assessment reports, and they will be based on the same Reporting Periods.

Updated Monitoring Plan:

If the Monitor is appointed for an additional two-year term, then the Monitor will file an updated Monitoring Plan with the Court.

Row	SA ¶	Area	Sub-Area	Assessment	Responsible Stakeholder(s)	Deliverable	Anticipated Timing
1	66	Use of Force	Use of Force Policy	<p>Portland Police Bureau (PPB) provides information on its uses of force, including General Offense (GO) or supplemental reports, Force Data Collection Reports (FDCRs), After Action Reports (AARs), body-worn camera (BWC) and other recordings, use of force data, and relevant policies and procedures, from immediately preceding Review Period to Monitor.</p> <p>Monitor assesses PPB's implementation of the requirement to maintain the principles enumerated in this paragraph of the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>Information on uses of force from preceding Review Period</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
2	67	Use of Force	Use of Force Policy	<p>PPB provides information on its uses of force, including GO or supplemental reports, FDCRs, AARs, BWC and other recordings, documentation of corrective action and/or discipline issued, use of force data, and relevant policies and procedures, from immediately preceding Review Period to Monitor.</p> <p>Monitor assesses PPB's implementation of the requirement to add to its use of force policy the principles enumerated in this paragraph of the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>Information on uses of force from preceding Review Period</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
3	69	Use of Force	Use of Force Reporting Policy and Use of Force Report	<p>PPB provides information on its use of force reports, including GO or supplemental reports, FDCRs, AARs, BWC and other recordings, involved and witness officer statements, use of force data, and relevant policies and procedures, from immediately preceding Review Period to Monitor.</p> <p>Monitor assesses PPB's implementation of revisions to its policies related to use of force reporting to include the enumerated requirements in this paragraph of the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>Information on use of force reports from preceding Review Period</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

Row	SA ¶	Area	Sub-Area	Assessment	Responsible Stakeholder(s)	Deliverable	Anticipated Timing
4	70	Use of Force	Use of Force Supervisory Investigations and Reports	<p>PPB provides to Monitor information on its use of force supervisory investigations, including the following from immediately preceding Review Period: completed force reviews and administrative investigations; GO or supplemental reports; FDCRs; AARs; required notifications of serious uses of force, uses of force against persons with actual or perceived mental illness, and suspected misconduct; documentation of officer counseling and training; documentation of medical attention provided to subject of force; officer statements regarding force; use of force data; and relevant policies and procedures.</p> <p>Monitor assesses PPB’s implementation of continued enforcement of Directive 910.00 as it relates to use of force supervisory investigations and reports, as well as revisions to that directive to include the enumerated requirements in this paragraph of the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>Information on use of force supervisory investigations from preceding Review Period</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
5	72	Use of Force	Use of Force Supervisory Investigations and Reports	<p>PPB provides supervisor investigation checklist regarding force investigations to Monitor in addition to records documenting any reviews of checklist, and any revisions made to it, during immediately preceding Review Period.</p> <p>Monitor assesses PPB’s implementation of a supervisor investigation checklist, as well as PPB’s review of the checklist’s adequacy and any revisions made to it at least annually.</p>	<p>PPB</p> <p>Monitor</p>	<p>Supervisor investigation checklist, including any revisions from preceding Review Period</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
6	73	Use of Force	Use of Force Supervisory Investigations and Reports	<p>PPB provides information on its chain of command reviews of AARs, including Employee Information System (EIS) entries, supervisor reports, completed investigations, officer and supervisor corrective actions, and relevant training conducted, from immediately preceding Review Period to Monitor.</p> <p>Monitor assesses PPB’s implementation of revisions to its policies concerning chain of command reviews of AARs to include the enumerated requirements in this paragraph of the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>Information on uses of force from preceding Review Period</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

Row	SA ¶	Area	Sub-Area	Assessment	Responsible Stakeholder(s)	Deliverable	Anticipated Timing
7	74	Use of Force	Compliance Audits Related to Use of Force	<p>PPB provides quarterly reviews of force, including Inspector's audits of force reports and Directive 910.00 Investigation Reports, from immediately preceding Review Period to Monitor.</p> <p>Monitor assesses implementation of Inspector's audits of force reports and Directive 910.00 Investigation Reports, including their audit methodologies, to ensure that all requirements regarding such reports listed in this paragraph of the Settlement Agreement are met.</p>	<p>PPB</p> <p>Monitor</p>	<p>Quarterly reviews of force, including Inspector's audits</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
8	75	Use of Force	Compliance Audits Related to Use of Force	<p>PPB provides Inspector's audits of force reports and Directive 910.00 investigations from immediately preceding Review Period to Monitor.</p> <p>Monitor assesses implementation of Inspector's audits of force reports and Directive 910.00 investigations, including their audit methodologies, to determine whether supervisors consistently meet all requirements listed in this paragraph of the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>Inspector's audits of force reports and Directive 910.00 investigations</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
9	76	Use of Force	Compliance Audits Related to Use of Force	<p>PPB provides Inspector's quarterly analyses of force data and supervisors' Directive 910.00 reports from immediately preceding Review Period to Monitor.</p> <p>Monitor assesses implementation of Inspector's quarterly analyses of force data and supervisors' Directive 910.00 reports, including their methodologies, to determine whether all requirements listed in this paragraph of the Settlement Agreement are met.</p>	<p>PPB</p> <p>Monitor</p>	<p>Quarterly analyses of force data and supervisors' Directive 910.00 reports</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
10	77	Use of Force	Compliance Audits Related to Use of Force	<p>PPB provides Inspector's audits of the adequacy of chain of command reviews of AARs from immediately preceding Review Period to Monitor.</p> <p>Monitor assesses implementation of Inspector's audits of the adequacy of chain of command reviews of AARs, including their methodologies, to ensure that all supervisors in the chain of command meet all requirements listed in this paragraph of the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>Inspector's audits of chain of command reviews of AARs</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

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11	78	Training	<i>Not Applicable</i>	<p>PPB demonstrates that it has implemented the requirements stated in Paragraphs 79, 81, 84, 85, and 86 of the Settlement Agreement.</p> <p>Monitor verifies whether PPB has implemented the requirements stated in Paragraphs 79, 81, 84, 85, and 86 of the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>Implementation of Paragraphs 79, 81, 84, 85, and 86</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
12	79	Training	<i>Not Applicable</i>	<p>PPB provides Training Division's most recently completed needs assessment and most recently reviewed and updated training plan to Monitor.</p> <p>Monitor assesses whether Training Division reviewed and updated PPB's training plan annually as well as whether all factors identified in this paragraph of the Settlement Agreement were taken into consideration in Training Division's annual needs assessment, and the modifications to it.</p>	<p>PPB</p> <p>Monitor</p>	<p>Needs assessment and training plan</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
13	81	Training	<i>Not Applicable</i>	<p>PPB provides access to training materials including records of current curricula, lesson plans, training delivered, attendance records, and other training materials from the immediately preceding Review Period to Monitor, as well as access to the file system used to track, maintain, and report those records. PPB also provides evidence of supervisors' reviews of the file system for officers under their command.</p> <p>Monitor assesses whether PPB is ensuring that Training Division is electronically tracking, maintaining, and reporting training records in a central, commonly accessible, and organized file system. Monitor also assesses whether supervisors review that system for officers under their command at least semi-annually.</p>	<p>PPB</p> <p>Monitor</p>	<p>Access to training records and training file system, and evidence of supervisors' review of file system</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

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14	84	Training	<i>Not Applicable</i>	<p>PPB provides access to all training courses and materials, including lesson plans and curricula, from the immediately preceding Reporting Period to Monitor. PPB also provides evidence of training on the Settlement Agreement's requirements.</p> <p>Monitor assesses whether PPB training conforms to current PPB policies as well as whether PPB trains officers on the Settlement Agreement's requirements. Monitor also assesses whether PPB training meets the enumerated requirements in this paragraph of the Settlement Agreement with respect to patrol officers and supervisors.</p>	PPB Monitor	<p>Access to training courses and materials; evidence of training on Settlement Agreement</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
15	85	Training	<i>Not Applicable</i>	<p>PPB provides Inspector's audits of the training program to Monitor.</p> <p>Monitor assesses whether the Inspector audited the training program to ensure PPB completed the enumerated requirements in this paragraph of the Settlement Agreement.</p>	PPB Monitor	<p>Inspector's audits of training program</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
16	86	Training	<i>Not Applicable</i>	<p>PPB provides Inspector's quarterly presentations of data and analysis regarding patterns and trends in officers' uses of force, including any identified problematic use of force patterns and/or training deficiencies, from the immediately preceding Reporting Period to the Monitor. Training Division and Training Advisory Council provide to the Monitor copies of their written recommendations in response to those presentations. PPB also provides to the Monitor records of the Chief's assessments of use of force patterns identified by Training Division and/or Training Advisory Council and training implemented to address identified deficiencies.</p> <p>Monitor assesses whether the Inspector gathered and presented data and analysis as required in this paragraph of the Settlement Agreement. Monitor assesses written recommendations made by Training Division and Training Advisory Council, as well as Chief's assessments and implementation of training to address deficiencies.</p>	PPB, TAC Monitor	<p>Inspector's quarterly analysis of use of force patterns/trends; recommendations from TD/TAC; assessments and responsive actions by Chief</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

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17	88	Community-Based Mental Health Services	Not Applicable	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>
18	89	Community-Based Mental Health Services	Not Applicable	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>

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19	90	Community-Based Mental Health Services	Not Applicable	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>
20	94	Crisis Intervention	Addictions and Behavioral Health Unit and Advisory Committee	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>

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21	95	Crisis Intervention	Addictions and Behavioral Health Unit and Advisory Committee	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>
22	96	Crisis Intervention	Addictions and Behavioral Health Unit and Advisory Committee	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>
23	115	Crisis Intervention	BOEC	<p>City provides information to Monitor from immediately preceding Review Period demonstrating fully operational Crisis Triage.</p> <p>Monitor assesses whether City is ensuring fully operational Crisis Triage, including the implementation of policies and procedures already completed pursuant to the Settlement Agreement to triage calls related to mental health issues as well as operation by trained staff.</p>	<p>City</p> <p>Monitor</p>	<p>Information demonstrating fully operational Crisis Triage</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

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24	116	Employee Information System	<i>Not Applicable</i>	<p>PPB provides access to EIS as well as information to Monitor from immediately preceding Review Period demonstrating required enhancements of EIS in identifying at-risk employees, supervisors, and teams to address potentially problematic trends in a timely fashion.</p> <p>Monitor assesses whether PPB enhanced EIS in accordance with the enumerated requirements in this paragraph of the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>Access to EIS; information demonstrating required enhancements of EIS</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
25	117	Employee Information System	<i>Not Applicable</i>	<p>PPB provides to Monitor EIS analyses from immediately preceding Review Period that are similar to those required by Paragraph 116 of the Settlement Agreement, use force audit data, and are conducted at supervisor and team levels.</p> <p>Monitor assesses whether PPB used force audit data to conduct EIS analyses required by this paragraph of the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>EIS analyses at supervisor and team levels using force audit data to identify and compare patterns of activity</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
26	118	Employee Information System	<i>Not Applicable</i>	<p>PPB provides to Monitor documentation of its continued utilization of the EIS thresholds enumerated in this paragraph of the Settlement Agreement to trigger case management reviews.</p> <p>Monitor assesses PPB's continued utilization of existing thresholds listed in the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>Documentation of utilization of EIS thresholds</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
27	121	Officer Accountability	Investigation Timeframe	<p>PPB and City provide to Monitor data from the immediately preceding Review Period on the duration of administrative investigations of officer misconduct. IPR (Independent Police Review)(for CRC) provides to Monitor data on the duration of appeals of findings in administrative investigations.</p> <p>Monitor assesses whether investigations and appeals are being completed within the timeframes established by this paragraph of the Settlement Agreement.</p>	<p>PPB, City, IPR (for CRC)</p> <p>Monitor</p>	<p>Data showing duration of administrative investigations and appeals</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

Row	SA ¶	Area	Sub-Area	Assessment	Responsible Stakeholder(s)	Deliverable	Anticipated Timing
28	122	Officer Accountability	Investigation Timeframe	<p>PPB provides documentation evidencing the timing of administrative investigations and criminal investigations that concern the same incident, including any applicable tolling, during the immediately preceding Review Period. IPR (for CRC) and PPB (for the Police Review Board (PRB)) provide any recommendations made for further investigation.</p> <p>Monitor assesses whether administrative and criminal investigations were conducted concurrently and whether any tolling of the investigations was appropriate.</p>	<p>PPB, IPR (for CRC)</p> <p>Monitor</p>	<p>Data on administrative and criminal investigations concerning the same incident</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
29	123	Officer Accountability	Investigation Timeframe	<p>PPB provides written reviews of the reasons that any Internal Affairs (IA) investigations during the immediately preceding Review Period were not completed within timeframe targets identified in Paragraph 121 of the Settlement Agreement, including the source of the delays and an action plan for reducing them.</p> <p>Monitor assesses whether PPB provided the required written reviews, including the identification of the source of the delays and their implementation of an action plan to reduce them.</p>	<p>PPB</p> <p>Monitor</p>	<p>Written reviews of delayed administrative investigations and plans for reducing delays</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
30	124	Officer Accountability	On Scene Public Safety Statements and Interviews	<p>PPB provides documentation of current protocols for compelled statements made to Professional Standards Division, the submission of such protocols to the Department of Justice (DOJ) for review and approval, and the advisement of such protocols issued to all officers.</p> <p>Monitor assesses protocols for compliance with applicable law and current professional standards. Monitor verifies submission of protocols to DOJ and issuance of advisement of protocols to all officers.</p>	<p>PPB</p> <p>Monitor</p>	<p>Protocols for compelled statements, submission of protocols to DOJ, and advisement of protocols to officers</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

Row	SA ¶	Area	Sub-Area	Assessment	Responsible Stakeholder(s)	Deliverable	Anticipated Timing
31	125	Officer Accountability	On Scene Public Safety Statements and Interviews	<p>PPB provides records of issuances and terminations of communication restriction orders (CROs) to involved and witness officers to a lethal force event during the immediately preceding Review Period.</p> <p>Monitor verifies whether PPB continues issuance and maintenance of CROs as required by this paragraph of the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>CROs issued to officers</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
32	126	Officer Accountability	On Scene Public Safety Statements and Interviews	<p>PPB provides documentation illustrating that all witness officers to lethal force events during the immediately preceding Review Period gave on-scene briefings to appropriate personnel to identify victims, suspects, and witnesses, to locate evidence, and to provide any other information as required, including for the safe resolution of the incident, as well as documentation requiring them to do so.</p> <p>Monitor verifies whether PPB continues to require witness officers to give such briefings for the reasons enumerated in this paragraph of the Settlement Agreement.</p>	<p>PPB</p> <p>Monitor</p>	<p>Documentation of on-scene briefings given by witness officers to lethal force events</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
33	127	Officer Accountability	On Scene Public Safety Statements and Interviews	<p>PPB provides documentation illustrating that all involved officers in lethal force and in-custody death events during the immediately preceding Review Period were requested to provide voluntary, on-scene walk-throughs and interviews, unless they were incapacitated.</p> <p>Monitor verifies whether PPB requested involved officers in lethal force and in-custody death events to provide voluntary, on-scene walk-throughs and interviews.</p>	<p>PPB</p> <p>Monitor</p>	<p>Documentation of requests for on-scene interviews and walk-throughs</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
34	128	Officer Accountability	Conduct of IA Investigations	<p>City provides evidence from immediately preceding Review Period of efforts to reduce time and effort consumed in redundant witness interviews by IPR and IA, and to develop and implement a plan to enable meaningful independent investigation by IPR.</p> <p>Monitor assesses whether City developed and implemented a plan to reduce redundancies and enable meaningful independent investigation by IPR.</p>	<p>City, IPR, PPB</p> <p>Monitor</p>	<p>Evidence of efforts to enable independent IPR investigations; IPR investigative determinations</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

Row	SA ¶	Area	Sub-Area	Assessment	Responsible Stakeholder(s)	Deliverable	Anticipated Timing
35	129	Officer Accountability	Conduct of IA Investigations	<p>City and PPB provide access to all completed investigations of excessive force allegations from immediately preceding Review Period. IPR provides documentation justifying truncations of any of those investigations based on the conclusion that the allegations have no basis in fact.</p> <p>Monitor assesses whether City and PPB ensure all excessive force allegations are subject to full and completed IA investigations resulting in findings, except those subject to truncation based on IPR's determination.</p>	<p>City, PPB, IPR</p> <p>Monitor</p>	<p>Access to all investigations of excessive force allegations</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
36	131	Officer Accountability	Conduct of IA Investigations	<p>City and PPB provide access to all PRB procedures, investigative files, and recommended findings on administrative complaints during immediately preceding Review Period.</p> <p>Monitor reviews whether City and PPB retained PRB procedures except as outlined in this paragraph of the Settlement Agreement.</p>	<p>City, PPB</p> <p>Monitor</p>	<p>Access to PRB procedures, investigative files, and recommended findings</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
37	132	Officer Accountability	Conduct of IA Investigations	<p>PPB and IPR provide any records from immediately preceding Review Period of PRB requests for further investigation of alleged misconduct, as well as all additional investigation completed in response to such requests and/or statements explaining the need for additional time to conduct further investigation.</p> <p>In cases where PRB requested additional investigation of misconduct, Monitor assesses whether PPB or IPR made reasonable attempts to conduct the additional investigation within the timeframe required by this paragraph of the Settlement Agreement, as well as whether written explanations were provided to the PRB when additional time was needed.</p>	<p>PPB, IPR</p> <p>Monitor</p>	<p>PRB requests for additional investigation of misconduct; additional investigations; any explanations of need for more time</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

Row	SA ¶	Area	Sub-Area	Assessment	Responsible Stakeholder(s)	Deliverable	Anticipated Timing	
38	133	Officer Accountability	Conduct of IA Investigations	City provides access to all records of civil trials completed during immediately preceding Review Period in which an officer’s use of force gives rise to a finding of liability. PPB provides documentation of all actions taken in response to such a finding associated with the requirements listed in this paragraph of the Settlement Agreement.	City, PPB	Access to trial records in which officer is found liable based on use of force; documentation of PPB actions taken in response	2/15/25; 8/15/25; 2/15/26	
				Monitor assesses whether PPB took all actions required by this paragraph of the Settlement Agreement in response to civil trials in which an officer’s use of force gives rise to a finding of liability.	Monitor	Completed assessment	4/1/25; 10/1/25; 4/1/26	
39	137	Officer Accountability	Discipline	City and PPB provide discipline guide and records of discipline issued during immediately preceding Review Period for sustained allegations of misconduct.	City, PPB	Discipline guide; records of discipline issued	2/15/25; 8/15/25; 2/15/26	
				Monitor assesses whether PPB and City developed and implemented a discipline guide to ensure that discipline is based on the criteria listed in this paragraph of the Settlement Agreement and is reasonably predictable and consistent.	Monitor	Completed assessment	4/1/25; 10/1/25; 4/1/26	
40	141	Community Engagement and Creation of Portland Committee on Community Engaged-Policing	Not Applicable	<i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i>	City	Self-monitoring plan; compliance reports; reports of findings to Court	TBD by City	
				City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.			Monitor	Continuous
				Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.				Within 45 days of receipt

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41	142	Community Engagement and Creation of Portland Committee on Community Engaged-Policing	Not Applicable	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>
42	143	Community Engagement and Creation of Portland Committee on Community Engaged-Policing	Not Applicable	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>

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43	144	Community Engagement and Creation of Portland Committee on Community Engaged-Policing	Not Applicable	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>
44	148	Community Engagement and Creation of Portland Committee on Community Engaged-Policing	Not Applicable	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>

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45	150	Community Engagement and Creation of Portland Committee on Community Engaged-Policing	Not Applicable	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>
46	151	Community Engagement and Creation of Portland Committee on Community Engaged-Policing	Not Applicable	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>

Row	SA ¶	Area	Sub-Area	Assessment	Responsible Stakeholder(s)	Deliverable	Anticipated Timing
47	152	Community Engagement and Creation of Portland Committee on Community Engaged-Policing	Not Applicable	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>
48	188	Addendum of Additional Remedies	Not Applicable	<p>PPB provides FDCR and AAR forms as well as documentation of revisions to them, if any, during the immediately preceding Review Period to capture when the forms are edited and completed.</p> <p>Monitor assesses whether City revised FDCR and AAR forms to capture when the forms are edited and completed.</p>	<p>City, PPB</p> <p>Monitor</p>	<p>FDCR and AAR forms and documentation of revisions to them</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
49	189	Addendum of Additional Remedies	Not Applicable	<p>City provides documentation showing its funding of a qualified outside entity to critically assess City’s response to crowd control events in 2020 in a public-facing report and to prepare a follow-on review of City’s response to the report. City illustrates its utilization of the public-facing report to prepare a training needs assessment.</p> <p>Monitor assesses whether City provided funding for a qualified outside entity, as well as whether City used the entity’s resulting report to prepare a training needs assessment.</p>	<p>City</p> <p>Monitor</p>	<p>Documentation of funding for a qualified outside entity; training needs assessment</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

Row	SA ¶	Area	Sub-Area	Assessment	Responsible Stakeholder(s)	Deliverable	Anticipated Timing
50	190	Addendum of Additional Remedies	Not Applicable	<p>City provides documentation showing its inclusion of a separate budget line item for overtime costs to conduct necessary training for PPB officers.</p> <p>Monitor assesses whether City included a separate budget line item for the purpose and duration identified in this paragraph of the Settlement Agreement.</p>	<p>City</p> <p>Monitor</p>	<p>Documentation of budgeted items for overtime to conduct training</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
51	191	Addendum of Additional Remedies	Not Applicable	<p>City provides documentation showing it budgeted for a qualified civilian in PPB to direct all educational aspects of PPB's Training Division; its posting of the position; its job offer to a suitable candidate; and its completion of any required background screenings.</p> <p>Monitor assesses whether City budgeted for a qualified civilian and hired a suitable candidate to direct all educational aspects of PPB's Training Division.</p>	<p>City</p> <p>Monitor</p>	<p>Documentation of budgeting for, and hiring of, civilian to direct educational aspects of PPB's Training Division</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

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53	193	Addendum of Additional Remedies	Not Applicable	<p><i>This paragraph is subject to self-monitoring – a transition phase involving continued Monitor review while allowing the City to demonstrate its ability to sustain compliance.</i></p> <p>City creates self-monitoring plan in consultation with Monitor, prepares semi-annual compliance reports, and reports its findings to Court.</p> <p>Monitor consults on self-monitoring plan, including review of City’s methodology, and evaluates semi-annual compliance reports, including review of self-assessments.</p>	<p>City</p> <p>Monitor</p>	<p>Self-monitoring plan; compliance reports; reports of findings to Court</p> <p>Consultation on self-monitoring plan</p> <p>Evaluation of compliance reports</p>	<p>TBD by City</p> <p>Continuous</p> <p>Within 45 days of receipt</p>
54	194	Addendum of Additional Remedies	Not Applicable	<p>City provides evidence demonstrating its implementation of BWCs, including: all related policies; compliance with collective bargaining obligations related to BWCs, and provision of a status update upon completion of the collective bargaining process; the Compliance Officer’s gathering of public input on the use of BWCs and the provision of that information to the public and the Parties.</p> <p>Monitor assesses whether City implemented BWCs pursuant to a policy subject to the review-and-approval provisions of the Settlement Agreement, and whether City was compliant with any related collective bargaining agreements. Monitor also assesses whether City complied with related collective bargaining obligations and provided an update upon the completion of collective bargaining, as well as whether the Compliance Officer gathered public input on BWCs and provided it to the public and the Parties. Assessment may include review of BWC policies, training records, and recordings; review of collective bargaining records; and interviews with PPB personnel.</p>	<p>City, PPB</p> <p>Monitor</p>	<p>Evidence of BWC implementation, including associated policies, collective bargaining efforts, and gathering of public input</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>

Row	SA ¶	Area	Sub-Area	Assessment	Responsible Stakeholder(s)	Deliverable	Anticipated Timing
55	195	Addendum of Additional Remedies	Not Applicable	<p>City provides documentation of the following: plans presented by City Council and Auditor for transition to Community Police Oversight Board (Board); City Council’s adoption of a plan; ongoing completion of administrative investigations, including accountability for officers who violate PPB policy and procedure, until the Board is operational; changes to City Code, proposed by the Commission charged with defining the Board’s duties and authority (Commission), to create a new oversight system; proposed amendments to City Code and the Settlement Agreement, made by the City, to ensure full implementation of the Board; City Council’s vote on City Code provisions creating the Board; the staffing and operational status of the Board; and compliance with collective bargaining obligations related to the Board.</p> <p>Monitor assesses whether: plans for the Board were presented by City Council and Auditor, including whether they ensure continuity of IPR operations while the Board remains pre-operational; City Council adopted a plan deemed acceptable by the United States; City ensured ongoing completion of administrative investigations, including accountability for officers who violate PPB policy and procedure; Commission proposed changes to City Code to create a new oversight system; City proposed amendments to City Code and the Settlement Agreement to ensure full implementation of the Board; City Council voted on City Code provisions creating the Board; the Board is staffed and operational; City complied with related collective bargaining obligations.</p>	<p>City</p> <p>Monitor</p>	<p>Documentation pertaining to planning for, and transition to, Community Police Oversight Board, including ongoing completion of administrative investigations and collective bargaining efforts</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>
56	245	Agreement Implementation and Enforcement	Review of Policies, Trainings, and Investigations	<p>PPB provides evidence showing that its policies are applied uniformly and its officers are held accountable for complying with policy and procedure.</p> <p>Monitor assesses whether PPB applies policies uniformly and holds officers accountable for complying with policy and procedure.</p>	<p>PPB</p> <p>Monitor</p>	<p>Evidence of uniform application of policies and accountability for compliance with them</p> <p>Completed assessment</p>	<p>2/15/25; 8/15/25; 2/15/26</p> <p>4/1/25; 10/1/25; 4/1/26</p>